

**Adjutant General's  
Department  
2011 EEO Strategic Plan**

**SECTION A: AGENCY OFFICIALS RESPONSIBLE FOR EEO PROGRAMMING**

<b>1. Agency Appointing Authority</b>	<b>2. Agency Human Resources Director</b>
Major General Deborah A. Ashenhurst The Adjutant General 2825 W. Dublin Granville Road Columbus, OH 43235 (614) 336-7070	Rhonda L. Brininger Human Resources Administrator 2825 W. Dublin Granville Road Columbus, OH 43235 (614) 336-7151 Rhonda.L.Brininger.ctr@us.army.mil
<b>3. EEO Program Manager</b>	<b>4. ADA Program Representative</b>
Rhonda L. Brininger Human Resources Administrator 2825 W. Dublin Granville Road Columbus, OH 43235 (614) 336-7151 Rhonda.L.Brininger.ctr@us.army.mil	Rhonda L. Brininger Human Resources Administrator 2825 W. Dublin Granville Road Columbus, OH 43235 (614) 336-7151 Rhonda.L.Brininger.ctr@us.army.mil

EEO Program website link: [ong.ohio.gov/human\\_resources/state/EEOSTrategicPlan2011.pdf](http://ong.ohio.gov/human_resources/state/EEOSTrategicPlan2011.pdf)

**SECTION B: AGENCY OVERVIEW EEO PROGRAM MISSION AND VISION**

***Agency EEO Mission Statement***

The mission of the Adjutant General's Department EEO program is to provide and promote Equal Employment Opportunities for employees and applicants for employment while ensuring that agency policies and procedures are in compliance with State and federal EEO regulations, laws and statutes.

***Agency EEO Vision Statement***

The Adjutant General's Department EEO program vision is to provide a working environment that is free from discrimination and harassment while promoting the values of diversity and inclusion in the workforce.

**SECTION C: EEO POLICY**

1. Has your EEO Policy been revised to reflect Executive Order 2011-05K? **Yes.**
2. Are all EEO-related policies current? **Yes.**
3. Have all agency employees received a copy of the current EEO policy? **Yes.**
4. Have newly promoted and current supervisors received a copy of the EEO policy? **Yes.**
5. If supervisors have been identified in your EEO policy as a "go to" person, have they been trained in their role in the discrimination complaint process? **N/A.**
6. What is the role of supervisors in the EEO process at this agency? **The role of the supervisor is to identify EEO issues and bring them to the attention of the EEO Officer/Human Resources Administrator.**

**SECTION D: DISCRIMINATION COMPLAINT MANAGEMENT:**

7. Does your agency have more than one official who handles EEO complaints? **No.**
8. Has each EEO official who is handling complaints at your agency received "EEO Orientation" training from DAS/EOD? **Yes.**
9. Does your agency use a discrimination complaint form other than the DAS/EOD ADM 4400? **No.**
10. What are your methods for documentation when counseling an employee (for purposes of discussing a discriminatory issue)? **The EEO Officer/Human Resources Administrator notates information gathered from discussions with employees on the Agency EEO Counseling Form.**
11. Does someone other than the agency EEO official conduct investigations for allegations of discrimination? **Yes, if necessary, an EEO Officer from another state agency may be asked to conduct the EEO investigation.**
12. Has this agency been able to maintain timelines throughout the complaint process? **Yes.**
13. Does this agency submit a discrimination complaint summary report on a monthly basis to DAS/EOD? **Yes.**
14. Does your agency submit all "internal" complaints to DAS/EOD? **Yes.**
15. Does this agency provide on the monthly summary all non-jurisdictional allegations of discrimination, rejected complaints, discriminatory harassment and/or retaliation to DAS/EOD? **Yes.**
16. Are there persons available who have been trained at this agency in dispute resolution mediation involving allegations of discrimination? **Two Federal employees are trained in dispute resolution mediation.**
17. Have all employees been made aware of the internal discrimination complaint process? **Yes.**
18. Have all employees been informed about penalties for being found to perpetrate discriminatory behavior? **Yes.**
19. How are employees made aware of the discrimination complaint process? **Employee training on the discrimination complaint process was conducted between 9/2010-2/2011. Employees may access the ONG website and/or the DAS-EOD website to review the complaint process.**
20. Do all employees have access to the ADM 4400 DAS/EEO discrimination complaint form? **Yes.**
21. Has the agency prominently posted "current" EEO-related information at all agency facilities? **Yes.**
22. Is EEO information posted at satellite locations consistent with information at the agency's Central Office? **Yes.**

## SECTION E: DIVERSITY RECRUITMENT STRATEGIES

23. Has your agency established and/or maintained partnerships with various professional and educational organizations for diversity recruitment? **No, the agency does not have a position solely dedicated to EEO recruitment.**
24. Does your agency participate in job fairs, college fairs or other recruitment opportunities that target minorities, women and disabled persons? **No, the agency does not have a position solely dedicated to EEO recruitment.**
25. Does your agency maintain a current list of minority, women, disabled persons and veterans' recruitment sources? **No, the agency does not have a position solely dedicated to EEO recruitment.**
26. Does your agency utilize an internal employment application form other than the standard DAS application? **No.**
27. Has the language in your publications been screened to ensure that non-discriminatory and non-sexist language is used? **Yes.**

## SECTION F: EEO SELECTION QUALIFICATIONS AND POSITION DESCRIPTIONS

28. Do all the agency employment qualifications meet federal validation standards? **Yes.**
29. Are the minimum qualifications developed by DAS used for all classifications? **Yes.**
30. Has your agency developed its own qualifications for any positions and if so, for what positions? **No.**
31. Are all position descriptions accurate and up-to-date? **Position descriptions are updated when vacancies occur within the agency. It is the intent of the Human Resources Administrator to ensure that all position descriptions are reviewed and revised in accordance with DAS classifications guidelines by 7/1/2012.**
32. Does your agency post all vacancies (externally, internally and/or via the internet)? **All classified positions are posted internally and externally utilizing the OHMS system.**
33. Are there any positions excluded from the postings? **Yes, some senior level unclassified positions appointed by the Governor or the Appointing Authority may be excluded from posting. These positions include The Adjutant General, Assistant Adjutant General, Assistant Quarter Master General, Policy Staff, Deputy Director, and possibly E-2 schedule positions.**
34. Is the staff responsible for screening applications and serving on selection panels trained in bias-free selection methodologies? **Yes.**
35. At what point in the employment process is the EEO data sheet (normally submitted with the application) separated from the application? **Through OAKS, the EEO data sheet is automatically separated from the application. If an applicant submits a paper application, the EEO data (if submitted) is separated from the application and placed in a separate folder.**
36. Does the EEO Officer have access to the applicant EEO data sheets? **Yes.**

37. Is advanced-step hiring used by this agency? **Yes, the agency utilizes advance step hiring for highly recruited or difficult to fill positions, such as Information Technology, Engineering, etc.**
38. Does the agency use structured employee interview techniques? **Yes.**

#### **SECTION G: EEO PLACEMENT, ORIENTATION AND PERFORMANCE**

39. Are employees provided with a timely, non-discriminatory, honest evaluation of their performance? **Yes.**
40. Are performance evaluations monitored to ensure non-discrimination and timely preparation? **Yes.**
41. Are EEO representatives included in the agency's new employees' orientation session? **No, however the agency EEO policy and information is included in the New Employee Orientation packet.**
42. During new employees' orientation, have employees been informed about discriminatory behavior that could result in disciplinary action? **Yes, the Ohio DAS Know Your Rights brochure is included in the New Employee Orientation packet.**
43. Have supervisors received training about how to conduct performance evaluations in a bias-free manner? **No.**

#### **SECTION H: EEO TRAINING STRATEGIES**

44. Please identify by title the employees responsible for coordinating EEO training opportunities? **Human Resources Administrator.**
45. How often is EEO training conducted? **Bi-yearly.**
46. Does someone other than the EEO Officer present EEO training? **In 2010-2011, a Federal EEO officer conducted state EEO trainings.**
47. Does your agency collect EEO data on trainees? **No.**
48. Please explain measures taken to provide EEO training and information about the discrimination complaint process to central office and the satellite locations. **Trainings were conducted from 9/2010 through 2/2011 at regional locations within the agency.**
49. Please identify the percentage of employees and supervisors that still need EEO training. **As of 2/21/2011, 100% of agency employees were trained in EEO. As of 4/15/11, 52% of agency supervisors were trained in EEO Vicarious Liability.**
50. Please provide a timeframe for when the training will be completed for each group. **Bi-yearly training for all employees and supervisors will be completed by 7/1/2012.**
51. Does your agency provide evaluations for the EEO training session(s)? **Yes.**
52. Does the agency provide EEO training in the area of Title VII of the Civil Rights Act 1964 as amended, ADEA, ADA, USERRA, Gubernatorial Executive Order 2011-5K? **Yes.**

53. Does the agency provide EEO training about employment discrimination, discriminatory harassment and retaliation? **Yes.**
54. Does the agency provide EEO training regarding the internal/external discrimination complaint processes and the right to dual file with OCRC/EEOC and EOD? **Yes.**

#### **SECTION I: EEO DISCIPLINE STRATEGIES**

55. Does your agency have a written disciplinary policy and/or procedure? **Yes.**
56. Has the EEO Officer reviewed the agency disciplinary policy/procedure to ensure it is non-discriminatory? **Yes.**
57. Have all agency employees received copies of the disciplinary policy/procedure? **Yes.**
58. Have all supervisors and managers received training on how to implement discipline in a non-discriminatory manner? **No.**
59. Does the EEO officer have a role in the agency's disciplinary process? **Yes, the Human Resources Administrator serves as the EEO Officer and is involved with all discipline issues.**
60. Are there supervisors that still need training in implementing discipline in a bias-free manner? **Yes.**
61. Provide a timeframe for remaining employees to complete training. **July 1, 2012.**
62. Please provide the percentage of supervisors that still need training implementing discipline in a bias-free manner. **It is unknown how many supervisors need training on implementing discipline in a bias-free manner.**

#### **SECTION J: EMPLOYEES SEPARATION AND EXIT INTERVIEW STRATEGIES**

63. Are exit interviews conducted on all voluntary separations? **Exit Interview forms are included in the employee exit packet.**
64. If exit interview forms are mailed out, what is the return rate? **The return rate for mailed exit interviews is approximately 10%.**
65. Please explain how exit interview responses are facilitated from the HR office to the EEO office? **EEO duties are completed by the Human Resources Administrator who reviews unfavorable exit interview responses.**
66. Has your agency analyzed the exit interview data to determine if an adverse number of minorities, women or disabled persons are leaving the agency? **No.**

## SECTION K: AGENCY EEO PROGRAM MONITORING & LEADERSHIP COMPLIANCE

67. Does the agency head hold regular meetings to discuss EEO issues? **No.**
68. Is the agency head involved in the development and or implementation of the agency EEO Strategic Plan? **The Adjutant General supports the development and implementation of the State EEO Strategic Plan. As well, The Adjutant General has tasked a Joint Diversity Committee to develop an Ohio National Guard (ONG) Strategic Plan for Military members, Federal and State employees. The ONG EEO Strategic Plan is currently in process.**
69. What methods are used by agency leadership to show support of the EEO program? **The Adjutant General has directed and committed resources for a Joint Diversity Committee to develop a Strategic Plan for the Ohio National Guard, Adjutant General's Department.**
70. Are EEO officials present during agency deliberations prior to decisions regarding recruitment strategies, vacancy projections, succession planning, selections for training career development opportunities and other workforce changes? **Yes.**
71. Are EEO processes integrated into the agency's mission and planning? **Yes.**
72. Is the EEO program allocated sufficient resources (financial/human capital) to ensure success? **The agency does not have a position solely dedicated to EEO issues but has allocated sufficient resources for current EEO requirements.**

## SECTION L: EEO WORKFORCE COMPOSTION

73. Who is responsible for updating EEO workforce data in the Ohio Administrative Knowledge System at your agency? **Agency Human Resource Analysts and the EEO Officer/Human Resource Administrator ensure EEO workforce data is entered into OAKS.**
74. Does the agency EEO Officer have access to the EEO workforce information? **Yes.**
75. How often is the agency EEO workforce data updated? **EEO workforce data is entered into OAKS when a new employee is hired.**
76. How does the agency utilize the EEO workforce report? **The EEO workforce report is used to understand the agency's workforce composition.**

## SECTION M: DIVERSITY INITIATIVES

77. Are diversity initiatives a line item in your agency annual fiscal budget? **Diversity initiatives are budgeted for through the agency's Federal EEO program.**
78. Does agency leadership promote diversity initiatives? **Yes.**
79. What steps does your agency take to enhance diversity awareness (workforce/cultural)? **The State Equal Employment Manager (SEEM), a Federal employee, is responsible for scheduling diversity programs and events for our agency.**
80. Does your agency have a diversity team? **Yes.**

81. If yes, what employees are on the team by classification/title? **The Joint Diversity Committee is comprised of Military members, Federal employees and the State Human Resources Administrator (Human Capital Management Manager).**
82. What is the role and responsibility of the team? **The role of the team is to develop a diversity strategic plan for the agency.**
83. Does your agency have measures in place to evaluate diversity recruitment outcomes? **The agency does not have resources available for diversity recruitment initiatives.**

## SECTION N: ADA SELF-EVALUATION AND REASONABLE ACCOMMODATION MODEL

84. Does the agency have an ADA policy? **Yes.**
85. Does the ADA policy contain guidelines for requesting a reasonable accommodation? **Yes.**
86. Does your agency have a process for requesting a reasonable accommodation? **Yes.**
87. How many requests for reasonable accommodations were received within the last three years? **There have been no requests for reasonable accommodations within the last three years.**
88. Please provide the classifications used in the reasonable accommodations review process. **N/A**

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### 2011 ADA SELF-EVALUATION

#### 2011 ADA CUSTOMER SERVICE SELF-EVALUATION REVIEW FORMAT

Brief Description of the Department:

Brief Description of the Division, District, or Institution:

Brief Description of the ADA Program:

### SELF-EVALUATION PROCESS

#### Background

The Americans with Disabilities Act (ADA) and its implementing regulations require all public entities to evaluate their policies and practices to identify and correct any that is not consistent with the ADA. Policies or practices that discriminate against or prevent participation by individuals with disabilities are strictly prohibited. All interested persons, including those with disabilities, or organizations representing them, must be given an opportunity to participate in the self-evaluation process by submitting comments. Agencies must ensure that this occurs and must develop methods for considering and, if necessary, acting on the comments received.

One way to provide an opportunity for comments and participation is to post public notices and/or hold public hearings. Public notices should clearly identify the purpose and goals of the evaluation. Agencies may

also wish to include employees, clients or other persons with disabilities, or organizations representing persons with disabilities, in the evaluation process itself.

Evaluations should be kept on file for 3 years, and should list the persons consulted or heard from, the areas considered, the problems identified, and the modifications or changes made. Changes to agency policies or practices should reflect and incorporate public comments where appropriate.

**Checklist:**

1. Are individuals with disabilities and/or individuals from organizations representing persons with disabilities consulting with you during the self-evaluation process? **N/A, the agency does not have a position solely dedicated to ADA.**
2. List the steps taken to ensure that interested parties are included in the evaluation process. **N/A**
3. List the names and addresses of interested people participating and/or providing comments. **N/A**
4. Have you developed procedures to ensure that records of your evaluation (including responses 1-3 above), as well as our transition plans, are kept for a period of 3 years. **N/A**

**Notification**

Background

In addition to the required self-evaluation of policies and practices every agency is required to notify current and potential employees and recipients of services as well as the general public, that it complies with the ADA in all its programs, services and activities. Each agency is responsible for ensuring that this poster or a comparable notice is posted in conspicuous places in all facilities, that an appropriate non-discrimination statement is included on all printed materials distributed to the public and those employees and recipients of services are notified of your compliance with the ADA.

It is important to note that your notices themselves must be provided in a way that will ensure that they reach all persons, including those with disabilities. In other words, the notices themselves must be accessible. For example, posters must be placed at an accessible height (between 54 and 66 inches from the floor) and copies of printed materials must be available upon request in Braille, large print and/or audio formats.

Finally, notices must include the name of your ADA Coordinator and information on how a complaint can be made if a person feels that he or she has been discriminated against because of a disability.

**Checklist:**

Have you posted notices stating your compliance with ADA in conspicuous places in all your facilities? **The agency ADA policy is available on the ONG website.**

Have you made your posted notice accessible to persons with disabilities? Is it posted at a height that can be read by persons in wheel chairs (54" - 66" from the floor)? Can it be made available in Braille, large print or audio formats or can it be read to persons with visual or other disabilities? **The agency ADA policy is available on the ONG website.**

Does your notice include the name, business and telephone number of your ADA Coordinator as well as information on how individuals can file a complaint if they feel they have been discriminated against because

of a disability? **The ADA coordinator's name and contact information is available in the agency ADA policy, which is available on the ONG website.**

Have you communicated your compliance with ADA and your non-discrimination policy to all current employees and recipients of services and benefits? **Yes.**

Have you taken steps to ensure that potential and future employees and service recipients are made aware of your compliance with ADA? **The agency ADA policy is available on the ONG website.**

Do you include an appropriate non-discrimination statement on all printed materials distributed to potential employees, services recipients and the general public? **Yes.**

Have you taken steps to ensure that your staff fully understands your organization's policy of non-discrimination and can take all appropriate steps to facilitate the participation of individuals with disabilities in agency programs and employment opportunities? **Yes.**

### **Complaints Background**

The ADA requires that each public entity identify at least one employee to coordinate its efforts to comply with the ADA. This coordination must include the investigation of complaints filed alleging discrimination or violation of the ADA. Employees, service recipients and applicants for employment and services must be notified of the name, business address and telephone number of your ADA coordinator and of the procedures for filing a complaint. Employment complaints' based on disability will be handled in the same way as other complaints regarding discrimination in employment. The established Equal Opportunity Division (EOD) complaint procedure can be used in these cases. Agencies must develop an internal procedure for handling complaints from applicants and recipients of services.

#### **Checklist:**

Have you identified an ADA Coordinator or other employee who will be responsible for receiving and processing discrimination complaints? **Yes.**

Have you developed an internal grievance procedure to be used for receiving and processing complaints of discrimination based on disability from recipients of and applicants for services? **Yes.**

### **Use of Contractors Background**

The ADA states that a public entity may not directly or through contractual, licensing or other arrangements discriminate against persons with disabilities in providing benefits or services, or in employment. A department which licenses facilities or enters into contracts with other public or private institutions, businesses or agencies to provide services or programs must ensure that those agencies, institutions or businesses comply with the ADA.

To accomplish this objective, agency personnel involved in licensing or in writing or negotiating contracts must be made aware of these ADA requirements. Persons monitoring or auditing state funded programs must check for compliance with the programmatic, employment related and public accommodation requirements of the ADA. In addition, contracts should include language to the effect that the contractor is aware of and in compliance with the requirements of the ADA and its regulations. Contractors must be made aware of the ADA requirements to ensure that they are in compliance. A contract's failure to comply could result in a state agency being held liable for a contractor's licensee's non-compliance.

**Checklist:**

Have you taken steps to ensure that appropriate agency personnel understand the ADA requirements as they apply to contractors? **Yes.**

Do persons monitoring or auditing state funded programs check for compliance with the ADA? **The agency contracts with vendors who have current Certificates of Compliance with the DAS-EOD.**

Have you included language in agency contracts to ensure that contractors are aware of their obligations to facilitate the participation of persons with disabilities in programs and activities they operate on behalf of the agency? **Yes.**

Have you developed a procedure to disseminate information about the ADA to all contractors? **The Directorate of Installation and Management Resources disseminates information about ADA to entities that contract with our agency.**

**Telephone Communication Background**

Where a public entity communicates with applicants and beneficiaries by telephone, TDDs or equally effective telecommunication systems are required to communicate with individuals with impaired speech or hearing. Although a statewide relay service was recently implemented, those departments with extensive telephone contact with the public are encouraged to have TDDs to provide access that is more immediate than a relay service. Telephone emergency services, such as fire, police, ambulance and, modems. TDD and relay service numbers must be published in the same manner as non-TDD numbers. Sign age concerning the availability of TDD pay phones or other TDD required phones must also be posed in public locations.

**Checklist:**

Does your organization have a procedure for communicating effectively over the telephone with hearing-impaired persons? **The agency has the capability for communication through TDDs.**

Have TDD numbers or telephone relay numbers been added to all agency directories, pamphlets, brochures, letterhead, etc.? **N/A**

Have you taken steps to familiarize appropriate staff with the operation of TDDs and other effective means of communicating over the telephone with hearing impaired persons? **The agency IT department is responsible for training staff to operate and properly communicate with hearing impaired persons through TDDs.**

**Documents and Publications Background**

All interested persons, including persons with impaired vision or hearing or with learning or processing disabilities, must be able to obtain information on the existence and location of accessible services, activities and facilities. In addition, publications and documents must be free of discriminatory and other inappropriate language.

**Checklist:**

Do you have a procedure for making documents available in alternate formats (e.g., audiotape, Braille, large print, computer disk)? **N/A, the agency does not have a position solely dedicated to ADA, and therefore, does not have the resources to develop procedures for making documents available in alternate formats.**

Have you received agency publications and documents to identify and remove discriminatory language or any language or images that may patronize or stigmatize persons with disabilities? **N/A, the agency does not have a position solely dedicated to ADA, and therefore, does not have the resources to review all publications and documents within our agency.**

### **Interpreters, Assistive Devices, Adaptive Equipment Background**

Public entities are required to secure the services of a qualified interpreter when conducting business with a recipient of state services who is deaf. Public speeches should be given with the assistance of a sign language interpreter or hard copy transcripts should be made available upon request. Note: Hard copy transcripts are not sufficient if the public will be invited to engage in a dialogue with the speaker.

Public entities are also required to furnish appropriate auxiliary aids and services when necessary to afford an individual with a disability an equal opportunity to participate in, and enjoy the benefits of, the public entity's services, programs or activities. This can include qualified readers and interpreters, taped, Braille or large print materials, or close-captioned video programs. The public entity must provide an opportunity for individuals with disabilities to indicate their chosen form of accommodation. The public entity should honor the choice unless it can demonstrate that another effective means of communication exists, or that the means chosen would pose an undue financial or administrative burden or would fundamentally alter the service, program or activity in question.

Employers and service providers are required to make reasonable accommodations to assure full participation by people with disabilities. There is a wide variety of equipment available to assist in this process. To reduce future costs, when make purchases agencies should consider equipment that can be readily modified.

#### **Checklist:**

Does your organization have a procedure to ensure that qualified interpreters are provided in an expeditious manner when needed at meetings, interviews, conferences, hearings or public appearances by agency officials? **N/A, our agency does not have extensive contact with the public.**

Are auxiliary aids available (or sources identified where they can be readily obtained) for individuals with speech, vision or hearing impairments to ensure effective participation in programs or activities? **N/A**

Does your organization purchases office equipment that can be readily modified for people with disabilities? **The agency will follow state purchasing procedures for office equipment deemed necessary for people with disabilities.**

### **Undue Financial and Administrative Burden Background**

Title II requires a public entity to make its programs accessible in all cases except where to do so would result in a fundamental alteration in the nature of the program or present undue financial and administrative burdens. Similarly, Title I requires that reasonable accommodations be made to allow applicants and employees to perform available jobs, unless to do so would pose an undue financial or administrative burden.

The decision that compliance would result in such alterations or burdens must be made by the head of the public entity or his or her designee and must be accompanied by a written statement of the reasons for reaching that conclusion. The determination must be made by a high level official, no lower than a department head, having budgetary authority and responsibility for spending decision.

**Checklist:**

Have you established a procedure for ensuring that decisions about undue financial and administrative burdens are made properly and expeditiously? **Yes.**

**Program Accessibility Background**

Title II of the ADA requires that all programs, services and activities provided to the public by state and local government agencies be free of discrimination and disparate treatment and accessible to persons with disabilities. This means that people with disabilities are entitled to full and equal enjoyment of aids, benefits and services that these aids, benefits and must be equal to and as effective as those provided to other individuals. In addition the aids, benefits and services should not be provided differently or separately unless it is necessary to do so to ensure equal effectiveness. All activities related to your programs and services must be analyzed and modified if necessary to ensure non-discrimination.

In general, each independent program or service should be analyzed separately. All elements of your program should be reviewed to ensure that services and benefits are equally accessible to, and effective for, persons with disabilities, that the administration of the services and benefits is free from discrimination based on disability, that communications reach all persons including those with disabilities, and that effective application and selection procedures exists for persons with disabilities. Public service announcements must also be reviewed and revised as necessary to include closed captioning or sign language interpretation.

As you review the programs, services, and/or activities provided by your agency directly, or by another entity under contract, you should focus on the accessibility of the programs, services or activities. There are a number of ways that a program can be made readily accessible such as:

- Assigning aides to beneficiaries
- Making home visits
- Redesigning equipment
- Altering existing facilities

The Accessibility Checklist will help you to make a determination regarding architectural barriers and how they can be removed if necessary.

**Checklist:**

Have you reviewed materials and procedures used to advertise your program or service or to recruit individuals to participate in your programs to assure that they are accessible to and do not discriminate against persons with disabilities? **Yes.**

Have you reviewed your public service announcements and added closed captioning or sign interpretation? **N/A, the agency does not have a position solely dedicated to ADA.**

Have you reviewed your eligibility criteria and any test used in the admission process for your program to assure that they do not discriminate against or result in disparate treatment of persons with disabilities? **N/A, the agency does not have a position solely dedicated to ADA.**

Have you established a procedure to provide alternative tests or other accommodations in the testing process (e.g., readers) to persons with disabilities such as hearing or vision impairments or learning disabilities? **N/A, the agency does not have a position solely dedicated to ADA.**

Have you taken steps, including providing ADA training to appropriate staff and providing auxiliary aids as needed, to ensure non-discrimination in any interviewing process related to your program? **N/A, the agency does not have a position solely dedicated to ADA.**

Have you reviewed all forms, brochures and other written materials listed in advertising, selection or provision of services or in any other aspects of the program to assure they include an appropriate non-discrimination statement and do not include language that tends to discriminate or result in disparate impact? **Yes.**

Do you have a procedure to assure that all printed materials can be made available in alternate formats if needed? **N/A, the agency does not have a position solely dedicated to ADA.**

Have you reviewed tools, equipment and other devices used in the program to ensure that, with or without accommodations, they are usable by and accessible to persons with disabilities? **N/A, the agency does not have a position solely dedicated to ADA.**

Do you have a procedure to make accommodations or provide auxiliary aids as needed to ensure full access to your program for persons with disabilities? **Refer to the agency ADA policy.**

Have you analyzed each of the following program elements to ensure that they are accessible to persons with disabilities and that reasonable accommodation or auxiliary aids are available if needed? **N/A**

- Transportation services **N/A**
- Health services, insurance and other benefits **N/A**
- Housing **N/A**
- Financial aid **N/A**
- Counseling services **N/A**
- Employment services **N/A**
- Food services **N/A**
- Social, Recreational and Athletic Activities **N/A**

Have you completed the Accessibility Checklist for each location you agency provides programs, services or activities? **N/A, the agency does not have a position solely dedicated to ADA.**

Have you prepared a Facilities Transition Plan as needed for all locations identified in Item 1? **N/A, the agency does not have a position solely dedicated to ADA.**

If you provide separate or different programs or activities for persons with disabilities, do you also ensure that they are not denied the opportunity to participate in those that are not separate or different if they so choose? **N/A.**

When selecting sites or locations for facilities, do you select sites that facilitate the accomplishments of the objectives of the service, program or benefit for persons with disabilities? **N/A, the agency does not have a position solely dedicated to ADA.**

Do you administer services, programs and activities in the most integrated setting appropriate to the needs of qualified persons with disabilities? **N/A.**

Do you maintain in operable working condition those features of facilities and equipment that are required to be readily accessible to and usable by persons with disabilities? **N/A.**

Do you provide signage at all inaccessible entrances to each of you facilities, directing users to an accessible entrance or to a location where they can obtain information about accessible facilities? **N/A.**

Do you have the international symbol for accessibility at each accessible entrance to each of your facilities? **No.**

Have you reviewed boards, councils or other bodies on which program participants sit to ensure persons with disabilities have equal opportunity for selection and participation? **N/A, the agency does not have a position solely dedicated to ADA.**

### **Employment Background**

The ADA prohibits discrimination in employment against persons with disabilities and makes disparate treatment unlawful. This applies to all areas of employment, including the recruitment and hiring process, classification and pay, promotion and advancement opportunities, training and development, health insurance and other benefits and all other employment related activities. It is also unlawful to discriminate against a person who has a friend or relative with a disability. For example, to refuse to hire someone for fear that excessive absenteeism would result from their relationship to a person with a disability would be a violation of the ADA.

An employer may not refuse employment to a person with a disability if the individual, with or without reasonable accommodation, can perform the essential function of the job. It is important when you are planning to fill a position to identify the essential functions, to include that information in all job postings and to review the position description and revise it if necessary to identify functions. This review must be completed on a position-by-position basis.

The ADA provides that employment can be refused if employing a person with a disability would pose a "direct treat" or significant risk to the safety of others that cannot be eliminated by modification of policies, practices or procedures or by provision of auxiliary aids or services. For example, under certain circumstances, the ADA permits employers to refuse to assign food-handling duties to employees with communicable diseases transmitted through the handling of food.

### **Checklist:**

1. Have you analyzed your employment practices in general to identify and correct policies, procedures and/or written materials that may tend to discriminate or result in disparate treatment of persons with disabilities or persons who have friends or relatives with disabilities? **Yes.**
2. Are your hiring procedures (application process, testing and interviewing) carried out in wheel chair accessible locations, using accessible formats (e.g., Braille, audio) and providing necessary accommodation (e.g., reader, sign language interpreter)? **N/A, applications for vacant positions are received electronically via OAKS or U.S. mail.**
3. Have you determined that your policies and practices are free of discrimination and provide equal access to persons with disabilities in each of the following areas?

Recruitment and advertising **Yes**

Application forms and processing **Yes**

Interviewing, including structured interviews **Yes**

Employment testing **N/A**

Hiring, upgrading, promotion, demotion, transfer, layoff, termination and rehiring **Yes**

Disciplinary process and procedures **Yes**

Rates of pay or any other form of compensation and changes in compensation **Yes**

Job classifications and assignments **Yes**

Organizational structures **Yes**

Sick leave, leave without pay and all other kinds of leave **Yes**

Selection & Financial support for training, professional meetings, conferences and other related activities **Yes**

Health, Life and other Insurance benefits **Yes**

Agency sponsored social and recreational programs **N/A**

Do you have a procedure for responding to requests for accommodations to the known physical or mental disabilities of an otherwise qualified applicant or employee? **Yes**

Do you have a procedure to determine when an individual with a disability poses a direct threat to health or safety of the individual or others? **N/A, the agency does not have a position solely dedicated to ADA.**

Do you have a procedure to ensure that positions are analyzed when being filled and at other critical times to identify essential job functions, and those postings, position descriptions and other materials reflect these essential functions? **Yes**

Do you provide training on employment compliance with the ADA to hiring managers and supervisors and other personnel involved in developing and/or applying personnel policies and practices? **N/A, the agency does not have a position solely dedicated to ADA.**

Do you have a procedure to document decisions not to hire or promote because of "undue" hardship"? **N/A, the agency does not have a position solely dedicated to ADA.**

Do you ensure that you do not require medical exams or any other kind of pre-employment inquiry into an applicant's disability until after a conditional offer of employment has been made to the applicant? **Yes**

If offers of employment are conditional on satisfactory completion of a medical exam, do you take steps to ensure that medical information is collected and maintained on separate forms and in separate files, and treated as confidential information? **Yes**

# 2011 EEOSP ATTACHMENTS

**ATTACHMENT A: AGENCY OVERVIEW**

Agency Information	Instructions	Name of Responsible Staff and Position
1. An Overview of the Agency	Provide an overview of the agency as well as the responsibilities in each of the agency Divisions <b>Attachment A:1</b>	Rhonda L. Brininger, HR Administrator
2. Agency Table of Organization	Provide an agency table of Organization that clearly defines the reporting structure <b>Attachment A:2</b>	Rhonda L. Brininger, HR Administrator
3. Breakdown of Each Division's Job Classifications	Provide job classification titles for all agency employees. <b>Attachment: A:3</b>	Rhonda L. Brininger, HR Administrator
4. Agency EEO Workforce Report	Provide a current copy of your agency EEO workforce ending –June 30, 2010 through June 30th 2011. Officials and Administrators, Professionals, Paraprofessional, Technicians, Protective Service Workers, Administrative Support (including Clerical and Sales), Skilled Craft Workers and Service-Maintenance <b>Attachment: A:4</b>	Rhonda L. Brininger, HR Administrator

**ATTACHMENT B: AGENCY EEO INFORMATION AND DISCRIMINATION COMPLAINT MANAGEMENT**

Agency Information	Instructions	Name of Responsible Staff and Position
5. EEO Officer Duties and Experience	Provide a copy of the EEO Officer's responsibilities in include additional duties and experience and length of time in EEO and EEO Certificates (last 5 yrs). <b>Attachment B:5</b>	Rhonda L. Brininger, HR Administrator
6. Classification and Position Description	Provide a copy of the class specifications and position description for all EEO Officers and identify the officer for whom the documents are associated. <b>Attachment B:6</b>	Rhonda L. Brininger, HR Administrator
7. EEO Flow Chart	Please provide a flow chart with the names and titles of the individuals in the line of authority between the EEO Officer and the agency Director. <b>Attachment B:7</b>	Rhonda L. Brininger, HR Administrator
8. Agency EEO Policies	Provide a current copy of your agency's EEO, Anti-Discrimination/Anti-Harassment, ADA and/or Sexual Harassment Policies. <b>Attachment B:8</b>	Rhonda L. Brininger, HR Administrator

9. EEO Discrimination Complaint Management	Describe the type of EEO training each person responsible for managing complaints has received in order to manage the complaint process. <b>Attachment B:9</b>	Rhonda L. Brininger, HR Administrator
10. EEO Postings	Please provide the agency central office and satellite locations and areas where EEO information is displayed. <b>Attachment B:10</b>	Rhonda L. Brininger
11. EEO Strategic Plan (EEO SP) Availability	Provide a statement of when the EEO Strategic Plan public document, may be reviewed by interested internal or external parties during working hours. And location of approved EEO SP. <b>Attachment B:11</b>	Rhonda L. Brininger
12. EEO Discrimination Summaries From June 30 <sup>th</sup> to June 30 <sup>th</sup>	Provide copies of the complaint summary for accepted complaints and a separate copy of summary of non jurisdictional complaints <b>Attachment B:12</b>	Rhonda L. Brininger
13. Agency EEO Counseling Form	Please provide a copy of the form used to collect data for employees that you meet with about potential issues of discrimination. <b>Attachment B.13</b>	Rhonda L. Brininger
14. Agency EEO Information for employees	Provide a copy of internet and or intranet content page that employees may learn about the agency EEO Program. <b>Attachment B:14</b>	Rhonda L. Brininger

**ATTACHMENT C: DIVERSITY RECRUITMENT/OUTREACH AND LITERATURE INFORMATION**

Agency Information	Instructions	Name of Responsible Staff and Position
15. Recruitment List	Provide a copy of your agency's minority, women, disabled persons and veterans' recruitment contact list. <b>Attachment C:15</b>	Rhonda L. Brininger
16. List Diversity Recruitment Outreach Efforts: Function Date(s):	Provide a copy of your agency's recruitment strategy that includes an implementation plan for overcoming any barriers to equal employment opportunities. <b>Attachment C:16</b>	Rhonda L. Brininger
17. Agency EEO Publications	Provide copies of agency EEO publications or EEO program information <b>Attachment C:17</b>	Rhonda L. Brininger

**ATTACHMENT D: EEO SELECTION QUALIFICATIONS AND POSITION DESCRIPTION INFORMATION**

Instructions: Adverse Impact can be determined by utilizing the tool found in this link: <http://adverseimpact.org/AdverseImpactAnalysis.htm>. Please use the link to conduct the requested studies and provide a separate, clearly identified document for each requested attachment.

Agency Information	Instructions	Name of Responsible Staff and Position
18. Adverse Impact Study for Terminations	Conduct and submit the Adverse Impact Study results by race and sex for agency terminations beginning June 30, 2010 through June 30, 2011. <b>Attachment D:18</b>	Rhonda L. Bringer
19. Adverse Impact Study for Promotions	Conduct and submit the Adverse Impact Study results by race and sex for promotions for Pay Range 12 and above from June 30, 2010 through June 30, 2011. <b>Attachment D:19</b>	Rhonda L. Bringer

**ATTACHMENT E: EEO PLACEMENT/ORIENTATION AND PERFORMANCE EVALUATIONS**

Agency Information	Instructions	Name of Responsible Staff and Position
20. EEO Orientation Agenda	Please provide a copy of the orientation agenda or the training plan for new employee orientation sessions. <b>Attachment E:20</b>	Rhonda L. Bringer
21. EEO Training Agenda	Please provide the agenda for EEO training offered to both employees and supervisors. <b>Attachment E:21</b>	Rhonda L. Bringer

**ATTACHMENT F: EEO DISCIPLINE AND SEPARATION STRATEGIES**

Agency Information	Instructions	Name of Responsible Staff and Position
22. Discipline Practices	Please provide a copy of the disciplinary policy and procedure. <b>Attachment F:22</b>	Rhonda L. Bringer
23. Exit Interview	Please provide a copy of the agency exit interview form. <b>Attachment F:23</b>	Rhonda L. Bringer

**ATTACHMENT G: EEO PROGRAM MONITORING AND LEADERSHIP COMPLIANCE INFORMATION AND SUMMARY OF CORRECTIVE ACTION TO BE TAKEN DURING THE NEXT FISCAL YEAR**

Provide a copy of the year-end report submitted to the agency head that include details on all aspects of the equal employment opportunity program - A. Program Administration; Problem areas and recommended resolutions, received EEO training and refresher training of employees and EEO representatives, complaints accepted and investigated. B. Staff Coordination; Prevention of Sexual Harassment training conducted, Policy Letter and program goals. C. Program Management; the approved Equal Employment Opportunity Strategic Plan or corrective actions, ADA concerns. D. Program Design and Policy Execution; EEO Program Policy statements are signed and displayed and Management Directive, ADR or pre-complaint process.

Agency Information	Instructions	Name of Responsible Staff and Position
24. Leadership Information	Please provide a copy of a year-end report submit to the agency head that details the status of the complaints from June 30, 2010- June 30, 2011. <b>Attachment G:24</b>	Rhonda L. Bringer
25. Corrective Action	Provide a summary of corrective action items, section letter, timeframes and details of action taken that you will take during the upcoming year. <b>Attachment G:25</b>	Rhonda L. Bringer

**ATTACHMENT H: DIVERSITY INITIATIVES**

Agency Information	Instructions	Name of Responsible Staff and Position
26. Diversity Team	Diversity outreach calendar, programs, events, etc. with dates and details for the upcoming year. <b>Attachment H:26</b>	Federal Technician, Staff Equal Employment Manager

**ATTACHMENT I: ADA SELF-EVALUATION AND REASONABLE ACCOMMODATION PROCESS INFORMATION**

Agency Information	Instructions	Name of Responsible Staff and Position
27. ADA Reasonable Accommodations request under the Americans with Disabilities Act of 1990 as amended in 2008	Agency Reasonable Accommodation Policy, Guidelines and Procedures <b>Attachment I:27</b>	Rhonda L. Bringer
28. ADA Reasonable Accommodations Request Form	Agency Reasonable Accommodation Request Form <b>Attachment I:28</b>	Rhonda L. Bringer

**CORRECTIVE ACTION TO BE TAKEN:**

- Update position descriptions by 7/1/2012
- Complete EEO training for employees and supervisors by 7/1/2012
- Complete training for supervisors on how to conduct bias-free performance evaluations by 7/1/2012
- Complete EEO training for supervisors on bias-free discipline by 7/1/2012
- Complete Ohio National Guard Statewide Diversity Strategic Plan

## **AGENCY OVERVIEW**

### **Attachment A-1**

The Adjutant General's Department provides administration, oversight and command-control of the Ohio organized militia which is principally comprised of the Ohio Army and Air National Guard. The department has three main responsibilities: management and oversight, facility maintenance and recruitment of soldiers.

- The Ohio National Guard maintains a presence in 54 of the state's 88 counties. Ohio's Air Guard units are dispersed in seven geographic locations to include Columbus, Toledo, Springfield, Cincinnati, Mansfield, Zanesville and Port Clinton. The state's Army Guard units occupy several training sites and 51 armories statewide.

### **THE OHIO NATIONAL GUARD**

The nation's total force policy has resulted in greater emphasis on the importance of Reserve Forces' units within the national defense posture. With the continued cutback in the active forces of all of the services, greater reliance has been placed upon the National Guard as the primary augmentation forces for the defense of the United States. This has resulted in much closer working relationships between Ohio's National Guard units and their regular counterparts, both from the standpoint of assistance in training and in the resolution of equipment and logistics support problems. The Ohio National Guard has a dual mission. The first being State: To provide units organized, equipped, and trained to function efficiently at existing strength in the protection of life and property and the preservation of peace, order, and the public safety under competent orders of federal and state authorities. The second being Federal: Section 252, Title 10, U.S. Code: To provide trained units and qualified persons available for active duty in the Armed Forces in time of war or as national security requires.

Currently, many guard units have been activated to federal military orders and are serving overseas in response to terrorist activities in the United States.

### **OHIO MILITARY RESERVE**

The second major activity of the department is the Ohio Military Reserve (OHMR). When the Ohio National Guard is federalized, the OHMR must be capable of rapid expansion to provide Ohio with a replacement for the Guard. The OHMR meets once each month and attends one 2-day encampment each year. Personnel are primarily people with extensive military service or comparable civilian management skills who cannot meet present time requirements demanded of Guard members, but who are willing to devote additional time in the event of a national emergency and mobilization.

### **THE OHIO NAVAL MILITIA**

The third major activity of the Department is the Ohio Naval Militia. When the Ohio National Guard is federalized, the Ohio Naval Militia must be capable of rapid expansion to provide Ohio with a replacement for the Guard. The Ohio Naval Militia meets once each month and members attend a 2-day encampment each year. Personnel are primarily people with extensive military service or comparable civilian management skills who cannot meet present time requirements demanded of Guard members, but who are willing to devote additional time in the event of a national emergency and mobilization.

**PURPOSE AND MISSION OF THE OHIO NATIONAL GUARD**

Our Federal role is to support the United States Military Objectives through participation in America's Armed Forces.

Our State role is to support the Governor by providing trained units and equipment capable of protecting life and property and preserving peace, order, and public safety.

Our Community role is to be an active participant in domestic concerns through local, state and national programs.

**KEY PERSONNEL OF EACH MAJOR ACTIVITY**

Ohio National Guard

Adjutant General for Ohio

Major General Deborah A. Ashenhurst

Assistant Adjutant General for Army

Colonel John Harris

Assistant Adjutant General for Air

Brigadier General Mark Bartman

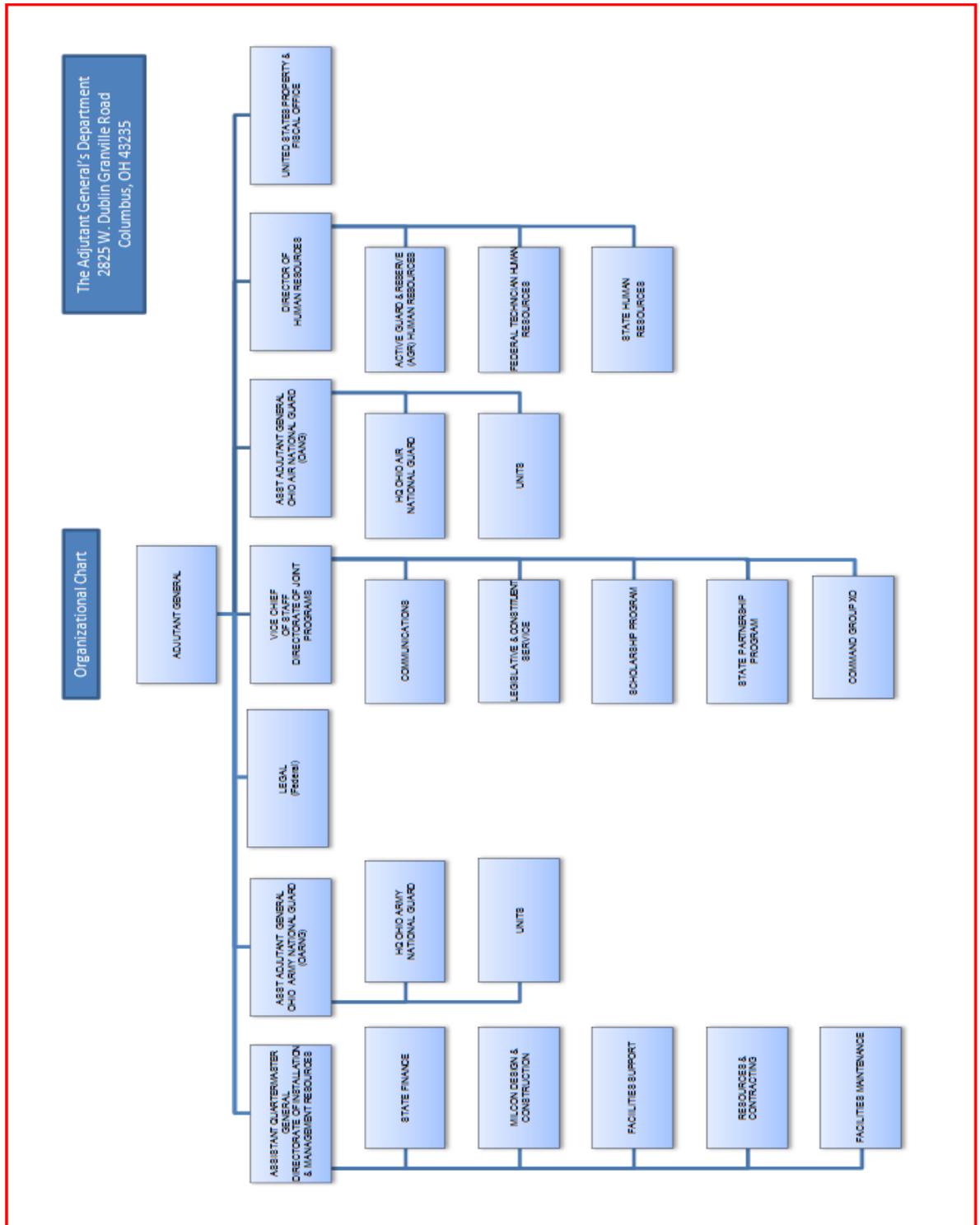
Ohio Military Reserve

Brigadier General Charles Rowell

Ohio Naval Militia

Rear Admiral David E. Kissel, Sr.

**AGENCY OVERVIEW**  
**Attachment A-2: Table of Organization**



**AGENCY OVERVIEW**

**Attachment A-3: State Job Classification Breakdown**

**Executive**

Adjutant General	Assistant Adjutant General	Deputy Director
Administrative Assistant		

**Directorate of Installation & Management Resources**

Asst. Quartermaster General	Account Clerk	Administrative Assistant
Automotive Technician	Building Construction Supt.	Building Maintenance Supervisor
Building Maintenance Supt.	Civil Engineer	Contract Evaluator/Negotiator
Purchasing Supervisor	Construction Project Specialist	Design Engineer
Design Specialist	Energy Specialist	Environmental Specialist
Environmental Supervisor	Facility Planning Project Mgr.	Fiscal Officer
Fiscal Specialist	GIMS Administrator	GIMS Database Administrator
GIMS Intern	Groundskeeper	Inventory Control Supervisor
Management Analyst Supervisor	Maintenance Repair Worker	

**Ohio Army National Guard (OARNG)**

Account Clerk	Administrative Assistant	Bldg. Maintenance Supervisor
Cashier	Custodial Worker	Custodial Worker Supervisor
Electronic Technician	Fiscal Specialist	Groundskeeper
Information Technologist	Infrastructure Specialist	Mail Clerk/Messenger
Maintenance Repair Worker	Office Assistant	Photographer
Printing Coordinator	Print Machine Operator	Reproduction Equip Operator
Shooting Range Attendant		

**Directorate of Joint Programs**

Deputy Director	Electronic Design Specialist	Grants Administrator
Grants Coordinator 2	Policy Staff	Publications Editor
Public Information Specialist		

**Ohio Air National Guard (OANG)**

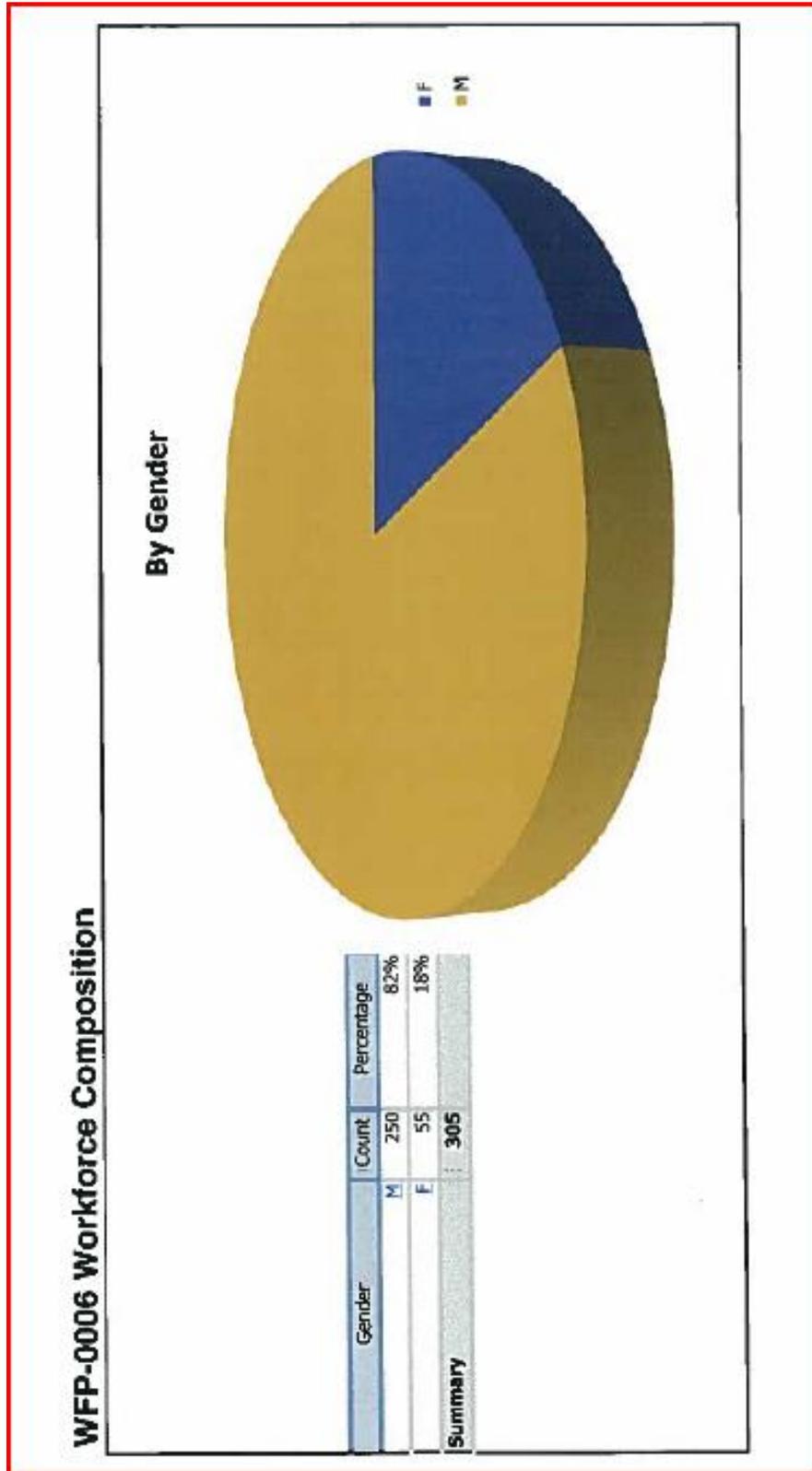
Administrative Assistant	Air Quality Technician	Assistant Fire Chief
Building Maintenance Supervisor	Building Maintenance Supt.	Carpenter
Clerk	Construction Project Specialist	Drafting Technician
Designer	Electrician	Environmental Specialist
Fire Fighter	Fire Station Captain	Fiscal Specialist
Groundskeeper	Lieutenant Fire Fighter	Maintenance Repair Worker
Plumber	Purchasing Agent	Security Officer Specialist
Security Officer Specialist Mgr.		

**Human Resources**

Human Capital Mgmnt Analyst	Human Capital Mgmnt Manager	
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**AGENCY OVERVIEW**

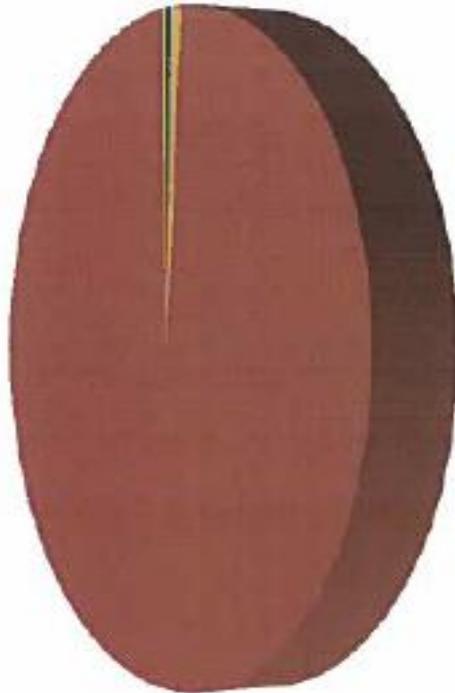
**Attachment A-4: Agency EEO Workforce Report**

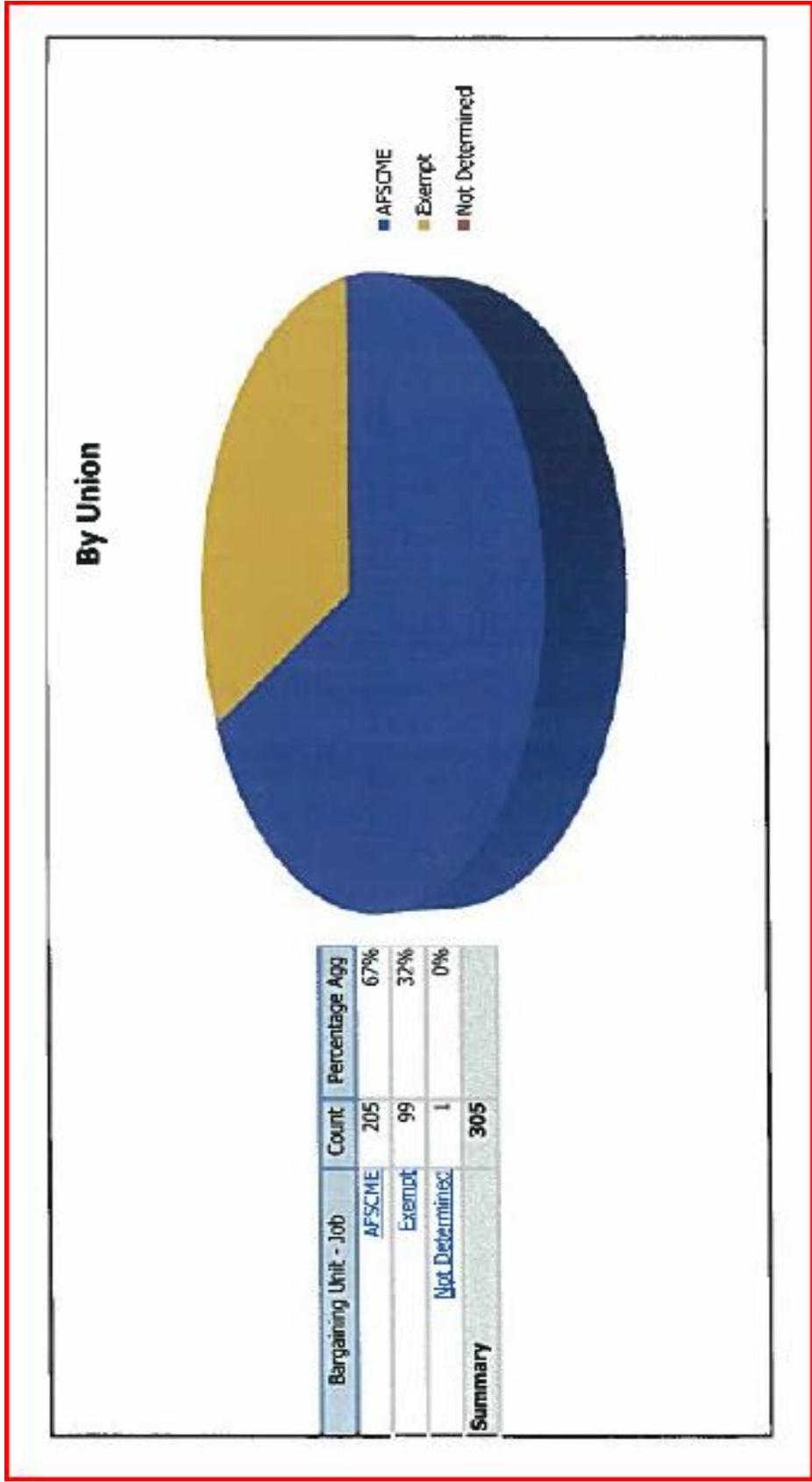


**By Appointment Type**

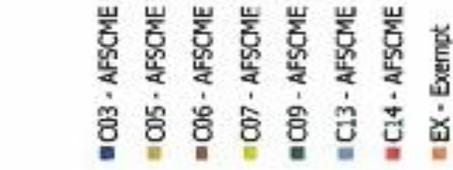
Appointment Type - Ohio Job	Count	Percentage
P: Permanent	300	98%
J: Interim - External	3	1%
H: Intermittent	1	0%
T: Temporary	1	0%
<b>Summary</b>	<b>305</b>	

- H: Intermittent
- J: Interim - External
- P: Permanent
- T: Temporary





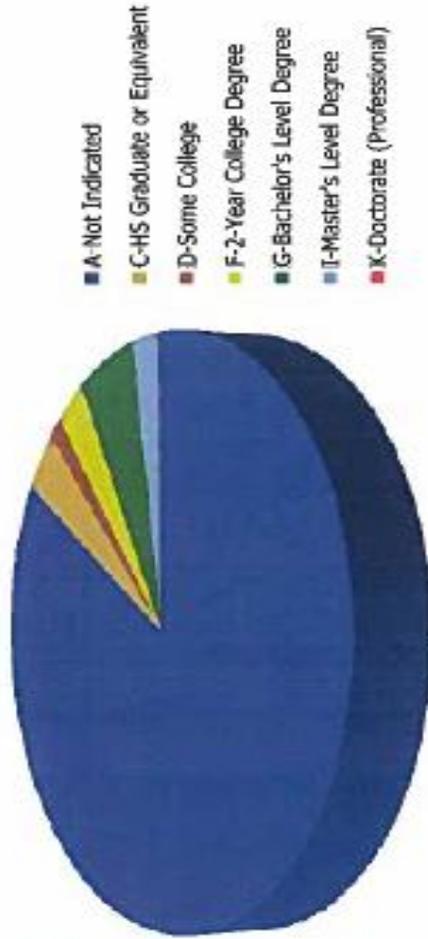
### By Union Code



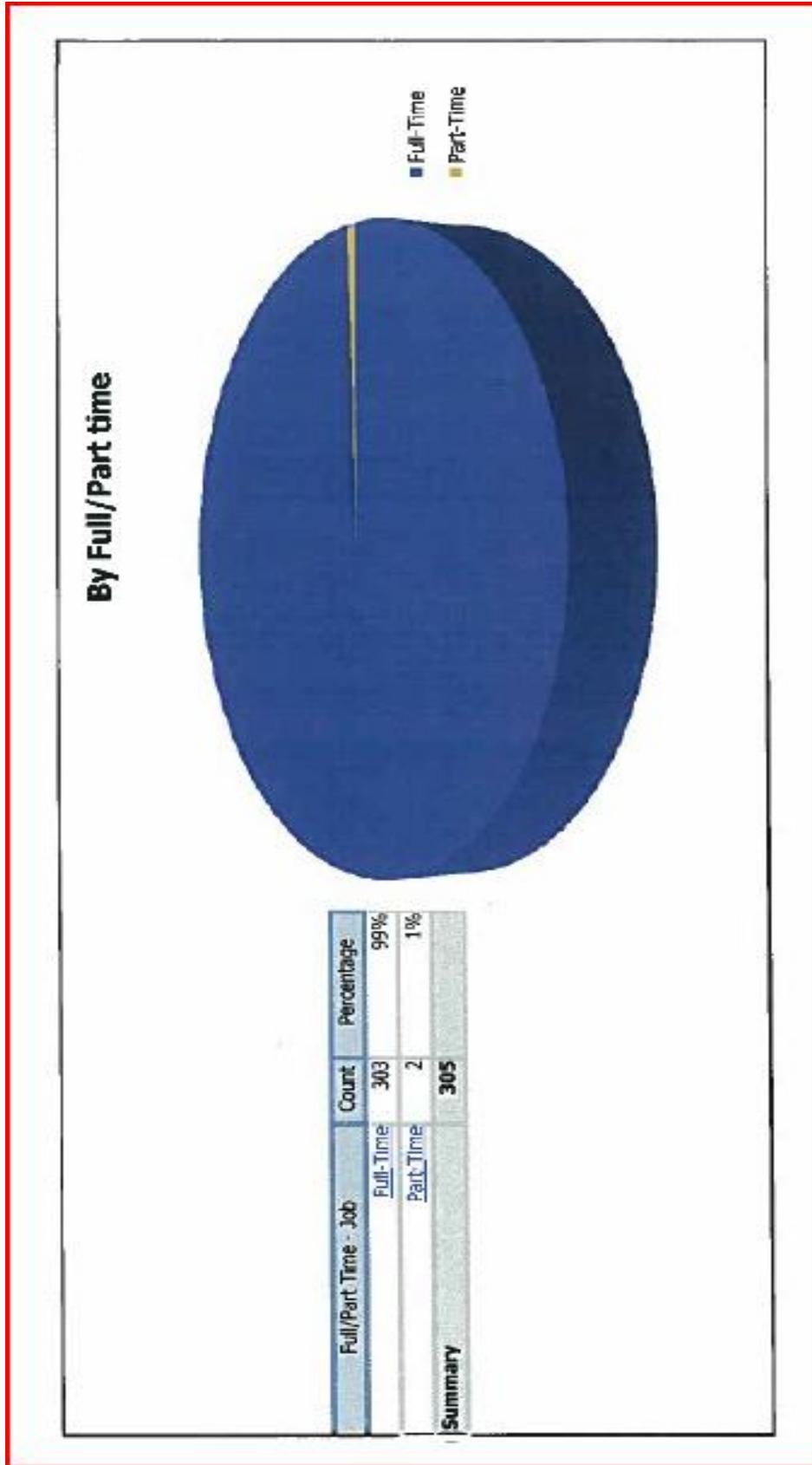
Union Code Desor	Count	Percentage
EX - Exempt	103	34%
C07 - AFSCME	80	26%
C06 - AFSCME	62	20%
C14 - AFSCME	24	8%
C13 - AFSCME	17	6%
C09 - AFSCME	11	4%
C05 - AFSCME	6	2%
C03 - AFSCME	2	1%
<b>Summary</b>	<b>305</b>	

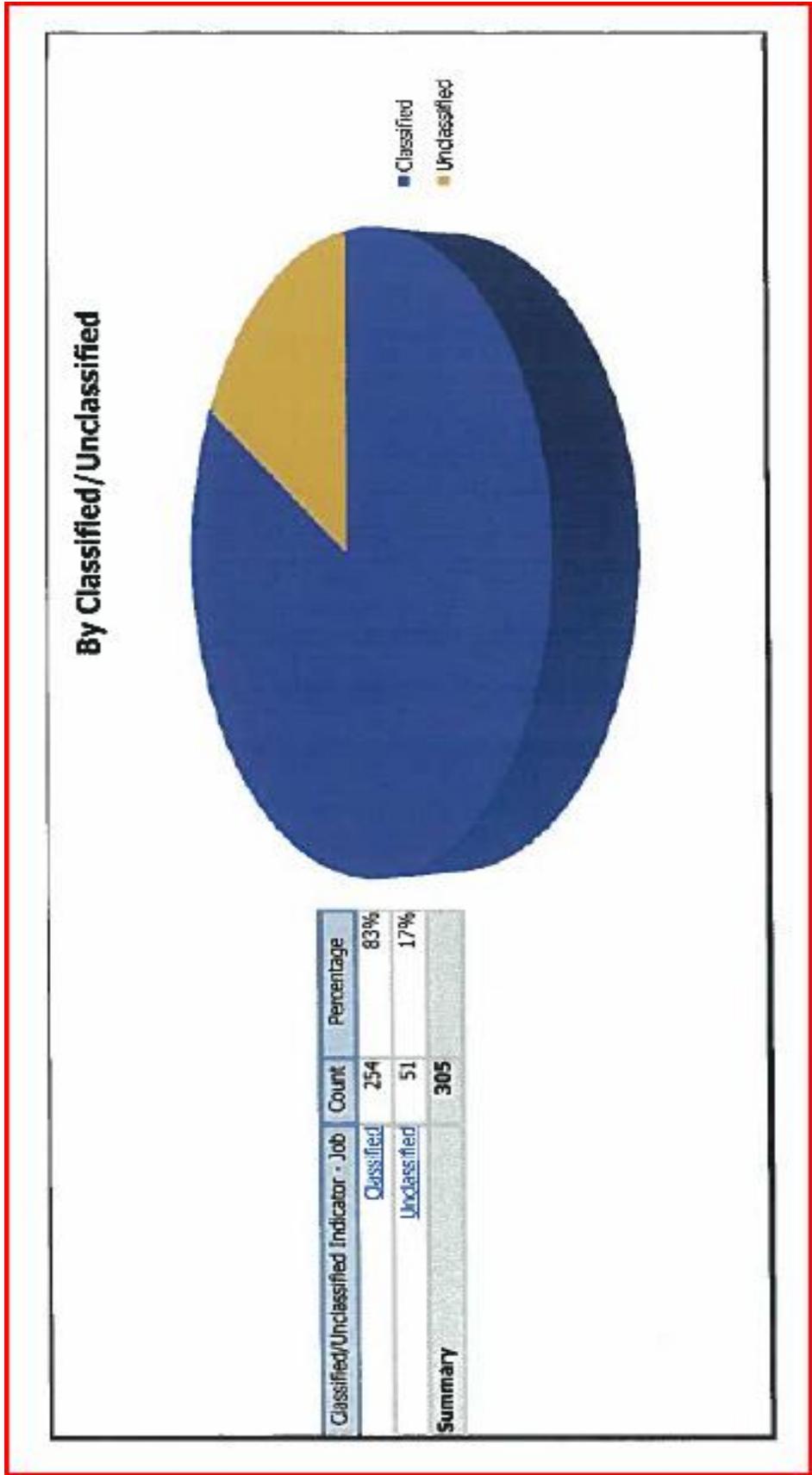
### By Education Level

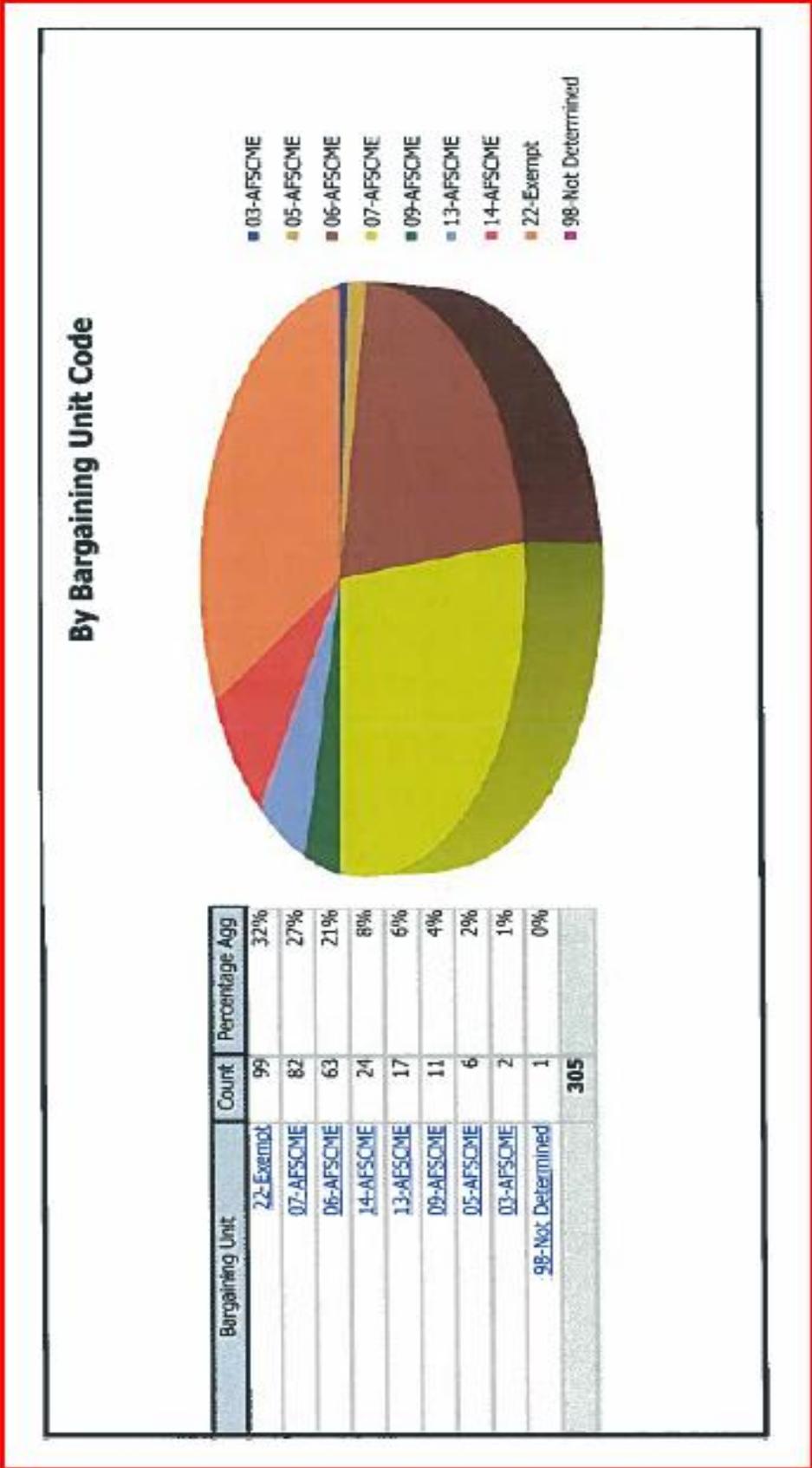
Highest Education Level	Count	Percentage
A-Not Indicated	256	84%
G-Bachelor's Level Degree	17	6%
C-HS Graduate or Equivalent	11	4%
F-2-Year College Degree	9	3%
I-Master's Level Degree	7	2%
D-Some College	4	1%
K-Doctorate (Professional)	1	0%
<b>Summary</b>	<b>305</b>	



- A-Not Indicated
- C-HS Graduate or Equivalent
- D-Some College
- F-2-Year College Degree
- G-Bachelor's Level Degree
- I-Master's Level Degree
- K-Doctorate (Professional)







## **AGENCY EEO INFORMATION AND DISCRIMINATION COMPLAINT MANAGEMENT**

### **Attachment B-5: EEO Officer Duties and Experience**

Pursuant to the Ohio Administrative code: 123:1-49, EEO Officers shall have primary responsibility for assisting the agency head in implementing Equal Employment Opportunity in State Government, including how to appropriately prevent, investigate and resolve complaints of discriminatory harassment and retaliation. EEO Officers should also be responsible for mediation, setting and achieving EEO training objectives, providing guidance to The Agency Head in developing agency-specific policies, plans and implementing whatever corrective strategies are required to ensure Equal Opportunity and compliance. EEO officers must be qualified to effectively discharge their duties and must have knowledge in the area of EEO law and relevant policies.

The Human Resource Administrator is responsible for coordinating The Adjutant General's Department State EEO program. This position is full-time and exempt from the bargaining unit, however, approximately ten percent of the positions duties are allocated to the EEO program. This position's primary responsibilities are to manage the Agency Human Resources Program to include payroll, benefit programs, time/labor, and personnel.

The EEO Officer's responsibilities are:

- Periodically appraise its personnel operations to assure their conformity with EEO regulations and the agency's plan
- Periodically review and make changes in programs and procedures designed to eliminate discriminatory practices when so authorized by the head of the agency
- Evaluate tests, employment policies, practices and any such policies, practices and qualification which have unequal impact on minorities, women and disabled persons
- Provide counseling to any aggrieved employee or applicant who believes that he or she has been discriminated against because of race, color, religion, gender, national origin, military status, disability, age, genetic information, or sexual orientation
- Receive and investigate complaints of discrimination and attempt to resolve on an informal basis the matter raised by the employee or applicant in a complaint of discrimination
- Submit the EEO Strategic Plan bi-annually in a format prescribed by the Ohio Department of Administrative Services, Equal Opportunity Division
- Serve as the Americans with Disabilities Act (ADA) coordinator and respond to accommodation requests made pursuant to the Americans with Disabilities Act (ADA) or Chapter 4112 of the Ohio Revised Code

The Human Resource Administrator/EEO Officer has 3 ½ years EEO experience and received EEO Officer training from DAS-EOD on July 27, 2010.

**AGENCY EEO INFORMATION AND DISCRIMINATION COMPLAINT MANAGEMENT**  
**Attachment B-6: Position Description and Classification**

745-000

<b>POSITION DESCRIPTION</b>		AGENCY/DEPT ID ADJUTANT GENERAL'S DEPARTMENT
DIVISION OR INSTITUTION State Human Resources	UNIT OR OFFICE	COUNTY OF EMPLOYMENT Franklin

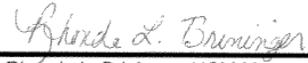
POSITION NUMBER 20063103  JOB TITLE Human Capital Management Manager  JOB CODE 69916	<input type="checkbox"/> Reclassification <input type="checkbox"/> New Position <input checked="" type="checkbox"/> Update		Position Hyperlinked to <input type="checkbox"/> Agency Organizational Tree		
	USUAL WORKING TITLE OF POSITION HCM Manager		POSITION NO. AND TITLE OF IMMEDIATE SUPERVISOR Federal Human Resources Director		
	<input checked="" type="checkbox"/> Permanent <input type="checkbox"/> Temporary <input type="checkbox"/> Intermittent	<input checked="" type="checkbox"/> Classified <input type="checkbox"/> Unclassified	Overtime: <input type="checkbox"/> Eligible <input checked="" type="checkbox"/> Exempt  If FLSA Exempt, exemption type: Administrative		Bargaining Unit Page 1 of 2
	NORMAL WORKING HOURS (Explain unusual or rotating shift): FROM 7:00am TO 3:30pm				
	<b>JOB DESCRIPTION AND WORKER CHARACTERISTICS</b>				
	%	Job Duties in Order of Importance		Knowledge, Skills & Abilities	
	75	Serves as agency human resources manager & on behalf of the agency, responsibly directs implementation of human resources sub-programs (i.e., Personnel Actions, Position Descriptions, Workers' Compensation, Disability Program, Unemployment, Health Benefits, selection, recruitment, & organizational design, Family Medical Leave Act (FMLA), Americans with Disabilities Act (ADA), Certification, Performance Evaluations, Payroll, Time & Labor, etc.); supervises HCM staff & provides work direction (e.g., advises HCM staff on complex questions &/or issues related to human resources sub-programs; advises Human Resources Director regarding state programs, policies & deficiencies & prescribes corrective action; confers with agency supervisors to determine human resource needs & classification issues; advises Human Resource Director & agency supervisors on classification & salary matters; interprets human resources policies & rules; provides technical assistance regarding civil service, employment law & human resources policies &/or programs; responds to complex inquiries from applicants & general public; participates on committees involved in researching & developing new program or procedures or revise existing programs & procedures; represents agency in various adjudicative or judicial proceedings; conducts administrative hearings &/or investigations; provides information to public & other governmental agencies as warranted; maintains on-going communications with other state agencies, etc.). Assists HR Director in planning & coordinating Labor Relations/Collective Bargaining operations affecting the agency.		Knowledge of: (5) management; (6) labor relations; (7) workforce planning; (9b) supervision; (13b) Adjutant General's Department human resource policies & procedures*; (14a) Ohio Civil Service laws & regulations; federal & state laws & rules governing fair employment practices (ADA, FMLA, EEO). Skill in: (29a) personal computer & related peripheral equipment*. Ability to: (30l) define problems, collect data, establish facts & draw valid conclusions; (30r) deal with many variables & determine specific action; (32x) develop complex reports & positions papers; (34e) establish friendly atmosphere as supervisor of work unit; (34f) handle sensitive inquiries from & contacts with officials & general public.	
	List Position Numbers & Job Titles of Positions Directly Supervised: HCM Analysts: 20063101, 20063102, 20064236		SIGNATURE OF AGENCY REPRESENTATIVE <i>Rhonda L. Brininger</i> Rhonda L. Brininger, HCM Manager		DATE 9/19/11

ADM 4107 R 10-08

An Equal Opportunity Employer

745-000

<b>POSITION DESCRIPTION</b>		AGENCY/DEPT ID ADJUTANT GENERAL'S DEPARTMENT
DIVISION OR INSTITUTION State Human Resources	UNIT OR OFFICE	COUNTY OF EMPLOYMENT Franklin

POSITION NUMBER 20063103           JOB TITLE Human Capital Management Manager           JOB CODE 69916	<input type="checkbox"/> Reclassification <input type="checkbox"/> New Position <input checked="" type="checkbox"/> Update		Position Hyperlinked to <input type="checkbox"/> Agency Organizational Tree	
	USUAL WORKING TITLE OF POSITION HCM Manager		POSITION NO. AND TITLE OF IMMEDIATE SUPERVISOR Federal Human Resources Director	
	<input checked="" type="checkbox"/> Permanent <input type="checkbox"/> Temporary <input type="checkbox"/> Intermittent	<input checked="" type="checkbox"/> Classified <input type="checkbox"/> Unclassified	Overtime: <input type="checkbox"/> Eligible <input checked="" type="checkbox"/> Exempt  If FLSA Exempt, exemption type: Administrative	Bargaining Unit Page 2 of 2
	NORMAL WORKING HOURS (Explain unusual or rotating shift): FROM: 7:00am    TO: 3:30pm			
	<b>JOB DESCRIPTION AND WORKER CHARACTERISTICS</b>			
	%	Job Duties in Order of Importance	Knowledge, Skills & Abilities	
	10	Acts as State Equal Employment Opportunity (EEO) Officer; prepares agency's EEO Strategic Plan as required by Department of Administrative Services Equal Opportunity Division; attends EEO meetings; administers state EEO complaints & complaints reporting program; investigates EEO & sexual harassment complaints; coordinates with federal EEO Manager to identify & implement awareness & preventive programs; coordinates with HR Director & JAG on responses to outside agencies (e.g., Ohio Civil Rights Commission, Equal Employment Opportunity Commission, DAS-EOD, etc.)	Knowledge of: (5), (6), (7), (9b), (13b)*, (14a). Skill in: (29a)*. Ability to (30i), (30r), (32x), (34e), (34f).	
	15	Prepares &/or oversees preparation of various documentation (e.g., prepares human resources related correspondence for HR or agency Director; reviews responses & reports of subordinates, establishes & oversees office recordkeeping, timekeeping & other support activities; replies to surveys & telephone inquiries; prepares various human resources status reports; receives training on initial & on-going basis in areas of human resources, labor relations/collective bargaining, human resources development, quality initiatives, & other related areas to keep current of changes in policies, procedures & laws & their impact to agency HR operations; develops manuals & publications; conducts interviews, staff meetings & training as needed; prepares administrative & confidential reports, forms & correspondence.	Knowledge of: (5), (6), (7), (9b), (13b)*, (14a). Skill in: (29a)*. Ability to (30i), (30r), (32x), (34e), (34f).	
	List Position Numbers & Job Titles of Positions Directly Supervised: HCM Analysts: 20063101, 20063102, 20064236		SIGNATURE OF AGENCY REPRESENTATIVE   Rhonda L. Bringer, HCM Manager	DATE 9/19/11

ADM 4107 R 10-08

An Equal Opportunity Employer

<b>JOB TITLE</b>	<b>JOB CODE</b>	<b>B. U.</b>	<b>EFFECTIVE</b>	<b>PAY GRADE</b>
Human Capital Management Manager	64615	EX	02/28/2010	14

**JOB DUTIES IN ORDER OF IMPORTANCE (These duties are illustrative only. Incumbents may perform some or all of these duties or other job-related duties as assigned.)**

Serves as agency human resources manager & on behalf of agency, responsibly directs implementation of human resources sub-programs (e.g., advises lower-level HCM staff on complex questions &/or issues related to human resources sub-programs; advises department heads regarding corrections of human resources policy deficiencies & prescribes corrective action; confers with department heads to determine human resources needs & classification issues; advises directors, department heads, district &/or local office managers on classification & salary matters; interprets human resources policies & rules; provides technical advice regarding civil service, employment law & human resources policies &/or programs; represents agency before State Personnel Board of Review, or other hearings; responds to complex inquiries from applicants & general public; participates on committees involved in researching & developing new programs or procedures or to revise existing ones; represents agency in various adjudicative or judicial proceedings; conducts administrative hearings &/or investigations; provides information to public & other governmental agencies as warranted; maintains on-going communications with other state agencies & departmental divisions), or does preceding & supervises assigned staff.

OR

In Department of Administrative Services Human Resources Division, independently develops & implements policies & procedures for effective oversight of one or more statewide programs, serves as liaison to agency designees to convey statewide objectives & improves agency operations in accordance with business plan, researches & recommends alternatives to meet business needs, develops & implements all aspects of project management associated with program, develops effective measurements of program success, serves as consultant to agencies designing & refining processes & procedures; or, does all of preceding & supervises assigned staff.

Prepares &/or oversees preparation of various documentation (e.g., prepares human resources related correspondence for deputy director, director or other administrative superior submitted from other offices &/or employees; reviews responses & reports of subordinates; establishes &/or oversees office recordkeeping, timekeeping & other support activities; replies to surveys & telephone inquiries; prepares various human resources status reports & studies; receives training on initial & on-going basis in areas of human resources, labor relations/collective bargaining, human resources development, quality initiatives, EEO & other related areas to keep current of changes in policies, procedures & laws & their impact on assigned area; develops survey instruments, manuals & publications; conducts interviews, orientation, regular staff meetings & training as needed; prepares required administrative & confidential reports, forms & correspondence).

**MAJOR WORKER CHARACTERISTICS**

Knowledge of business/human resources/public administration; civil service laws, rules, policies & procedures & provisions of collective bargaining contracts; supervisory principles/techniques; public relations; budgeting; federal & state laws & rules governing fair employment practices (e.g., ADA, FMLA, EEO). Skill in use of personal computer\*. Ability to deal with many variables & determine specific action; define problems, collect data, establish facts & draw valid conclusions; develop complex reports & position papers; handle sensitive inquiries from & contacts with officials & general public; gather, collate & classify information about data, people or things; establish friendly atmosphere as supervisor.

(\*)Developed after employment.

**MINIMUM CLASS QUALIFICATIONS FOR EMPLOYMENT**

Completion of undergraduate core program in human resources, business or public administration; 24 mos. exp. in human resources which included 12 mos. exp. in supervisory &/or management principles & techniques.

-Or 4 yrs. exp. in human resources.

-Or 12 mos. exp. as Human Capital Management Senior Analyst, 64613.

-Or equivalent of Minimum Class Qualifications For Employment noted above.

**TRAINING AND DEVELOPMENT REQUIRED TO REMAIN IN THE CLASSIFICATION AFTER EMPLOYMENT**

Not applicable.

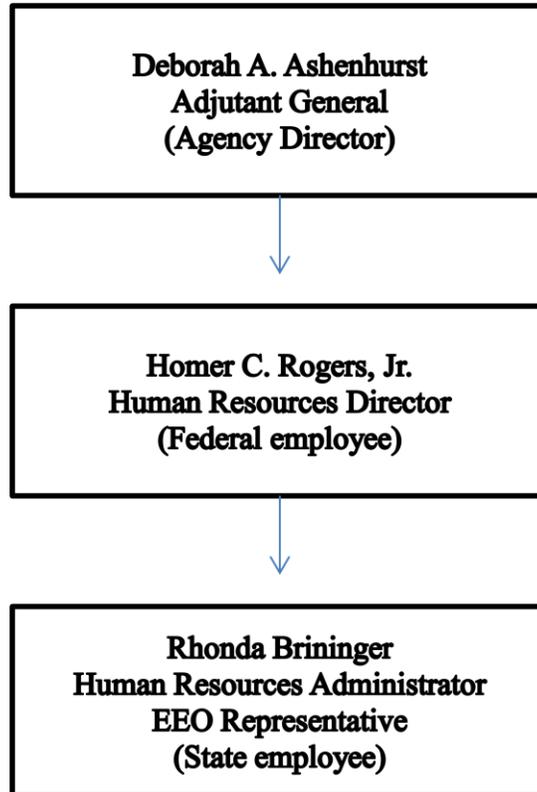
**UNUSUAL WORKING CONDITIONS**

May require travel.

**AGENCY EEO INFORMATION AND DISCRIMINATION COMPLAINT MANAGEMENT**

**Attachment B-7: EEO Flow Chart**

As outlined in the EEO staffing flow chart below, the Human Resource Administrator (EEO Officer) reports to the Federal Human Resources Director. The Federal Human Resources Director reports to the agency director, The Adjutant General.



**AGENCY EEO INFORMATION AND DISCRIMINATION COMPLAINT MANAGEMENT**  
**Attachment B-8: Agency EEO Policies**

**STATE OF OHIO**  
**ADJUTANT GENERAL'S DEPARTMENT**  
2825 WEST DUBLIN GRANVILLE ROAD  
COLUMBUS, OH 43235-2789

**TO:** All State Employees  
**FROM:** Deborah A. Ashenhurst, Major General, The Adjutant General  
**SUBJECT:** Equal Employment Opportunity Policy Statement  
**DATE:** November 3, 2011

It is the policy of this agency to ensure equal employment opportunity in accordance with all applicable federal and state laws, rules, regulations, and guidelines. Discrimination against employees and applicants due to **race, color, religion, gender, national origin, military status, disability, age, genetic information, or sexual orientation** is illegal.

We have developed an Equal Employment Opportunity Plan in order to correct any existing problem areas and to improve our Equal Employment Opportunity program. Dissemination of this policy statement to employees as well as recruitment sources and displaying posters from the Ohio Civil Rights Commission and the Equal Employment Opportunity Commission are two methods of publicizing our commitment to equal employment opportunity.

Persons who believe that this agency has discriminated against them in employment may file a discrimination complaint. We shall then make every effort to resolve complaints within the timeframes established by the Administrative Rules.

All personnel of this agency are asked to assist in an effort to achieve equal employment opportunity. Any willful or deliberate violation of this policy by an employee of this agency will be cause for disciplinary action.

The EEO Officer has full authority for the administration of the program. If you would like more information, please contact:

Rhonda Brininger  
Human Resources Administrator  
The Adjutant General's Department  
2825 W. Dublin-Granville Road  
Columbus, Ohio 43235-2789  
(614) 336-7151 or DSN 346-7151

## STATE OF OHIO POLICY AGAINST SEXUAL HARASSMENT

Sexual harassment is prohibited by Federal law as a form of sex discrimination in the workplace in 42 U.S.C. 200e-2a. The Federal Equal Employment Opportunity Commission EEOC has also issued authoritative guidelines on sexual harassment under Title VII of the Civil Rights Act of 1964, as amended.

Any employee or applicant who believes that he/she is a victim of sexual harassment through unwelcome sexual advances, requests for sexual favors, or any other verbal or physical conduct of a sexual nature by a supervisor, subordinate, or peer, should immediately report such incident(s) to either the agency EEO Officer or the State of Ohio Equal Opportunity Division. The EEO Officer will provide CONFIDENTIAL counseling in order for the aggrieved individual to explain the matter and to determine whether a formal complaint should be filed.

A sexual harassment complaint shall be filed with any or all of the following entities: (1) the State Equal Opportunity Division or the agency EEO Officer within thirty days (30 days); (2) the Ohio Civil Rights Commission within six (6) months; and/or (3) the Federal Equal Employment Opportunity Commission within three hundred (300) days.

In the event the aggrieved individual opts to file a formal complaint within the jurisdiction of the State of Ohio, the complaint shall be filed with the agency EEO Officer or with the State of Ohio Equal Opportunity Division within thirty (30) days of the most recent incident of sexual harassment. The EEO Officer of the appropriate agency shall then conduct a formal investigation of the complaint. Within sixty (60) days from the filing of this complaint, the agency shall render a decision of whether there was probable cause and the appropriate remedy, if a remedy is required.

It is the policy of the State of Ohio to maintain a working environment free from any discrimination, and to prohibit sexual harassment among its employees, including discriminatory sexual advances or harassment adversely affecting an employee's terms and conditions of employment either directly or indirectly.

Sexual harassment is defined as any unwelcome or unwanted sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when any one of the following criteria is met:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of the individual's employment;
2. Submission to rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or
3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile, or offensive work environment.

Sexual harassment depends on how the person being harassed is affected, not on the harasser's intent. It can come from any individual in the work place, including a supervisor, a coworker, a customer, or a supplier. Sexual harassment can also take many forms. It may be: (1) verbal (i.e., threats, offensive or suggestive comments); (2) non-verbal (i.e., suggestive gestures or looks, staring or leering); or (3) physical (i.e., rape or attempted rape, cornering or trapping, pinching, grabbing or patting, or touching, hugging or kissing).

The complainant may request a hearing through the State of Ohio Equal Opportunity Division Coordinator if he/she is not satisfied with the agency's decision and/or resolution. The Equal Opportunity Division will select a hearing officer to preside over and render a decision on the case. The agency shall have thirty (30) days to act on the decision of the hearing officer, if any action is required.

The complainant may request a final review and decision from the State Equal Opportunity Division Coordinator if he/she is not satisfied with the decision of the hearing officer.

Sexual harassment and related behavior in the workplace is inexcusably inappropriate and will not be tolerated. This policy is consistent with the objectives and practices of the State of Ohio and is in conjunction with applicable Federal and State laws and regulations and **Executive Order 2011-05K**. This policy will be observed and adhered to by all state of Ohio departments and agencies.

Any employees or applicant for employment with the State of Ohio who believes he/she has been sexually harassed, or who has questions concerning this policy should contact:

Ohio Department of Administrative Services  
Equal Opportunity Division  
30 East Broad Street, 27th Floor  
Columbus, Ohio 43215  
Telephone: (614) 752-4741

**DISCRIMINATION COMPLAINT PROCEDURE**

The State of Ohio's Equal Employment Opportunity program for state employees and applicants prohibits discrimination on the basis of race, color, religion, gender, national origin (ancestry), military status (past, present or future), disability, age (40 years of age or older), genetic information, or sexual orientation.

Employees or applicants who believe that they have been discriminated against (in regard to employment) by a state agency may:

1. Contact the agency's EEO Officer in order to discuss the matter, attempt to have the problem resolved informally, and/or to file a complaint.
2. Contact the State EEO to file a complaint, which will be promptly referred to the appropriate agency for investigation and possible resolution. The Division may be contacted at:

**Ohio Department of Administrative Services  
The State Equal Opportunity Division  
30 East Broad Street, 18<sup>th</sup> Floor  
Columbus, Ohio 43215**

**Telephone: (614) 466-8380**

Whether a formal complaint is filed with the agency or with the State EEO, the complainant only has thirty calendar days after the alleged discriminatory act in which to file. After filing, every attempt is made to ensure that the total processing time, including an investigation and a hearing (if requested), is no longer than 120 calendar days. (See sections 123:1-49-01 through 123:1-49-47 of the Administrative Rules for additional information.)

Complainants may also wish to file charges with organizations, which are outside of the state's internal process. They may do so by contacting the following agencies:

**The Ohio Civil Rights Commission** – Contact within **six months** of the alleged discriminatory incident(s).

Akron	(330) 643-3100	Columbus	(614) 466-5928
Cincinnati	(513) 352-2466	Dayton	(937) 285-6500
Cleveland	(216) 787-3150	Toledo	(419) 245-2900

**The Equal Employment Opportunity Commission** – Contact within **300** days of the alleged discriminatory incident(s).

District Office 1-800-669-4000

## STAGES IN THE PROCESSING OF A DISCRIMINATION COMPLAINT

### **Confidential Counseling**

The EEO Officer or the State EEO Division provides confidential counseling in order for the aggrieved person to explain the matter and to determine whether or not to file a discrimination complaint.

### **Investigation**

Once a case is filed formally, an investigation is performed by the EEO Officer of the appropriate agency. When probable cause is found, remedies are set forth so that an attempt may be made to satisfactorily settle the case.

### **Hearing**

If the complainant is not satisfied with the agency's decision and/or resolution, he/she may request a hearing through the State EEO Division. The Division will select a Hearing Officer to preside over the case, explain the procedures to the complainant, and arrange for the hearing.

### **Final Order**

After the Hearing Officer has issued an opinion and the agency has issued its decision, the complainant, if not satisfied, may ask the State EEO Coordinator to issue a Final Order (which is binding upon all parties concerned).

Note: Every attempt is made to satisfactorily resolve the matter at the initial stages; however, further action (as previously noted) is available if needed. Throughout the entire process, complainants and witnesses are free from reprisal, retaliation or interference.

## **SANCTIONS AND DISCIPLINES**

Any manager, supervisor, or employee who violates this policy either by engaging in the conduct or by allowing the conduct to go unaddressed will be disciplined. Forms of discipline will be dependent upon the terms of any applicable union contract and the severity of the incident. Such discipline may include counseling, reprimands, suspension and/or removal.

**AGENCY EEO INFORMATION AND DISCRIMINATION COMPLAINT MANAGEMENT**  
**Attachment B-9: EEO Discrimination Complaint Management**

The Human Resource Administrator/EEO Officer has 3 ½ years in EEO experience and received EEO Officer training from DAS-EOD on July 27, 2010.

**AGENCY EEO INFORMATION AND DISCRIMINATION COMPLAINT MANAGEMENT****Attachment B-10: EEO Postings**

<b>Location Name</b>	<b>Street Address</b>	<b>City</b>	<b>State</b>	<b>Zip</b>
Akron Hawkins Armory	414 N Hawkins Ave	Akron	OH	44311-0000
Akron/Canton ASSF	5989 Airport Dr.	North Canton	OH	44720-1483
Alliance Armory	1175 W. Vine Street	Alliance	OH	44601-0000
Beightler Armory	2825 W. Dublin Granville Road	Columbus	OH	43235-2789
Blue Ash ANG Base	10649 McKinley Road	Cincinnati	OH	45242-3797
Brook Park Armory	6225 Engle Road	Brook Park	OH	44142-2107
Bowling Green Armory	1241 W. Newton Road	Bowling Green	OH	43402-2921
Chagrin Falls Armory	7600 E Washington Street	Chagrin Falls	OH	44023-4404
Chillicothe Armory	2154 Narrows Road	Chillicothe	OH	45601-0000
Coshocton Armory	950 Otsego Ave	Coshocton	OH	43812-0000
Camp Perry RHS	1200 N. Camp Perry East Road	Port Clinton	OH	43452-9577
Camp Perry Training Site/Clubhouse	1000 Lawrence Road	Port Clinton	OH	43452-9578
Dover Armory	2800 N Wooster Ave	Dover	OH	44622-0000
DSCC	84 North Yearling Road	Columbus	OH	43218-0000
Greenville Armory	1434 Wagner Ave	Greenville	OH	45331-0000
Green FMS 6	5980 West Airport Drive	North Canton	OH	44720-1483
Green Readiness Center	5990 West Airport Drive	North Canton	OH	44720-1483
Green AASF #1	6000 West Airport Drive	North Canton	OH	44720-1483
Green Road Armory	4303 Green Road	Cleveland	OH	44128-8400
Hamilton Armory	3000 Symmes Road	Hamilton	OH	45015-1331
Kettering Armory	2555 County Lane Road	Kettering	OH	45430-1506
Lebanon Armory	113 East Taylor Street	Lebanon	OH	43036-0000
Lima Armory	855 S. Collett Street	Lima	OH	45804-1003
Lorain Armory	3520 Grove Avenue	Lorain	OH	44055-0000
Mansfield ANG Base	1947 Harrington Memorial Road	Mansfield	OH	44903-0179
Marion Armory	2561 Harding Highway East	Marion	OH	43302-0000
Marysville	200 Colemans Crossing Blvd.	Marysville	OH	43040-7080
McConnelsville	4497 Hawk Dr	McConnelsville	OH	43756-0000
Medina Armory	920 W Lafayette Road	Medina	OH	44256-2415
Middletown Armory	2002 S Main Street	Middletown	OH	45044-7347
Newark Armory	1257 Hollar Lane	Newark	OH	43055-1926
Norwalk Armory	400 W Main Street	Norwalk	OH	44857-9547
Piqua Armory	623 Ash Street	Piqua	OH	45356-0000
Portsmouth Armory	1620 Coles Blvd	Portsmouth	OH	45662-3298
Rickenbacker ANG Base	7370 Minuteman Way	Columbus	OH	43217-5910

<b>Location Name</b>	<b>Street Address</b>	<b>City</b>	<b>State</b>	<b>Zip</b>
Ravenna Training & Logistics Site	1438 St. Rt. 534, SW	Newton Falls	OH	44444-9519
Rickenbacker Enclave	8227 S. Access Rd	Columbus	OH	43217-5943
Sandusky Armory	117 Woodlawn Ave	Sandusky	OH	44870-5567
Springfield CE/ENV	101 "F" Avenue	Springfield	OH	45502-8783
Springfield Armory	4440 Laybourne Road	Springfield	OH	45505-3632
Springfield Fire & Security	120 "F" Avenue	Springfield	OH	45502-8783
St. Marys Armory	109/113 East South Street	St Marys	OH	45885-0000
Stow Armory	4630 Allen Road	Stow	OH	44244-1038
Sullivant Ave Armory	4094 Sullivant Ave	Columbus	OH	43228-2194
Tarleton Armory	11495 Chillicothe-Lancaster Rd	Amanda	OH	43102
Tiffin Armory	500 Riverside Drive	Tiffin	OH	44883-1613
Toledo ANG Base	2660 S. Eber Road	Swanton	OH	43558-9645
Toledo (Marcy Kaptur) Readiness Ctr	925 Research Drive	Toledo	OH	43614-0000
Walbridge Armory	28846 Tracy Road	Walbridge	OH	43465-9768
Wooster Armory	1400 West Lincoln Way	Wooster	OH	44691-0000
Woodlawn Armory	10050 Woodlawn Blvd	Cincinnati	OH	45215-0000
Xenia Armory	39 Weaver Street	Xenia	OH	45385-0000
Youngstown Armory	475 Victoria Road	Youngstown	OH	44515-2029
Zanesville ANG	4995 Old Wheeling Road	Zanesville	OH	43701-9689

**AGENCY EEO INFORMATION AND DISCRIMINATION COMPLAINT MANAGEMENT**  
**Attachment B-11: EEO Strategic Plan Availability**

The Adjutant General's Department EEO Strategic Plan may be viewed in person in the Human Resource Office between the hours of 9:00am-3:00pm or on the Ohio National Guard website at:

[http://ong.ohio.gov/human\\_resources/state/EEOStrategicPlan2011.pdf](http://ong.ohio.gov/human_resources/state/EEOStrategicPlan2011.pdf)















**AGENCY EEO INFORMATION AND DISCRIMINATION COMPLAINT MANAGEMENT**

**Attachment B-13: Agency EEO Counseling Form**

**Adjutant General's Department  
EEO Counseling Form**

Date:

\_\_\_\_\_

Complainant Name: \_\_\_\_\_

Contact Information: \_\_\_\_\_

Position: \_\_\_\_\_

Work Location: \_\_\_\_\_

Date and time of incident: \_\_\_\_\_

Description of incident:

Check all that apply:

Alleged Discrimination										Alleged Harassment	Alleged Retaliation
Race	Color	Religion	Gender	National Origin	Military Status	Disability	Age	Genetic Info	Sexual Orientation	y/n	y/n

Name(s) of person who allegedly discriminated, harassed or retaliated against employee:

Witnesses to incident:

Action:

**AGENCY EEO INFORMATION AND DISCRIMINATION COMPLAINT MANAGEMENT**

**Attachment B-14: Agency EEO Information for Employees**

Adjutant General's Department employees may learn about the agency EEO program on the Ohio National Guard website at:

[http://ong.ohio.gov/human\\_resources/state/EEOStrategicPlan2011.pdf](http://ong.ohio.gov/human_resources/state/EEOStrategicPlan2011.pdf)

**DIVERSITY RECRUITMENT/OUTREACH & LITERATURE INFORMATION**

**Attachment C-15: Recruitment List**

The Adjutant General's Department does not have a position solely dedicated to EEO recruitment, and therefore, does not have the resources to establish or maintain partnerships with professional recruitment organizations.

**DIVERSITY RECRUITMENT/OUTREACH & LITERATURE INFORMATION**

**Attachment C-16: Diversity Recruitment Outreach Efforts**

The Adjutant General's Department does not have a position solely dedicated to EEO recruitment, and therefore, does not have the resources to establish recruitment strategy plans.

**DIVERSITY RECRUITMENT/OUTREACH & LITERATURE INFORMATION**

**Attachment C-17: Agency EEO Publications**

The Adjutant General's Department does not have a position solely dedicated to EEO recruitment, and therefore, does not have the resources to produce publications or EEO program information.

**EEO SELECTION QUALIFICATIONS & POSITION DESCRIPTION INFORMATION**

**Attachment D-18: Adverse Impact Study for Terminations**

The Adjutant General's Department terminated zero (0) employees between June 30, 2010 and June 30, 2011.

**EEO SELECTION QUALIFICATIONS & POSITION DESCRIPTION INFORMATION**  
**Attachment D-19: Adverse Impact Study for Promotions**

Adverse Impact Analysis			
Adverse-Impact Report			
<b>Rate of Females Employees Promoted</b>	<b>Rate of Males Employees Promoted</b>	<b>Adverse Impact Ratio for Females</b>	<b>Adverse Impact Ratio for Males</b>
(0/ 0) = NaN	(2/ 2) = 1		
Adverse impact as defined by the 4/5ths rule was not found in the above data.			
<b>Rate of Minorities Employees Promoted</b>	<b>Rate of Non-Minorities Employees Promoted</b>	<b>Adverse Impact Ratio for Minorities</b>	<b>Adverse Impact Ratio for Non-Minorities</b>
(1/ 1) = 1	(1/ 1) = 1	(1/ 1)= 1	(1/ 1)= 1
Adverse impact as defined by the 4/5ths rule was not found in the above data.			
<b>Rate of Older Employees Promoted</b>	<b>Rate of Younger Employees Promoted</b>	<b>Adverse Impact Ratio for Older</b>	<b>Adverse Impact Ratio for Younger</b>
(2/ 2) = 1	(0/ 0) = NaN		
Adverse impact as defined by the 4/5ths rule was not found in the above data.			
<b>Rate of Disabled Employees Promoted</b>	<b>Rate of Non-Disabled Employees Promoted</b>	<b>Adverse Impact Ratio for Disabled</b>	<b>Adverse Impact Ratio for Non-Disabled</b>
(0/ 0) = NaN	(2/ 2) = 1		
Adverse impact as defined by the 4/5ths rule was not found in the above data.			

## **EEO PLACEMENT/ORIENTATION AND PERFORMANCE EVALUATIONS**

### **Attachment E-20: EEO Orientation Agenda**

- Exempt Handbook
- Non-Exempt Handbook
- Copy of Payroll Earnings Statement
- Pay Range Table
- Payroll Schedule showing pay dates and breakdown of deductions by pay period
- Paycheck Distribution Policy - Memo dated 12/1/95
- Authorization for Direct Deposit of Pay Form (ADM 4280)
- Payroll Forms -- W-4 Federal Tax Form; IT-4 State of Ohio form; Municipal Tax Forms: Payroll Deduction Card (ADM 6307) and Employee Statement for Determination of Municipal Tax Liability (ADM 0328)
- I-9 Immigration Form
- CAC Card Form
- Personal and Emergency Contact Information Form
- SSA-1945, Statement Concerning Your Employment in a Job Not Covered by Social Security
- Employee Benefit Handbook
- Health Care Benefit Comparison Chart, Application for Health Care Coverage (ADM 4717), Payroll Deduction Card (ADM 6307)
- US Behavioral Health Card
- "Welcome to OAKS" brochure
- Optional Life Insurance Program
- Exempt employees – Prudential
- Non-Exempt employees – Prudential (OCSEA Benefits Trust will mail information)
- Long Term Care Information
- Child Care Voucher
- Dependent Care Spending Account Information
- Worker's Comp ID Card
- Adoption/Childbirth Policy
- Deferred Compensation Program Highlights Brochure
- Savings Bond Brochure and Authorization Form
- Credit Union Information
- Request for Leave Form (ADM 4258)
- Sick Leave Program for Employees of the State of Ohio
- Leave Donation Program
- FMLA Fact Sheet
- Sign-Off Sheet for the following:
  - ❖ EEO Policy Letter and AAP including:
    - ◇ Sexual Harassment Policy
    - ◇ Discipline Rules (Agency Policy Letter #22)
- Ohio Ethics Law Information
- State Employee Policy Letters Index
- Union Steward Access (Bargaining Unit Only)
- Ohio Employee Assistance Program Information (EAP)
- Drug-Free Workplace Program Brochure
- Essential Employees Listing (Agency Policy Letter #6)
- Ohio Tuition Trust Authority
- Ohio National Guard Prior Service Credit Form (AGN 0030) – All employees
- Workforce Development Packet
- Internet Policy – Return to SHRD

In addition to the EEO information covered in the New Employee Orientation, the DAS-EO brochure is provided to each new hire.

*The mission of the Equal Opportunity Division is to advocate for Ohio's minority and socially disadvantaged businesses, align them with state government contracts and procurement opportunities and to oversee and monitor the administration of Ohio's Equal Employment Opportunity (EEO) programs.*



**Ohio Department of Administrative Services**  
John R. Kasich, Governor  
Robert Blair, Director

**Equal Opportunity Division**  
Randall F. Howard, Assistant Director

**Affirmative Action / Equal Employment Opportunity Unit**  
Felicia Godbolt, EEO Program Manager  
30 East Broad Street, 18<sup>th</sup> Floor  
Columbus, Ohio 43215-3414  
Telephone: 614.466.8380  
Fax: 614.728.5628

Visit us on the web at:  
[www.das.ohio.gov/eod](http://www.das.ohio.gov/eod)

**State Employees & State Job Applicants**

## Know Your Rights

**State of Ohio employees and applicants are guaranteed the following rights:**

- The **RIGHT** to freedom from discrimination in employment.
- The **RIGHT** to equal opportunity in hiring, promotion, transfer, recruitment, layoff, rate of compensation, training and all other aspects of the employment process.
- The **RIGHT** to file a complaint if you believe discrimination has occurred.

The Ohio Department of Administrative Services' Equal Opportunity Division is charged with upholding these rights for all state employees and applicants.

The State of Ohio is an equal opportunity employer and provider of ADA services. Revised 9.8.2011

**Discrimination is unlawful**

Employment discrimination on the basis of race, color, religion, sex, national origin, ancestry, disability, age, veteran or military status, sexual orientation and genetic information is prohibited by law.

**What is employment discrimination?**

Employment discrimination includes practices such as bias in hiring, discharging, compensation or terms, privileges and conditions of employment.\*

**What is unlawful harassment?**

"Unlawful harassment is conduct that is so objectively offensive as to alter the 'conditions' of the victim's employment. The conditions of employment are altered only if the harassment culminates in a tangible employment action or is sufficiently severe or pervasive to create a hostile work environment.\*\*"

**Do you have a discrimination complaint?**

Discrimination can exist in many forms.

Determining whether you have a valid discrimination complaint is at times difficult. Answering the following questions should assist you:

Do you believe that the action taken against you occurred because of your:

- Race, color or religion?
- National origin or ancestry?
- Disability?
- Age?
- Sexual orientation?
- Gender or sex?
- Veteran or military status?
- Genetic information

\*Source: Vicarious Liability for Supervisors, Unlawful Harassment by Supervisors, EEOC Number 915.002.

**Where to go for guidance:**

If you believe you may have been subject to discrimination, you can file your allegation with one or all of the following enforcement agencies:

**Agency EEO Officer**

The EEO officer's function is to work with the employer to proactively address problems, process and investigate discrimination complaints, and inform agency leaders of the latest EEO rules and regulations.

Because a state agency's EEO officer serves as a liaison between the agency and the Ohio Department of Administrative Services' Equal Opportunity Division, the officer will forward your internal discrimination complaint to the DAS Equal opportunity Division.

**DAS Equal Opportunity Division**

You also may file a complaint of discrimination or discriminatory harassment directly with the DAS Equal Opportunity Division's Affirmative Action/Equal Employment Opportunity Unit, which works to ensure fair treatment for **all executive agency state employees and job applicants.**

The DAS Equal Opportunity Division provides leadership and guidance for equal employment opportunity programs in all state agencies under the jurisdiction of the governor. The division assists agencies in fostering equitable work environments by monitoring each department to determine and heighten the degree of compliance with equal employment opportunity law.

**For more information or to file a complaint online:**

Ohio Department of Administrative Services  
Equal Opportunity Division, AA/EEO Unit  
Website: [www.das.ohio.gov/eod/aaeeo](http://www.das.ohio.gov/eod/aaeeo)  
Phone: 614.466.8380

**Other Enforcement Agencies**

State employees also may contact the Ohio Civil Rights Commission and/or the U.S. Equal Employment Opportunity Commission. Both Agencies process discrimination complaints from government employees and private sector employees.

**Filing deadlines are important:**

If you plan to file a discrimination complaint, deadlines are important.

**DAS Equal Opportunity Division:** You, as the complainant, must file the claim within 30 days of the alleged discriminatory incident. The complaint may be filed with the agency EEO officer or with the DAS Equal Opportunity Division. For more information, visit: [das.ohio.gov/eod](http://das.ohio.gov/eod).

**Ohio Civil Rights Commission:** You, as the complainant, must file the claim within 6 months of the alleged discriminatory incident. For more information, visit: [crrc.ohio.gov](http://crrc.ohio.gov).

**U.S. Equal Employment Opportunity Commission:** You, as the complainant, must file the claim within 300 days of the alleged discriminatory incident. For more information, visit: [eeoc.gov](http://eeoc.gov).

The state of Ohio is an equal opportunity employer

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**EEO PLACEMENT/ORIENTATION AND PERFORMANCE EVALUATIONS**  
**Attachment E-21: EEO Training Agenda**

The graphic features the OhioDAS logo (Department of Administrative Services) and the Equal Opportunity Division name in a script font. Below this is a blue banner with the text 'EEO Agenda'. A list of topics is centered in the main area of the graphic.

**OhioDAS**  
Department of Administrative Services

*Equal Opportunity Division*

**EEO Agenda**

- EEO Training Purpose
- State Agency Responsibilities
- State EEO Mission Statement
- Agency EEO Mission Statement
- Agency EEO Policy
- Agency EEO Officer Information
- Definition of Employment Discrimination
- What is Discriminatory Harassment?
- Retaliation Defined
- State Protected Classes
- Complaint Filing Timeframe
- Internal Complaint Process
- Prevention Methods

**EEO DISCIPLINE AND SEPARATION STRATEGIES**

**Attachment F-22: Discipline Practices**

**STATE OF OHIO  
ADJUTANT GENERAL'S DEPARTMENT  
2825 West Dublin Granville Road  
Columbus, Ohio 43235-2789**

AGOH-SHRD

7 November 2011

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: POLICY - \*State Employee Procedure Letter #22 and State Employee Discipline and Work Rules

1. **REFERENCES.**

- a. Chapter 124, Ohio Revised Code (Personnel Exempt from Collective Bargaining).
- b. Ohio Administrative Code, Section 123:1-47-01.
- c. Article 24, OCSEA Contract (Collective Bargaining Personnel).
- d. Enclosure with this letter, Table of Penalties for State Employees.

2. **PURPOSE.** This letter outlines the discipline policy of the Adjutant General's Department when dealing with state employees. The principles of progressive, corrective action shall be followed as a means of modifying behavior or correcting inappropriate actions. Actions taken shall be reasonable, consistent with the offense, and commensurate with the individual employee's disciplinary record.

3. **SCOPE.** This policy applies to all state employees of this department as listed:

- a. Classified State of Ohio positions (exempt and collective bargaining).
- b. Unclassified State of Ohio positions must meet the same expectations and follow the same policies as Classified State of Ohio positions. However, unclassified service appointments are made at the discretion of the Appointing Authority and the incumbent may be removed, suspended or reduced at the pleasure of the same authority. Pre-discipline meetings and State Personnel Board of Review appeals do not apply to unclassified positions.

4. **GENERAL.** Employees shall abide by all directives, rules and policies of the Adjutant General's Department as well as all local, state, and federal laws.

Disciplining an employee who violates rules, policies, and directives of the Adjutant General's Department or the Ohio Revised Code, is necessary, if order and efficiency are to prevail in the work place. The objective of imposing discipline is to correct undesirable behavior that adversely impacts the mission of the Adjutant General's Department.

\*This letter supersedes State Employee Procedure Letter #22, dated 1 December 1996.

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It is of equal importance that disciplinary action shall be for just cause and shall be administered fairly and consistently throughout the organization within the guidelines set herein. The suggested discipline outlined shall also be commensurate with the offense taking into account the severity of the violation, mitigating circumstances, as well as previous discipline. The Ohio National Guard is dedicated to the policy of corrective progressive discipline. Disciplinary action should be imposed with the intent of giving the employee the opportunity to correct his/her behavior so long as the discipline is commensurate with the offense. If the behavior is not corrected, discipline should become increasingly more severe, up to and including removal. Certain offenses warrant severe discipline to include removal on the first offense.

The infractions included in this directive and the enclosed Table of Penalties are not intended to be all-inclusive. It is likely that there are many other types of infractions that may occur. The infractions listed are intended to be representative examples of activities that will warrant immediate corrective action. Informal counseling and work instruction are not considered disciplinary action and are to be used to direct the work force, as well as place employees on notice of improper behavior.

In general, it is the philosophy of the Adjutant General's Department to offer and encourage the use of the Employee Assistance Program (EAP), where appropriate. The EAP is not considered disciplinary action.

5. **RESPONSIBILITIES.** Supervisors are responsible for the appropriate and consistent application of the work rules, policies, procedures, and directives of the Ohio National Guard and/or laws of the State of Ohio. Supervisors are also responsible for initiating the request for disciplinary action as soon as they are aware of a potential situation.

Employees are responsible for complying with and adhering to all work rules, policies, procedures and directives of the Adjutant General's Department and/or laws of the State of Ohio. Employees are expected to conduct themselves in such a manner that their activities both on and off duty will not adversely affect their ability to perform their duties.

Employees are expected to report to their immediate supervisor violations of policy, procedure and/or law particularly when such violations would adversely impact the mission, public trust or safety of the Adjutant General's Department.

Employees must obtain and maintain all requirements for their position. This requirement includes but is not limited to a valid driver's license, CAC Access, a favorable background check and/or security clearance (NAC or NACI) as required by the Adjutant General, classification specification or the Federal government.

Illegal conduct on the part of any employee, whether on or off duty, is not only unlawful but reflects on the integrity of the Adjutant General and betrays the public trust. In the event any Adjutant General employee is convicted of any felony or degreed misdemeanor, or is required to be a defendant in any court action, that employee must notify his chain of command immediately. Failure to notify the chain of command will subject the employee to potential disciplinary action. Conviction of a felony is cause for removal from employment with the Adjutant General's Department.

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SUBJECT: Policy - State Employee Procedure Letter #22 and State Employee Discipline and Work Rules

6. **PROCEDURES.** Discipline shall be progressive in nature. Each violation of policy or procedure will move the disciplinary process to the next step. Discipline shall be imposed per the Table of Penalties attached, beginning with a reprimand for minor offenses and progressing with each offense. Disciplinary action need not begin at an oral reprimand for a major offense.

The determination of whether an offense is minor or major is a management decision and based upon the circumstances surrounding the offense, as well as the nature of the offense.

7. **DEFINITIONS.**

a. **Counseling:** A discussion with the employee to notify him/her of a potential disciplinary situation. The supervisor should discuss the problem with the employee, offer advice and assistance/suggestions on how to best resolve the problem. Supervisors may document the counseling session through memoranda, email or notation in the employee's file.

b. **Formal Disciplinary Action:** Consists of verbal reprimands, written reprimands, suspensions, working suspension, and removals. Exempt employees may also be demoted. No such action will be taken regarding suspension, removals or reductions without review and coordination with the State Human Resources Administrator. Any action involving removal, suspension, or reduction will be processed in accordance with Section 124:34, Ohio Revised Code, or Article 24, OCSEA Contract.

1. **Oral Reprimand:** An oral reprimand, noted in the employee's file, from the employee's supervisor. The supervisor will identify the offense, the proper course of behavior, and the consequences of future actions.

2. **Written Reprimand:** A written reprimand for violation of rules and regulations of the Adjutant General's Department. The reprimand is prepared and signed by the immediate supervisor and presented to the employee. The supervisor will identify the offense, the proper course of behavior, and the consequences of future actions. The employee is required to acknowledge receipt of the written reprimand with their signature.

3. **Suspension:** A temporary removal from duty, without pay, imposed by the Appointing Authority for violation of rules and regulations of the Adjutant General's Department.

4. **Working Suspension:** Used in lieu of suspension for violation of rules and regulations of the Adjutant General's Department. A working suspension has the same force and effect as a suspension without pay for purposes of progressive discipline, however, the employee is required to report to work as scheduled and is paid for hours worked.

5. **Demotion:** Non-bargaining unit employees may be reduced in pay and position for violations of Ohio Revised Code 124.34.

6. **Last Chance Agreement:** In some cases it may be appropriate to offer the employee a last chance. This agreement may accompany disciplinary action and is intended to make employees aware that any subsequent violations of the Adjutant General's Department policy, procedure, and/or directives will result in the removal of the employee from his/her position. Most last chance agreements will be in

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effect for a period of two (2) years from the date the notice was signed. The last chance agreement is not a mandatory nor is it an additional step required prior to an employee being removed from service. Last Chance Agreements may be offered and/or developed by management, the employee or the employee representative.

7. Removal: A involuntary termination from duty with the Adjutant General's Department imposed by the Appointing Authority for reoccurring infractions or a serious breach of the rules and regulations or a combination of both.

8. General Provisions: Bargaining unit employees are entitled to union representation during all phases of the disciplinary process. Exempt employees are entitled to representation of their choice, if requested, during all phases of the disciplinary process.

For major breaches in proper behavior, policy or procedure, the principles of progressive corrective disciplinary action may not be appropriate. An employee may be disciplined immediately, without progression, based on the seriousness of the offense. Due process shall always be provided except for those serving in unclassified positions. Disciplinary action shall be commensurate with the offense.

9. Administration Disciplinary Action: For purposes of consistency and to assure the policies of the Adjutant General's Department are being implemented properly, supervisors who are contemplating disciplinary action must first contact the State Human Resource Office for guidance.

Timely discipline is a key to the corrective effect of disciplinary action. All efforts should be made to issue disciplinary action within a reasonable timeframe when an employee has violated policy/procedure/directives.

a. Oral Reprimands: This reprimand is administered verbally, however, a notation of record must be prepared. This may take the form of a memorandum; follow up email or notation in the supervisory record. This must be completed and forwarded to the Adjutant General's Department, State Human Resources Division (AGOH-SHRD). Reprimands not on file at AGOH-SHRD may be determined to be unusable for progressive disciplinary purposes. A copy of this notation record must be provided to the employee.

b. Written Reprimands: Notices of written reprimands must be delivered to the employee in memorandum form and a copy provided to the State Human Resources Division (AGOH-SHRD) for inclusion in the individual's official personnel file. Again, any written reprimands not on file at AGOH-SHRD may be determined to be unusable for future discipline cases. At the time the individual is presented a written reprimand, he/she must be asked to sign the following statement which must appear at the bottom of the letter:

"I \_\_\_\_\_ have received a copy of this  
(Employee's Name)

written reprimand on \_\_\_\_\_  
(Date)

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My signature does not imply that I agree with the content, it only verifies receipt of the letter."

If the employee refuses to sign for the reprimand, another exempt employee may be called in to witness the fact that the employee refused to sign the reprimand, but was provided a copy.

c. Suspensions: See OCSEA Contract for collective bargaining employees. For exempt employees, while no limit is set by statute on the length of suspensions, first time suspensions are normally for three days or less, subsequent suspensions are normally in excess of three days. For all suspensions the following procedure applies except for unclassified employees:

1. Supervisors must first contact the State Human Resources Office for guidance. Prior to disciplinary charges being determined, it may be necessary to conduct an investigation into the event leading up to the violation. Bargaining Unit employees have a right to be represented by a union steward during this investigation. Once the facts have been gathered and documented, the supervisor must forward a copy of the charges and requested discipline, through channels, to the State Human Resources Administrator requesting that a pre-discipline meeting be scheduled before a hearing officer. The hearing officer is often outside of the employee's chain of command.

The person charged with the offense will be directed to appear before the pre-discipline hearing officer. Exempt employees may be accompanied and assisted by anyone of his/her choice, collective bargaining employees may be accompanied by a union steward or officer. The Union and/or the employee shall be given the opportunity to ask questions, comment, refute, or rebut the charges.

2. The employee may, in writing, waive the pre-discipline meeting, which shall be scheduled no earlier than three (3) days following the notification to the employee.

3. The reasons for requested discipline and the possible form of discipline must be identified in the pre-discipline notice letter.

4. The pre-discipline officer will submit a timely, written recommendation with supporting rationale and documents to the Adjutant General or his/her designee through the State Human Resources Division (AGOH-SHRD) for action.

5. The State Human Resources Administrator will review the recommendation for completeness and compliance with Chapter 124, Ohio Revised Code and Article 24 of the OCSEA Contract and then forward to the Adjutant General or his/her designee for final decisions.

d. Removals: Same sequence of events as described above for suspension.

8. APPEALS.

a. Personnel exempt from collective bargaining:

1. Verbal Reprimands: Non-appealable.

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2. Written Reprimands: Non-appealable.
3. Suspensions: (three days or less) Non appealable.
4. Reductions: Appealable to State Personnel Board of Review.
5. Suspensions: (four days or more) Appealable to State Personnel Board of Review for classified employees.
6. Removals: Appealable to State Personnel Board of Review for classified employees.

b. Collective bargaining employees: See OCSEA Contract Article 25.

9. **DISCIPLINE RECORDS.**

a. All records relating to verbal and/or written reprimands will cease to have any force and effect after twelve (12) months and will be removed from the file if there is no other discipline imposed during the twelve (12) month period.

b. Records of suspensions and removals will be removed from the file after twenty-four (24) months if there is no other discipline imposed during the twenty-four (24) month period.

c. Prior disciplinary action remains active in the employee's file until the expiration of the last action received, based on the schedule outlined above.

10. Point of contact for the above information is Kathy Gulla, Labor Relations Specialist at 614-336-7475/DSN 346-7475 or [kathleen.s.gulla@ng.army.mil](mailto:kathleen.s.gulla@ng.army.mil).

FOR THE ADJUTANT GENERAL:

  
HOMER C. ROGERS, JR.  
COL, FA, OHARNG  
Director of Human Resources

DISTRIBUTION:

A, D

Adjutant General's Department  
Progressive Disciplinary Guidelines  
For State Employees

7 November 2011

The following is a list of specific infractions which constitute unacceptable behavior or inefficient service for employees of the Adjutant General's Department. These infractions are violations of departmental policy, the Ohio Revised Code, the Ohio Administrative Code, or other laws governing civil service employees and/or citizens of the State of Ohio. An employee who commits such infraction(s) shall be subject to the appropriate disciplinary action(s). **This list is not all inclusive nor are the recommended actions herein absolutely mandated.** They will serve as guidelines only. The agency and the collective bargaining agreement state that discipline must be progressive. Each time an employee commits any infraction, discipline is to be imposed at the next higher level. The supervisor should consider offering the Employee Assistance Program (EAP) for employees who are consistently unable to abide by these guidelines. Before any removal, EAP may be offered to the employee and discipline held in abeyance pending successful completion of the EAP program unless the infraction is so serious that removal is necessary. When the employee agrees, a written last chance agreement shall be signed by the employee, his/her union representative and the supervisor. The administration reserves the right to determine the recommended discipline at any step depending on the severity of the infraction. Finally, the Department will comply with the Governor's Illegal Activities policy, requiring that illegal activities be appropriately reported and criminally investigated if outside authorities so determine. Employees have no right to personnel actions in lieu of criminal prosecution.

Note: These guidelines are provided as an aid to supervisors in order to assure proper implementation of discipline. It may be appropriate to impose greater or lesser levels of discipline in specific cases depending on the severity of the offense. Supervisors may issue one or more verbal and written reprimands before progressing to suspension/removal. Progressive discipline may be used for unrelated violations.

TABLE OF PENALTIES FOR STATE EMPLOYEES

		1 <sup>st</sup> Offense	2 <sup>nd</sup> Offense	3 <sup>rd</sup> Offense	4 <sup>th</sup> Offense
<b>A</b>	<b>Insubordination</b>				
	1. Failure to carry out a work assignment	Oral/Written Reprimand	1-2 Day Suspension	3-5 Day Suspension	Removal
	2. Willful Disobedience – Failure to comply with a direct order	5 Day Suspension to Removal	Removal		
<b>B</b>	<b>Dishonesty</b>				
	1. Using state or federal time/resources for personal reasons; for non work matters; or misuse of state/federal property.	Written Reprimand to 5 Day Suspension	1 Day Suspension to Removal	5 Day Suspension to Removal	<b>Removal</b>
	2. Theft of employer/ employee property at work site. Includes theft by fraud or deception.	Removal			
	3. Falsification of employment application	Removal			
	4. Falsification of time records resulting in payment for time not worked	2-5 Day suspension to Removal	Removal		
	5. Falsification/Unauthorized Altering/Unauthorized Removal of Official Documents	Written Reprimand to 5 day suspension	2-5 day Suspension to Removal	Removal	
	6. Using a position for personal gain in the course of carrying out assigned duties.	Written Reprimand to 5 day suspension	2-5 day Suspension to Removal	Removal	
<b>C</b>	<b>Failure of Good Behavior</b>				
	1. Deliberate destruction or damage to State/Federal property or the property of other employees.	Written Reprimand to Removal	2-5 day Suspension to Removal	Removal	
	2. Threatening, fighting or intimidating another while on duty or on State/Federal Property	5 day Suspension to Removal	Removal		
	3. Striking another while on duty or on State/Federal Property	Removal			
	4. Rude, unmannerly, impolite acts or remarks	Oral/Written Reprimand	1-3 Day Suspension	4-5 Day Suspension	Removal

	5. Use of obscene, abusive or insulting language or gestures, to include being disrespectful and/or engaging in heated arguments	Oral/Written Reprimand to 5 day Suspension	1-5 Day Suspension to Removal	4-5 Day Suspension to Removal	Removal
	6. Acts of discrimination or insult on the basis of race, sex, color, age, religion, national origin, disability or sexual orientation	2 day suspension to Removal	Removal		
	7. Engaging in horseplay or practical jokes during work time or on State/Federal property. If another is injured stricter penalty will result.	Oral/Written Reprimand to 1 day Suspension	1-3 Day Suspension	4-5 Day Suspension	Removal
	8. Possession, use or sale of illegal drugs while on duty and/or on State/Federal property.	Removal			
	9. Possession/consumption of alcoholic beverages while on duty and/or on State/Federal property.	1-5 day Suspension to Removal	Suspension to Removal		
	10. Immoral or indecent conduct.	Determination of Discipline Based on Severity of Offense			
<b>D</b>	<b>Neglect of Duty</b>				
	1. Sleeping while on Duty	Oral-Written Reprimand	1-3 Day Suspension	4-5 Day Suspension	Removal
	2. Failure to perform the duties of the position or performance at sub-standard levels	Oral-Written reprimand to 2 Day Suspension	1-4 Day Suspension	5 Day Suspension	Removal
	3. Failure to follow the policies, procedures and/or directives of The Adjutant General.	Oral-Written reprimand to 2 Day Suspension	1-4 Day Suspension	5 Day Suspension	Removal
	4. Reporting to duty or the workplace under the influence of any intoxicant.	1-5 day Suspension to Removal	Suspension to Removal		
	5. Failure to immediately report a violation of any work rule, policy, law, and/or directive that could jeopardize the health, safety, security and/or good working order of The Adjutant General	Oral/Written Reprimand to Removal	1-5 Day Suspension to Removal	5 Day Suspension to Removal	Removal

	6. Carelessness with tools, keys, equipment, etc.	Oral-Written reprimand to 2 Day Suspension	1-4 Day Suspension	5 Day Suspension	Removal
	7. Failure of supervisor to discipline employee(s) as provided in departmental rules.	Written Reprimand to 5 day suspension	2-5 day Suspension to Removal	Removal	
	8. Suspension/Loss of Driver's License (when license is required for position).	Removal			
	9. Failure to notify supervisor of suspension or loss of Drivers' License (when license is required for position).	Removal			
	10. Failure to obtain/maintain security clearance and/or a favorable determination on a background check (NAC/NACT) and/or CAC access (when required for the position)	Removal			
	11. Damage or unauthorized destruction of State/Federal goods/ property or the goods/property of another employee	Determination of Discipline Based on Severity of Offense			
<b>E.</b>	<b>Interference with an Investigation</b>				
	1. Failure to comply and/or cooperate with an official administrative investigation	2 day suspension to Removal	Removal		
	2. Interfering with an official investigation including but not limited to: withholding information; coaching, threatening, coercing or intimidating anyone associated with the investigation; giving false statements	2 day suspension to Removal	Removal		
<b>F.</b>	<b>Work Stoppage</b>				
	1. Participating in a work stoppage or other cessation or disruption of services whether in full or in part (e.g. sick out, slowdown, refusal to work) in violation of 4117.11(B) 1-8	2 day suspension to Removal	Removal		

	2. Organizing, leading, coordinating, promoting or planning a work stoppage or other cessation of services in violation of 4117.11 (B) 1-8	Removal				
<b>G. Illegal Activity</b>						
	1. Conviction of any criminal offenses related to the ability to perform the job duties	Reprimand to Removal				
	2. Any felony conviction and/or failure to notify supervisor of conviction.	Removal				
	3. Engaging in political activity as prohibited by O.R.C. 124.57	Reprimand to Removal				
	4. Engaging in conduct that violates the Ethics Act Chapter 102.	Reprimand to Removal				
	5. Possession of a firearm in violation of department policy	Removal				
<b>H. Attendance</b>						
	1. Failure to report to duty – more than one hour but less than 8 hours	Written Reprimand	2 Day Suspension	5 Day Suspension	Removal	
	2. Failure to report to duty – less than one hour	Oral Reprimand	Written Reprimand	2 Day Suspension	5 Day Suspension	Removal
	3. Late call-in, extending a break or lunch period without approval and/or leaving early	Oral-Written reprimand to 2 Day Suspension	1-4 Day Suspension	5 Day Suspension	Removal	
	4. Tardiness	Oral Reprimand	Written Reprimand	2 Day Suspension	5 Day Suspension	Removal
	5. Excessive Absenteeism	Oral Reprimand	Written Reprimand	2 Day Suspension	5 Day Suspension	Removal
	6. Pattern Abuse	Oral Reprimand	Written Reprimand	2 Day Suspension	5 Day Suspension	Removal
	7. Abuse or misuse of sick leave	Oral Reprimand	Written Reprimand	2 Day Suspension	5 Day Suspension	Removal
	8. Failure to provide physician's verification when required.	Oral Reprimand	Written Reprimand	2 Day Suspension	5 Day Suspension	Removal
	9. Failure to complete appropriate Request for Leave Forms	Oral Reprimand	Written Reprimand	2 Day Suspension	5 Day Suspension	Removal
	10. No call/no show or absent without proper authorization (less than three (3) consecutive days)	2 Day Suspension	5 Day Suspension	Removal		

	11. Job Abandonment – no call/no show or absent without authorization (AWOL) for three (3) consecutive work days.	Removal				
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**EEO DISCIPLINE AND SEPARATION STRATEGIES**

**Attachment F-23: Exit Interview**

**ADJUTANT GENERAL'S DEPARTMENT  
EXIT INTERVIEW FORM**

Name (Optional): \_\_\_\_\_

Employment Date: \_\_\_\_\_ Termination Date: \_\_\_\_\_

Last Position Held: \_\_\_\_\_

Other Positions Held: \_\_\_\_\_

What prompted you to seek alternative employment?

\_\_\_ Type of Work      \_\_\_ Quality of Supervision      \_\_\_ Compensation

\_\_\_ Work Conditions      \_\_\_ Lack of recognition      \_\_\_ Family circumstances

\_\_\_ Self-employment      \_\_\_ Health reasons      \_\_\_ Career opportunity (Please describe)

\_\_\_\_\_

\_\_\_ Other (Please specify)

\_\_\_\_\_

Before making your decision to leave, did you investigate the possibility of a transfer? \_\_\_ Yes \_\_\_ No

If "yes", what options were offered?

\_\_\_\_\_

What did you think of your supervision in regard to the following?

ITEM	ALMOST ALWAYS	SOMETIMES	NEVER	COMMENTS
Demonstrated fair and equal treatment	_____	_____	_____	_____
Provided recognition on the job	_____	_____	_____	_____
Developed cooperation and teamwork	_____	_____	_____	_____
Encouraged/listened to suggestions	_____	_____	_____	_____

Resolved complaints and problems \_\_\_\_\_

Followed policies and procedures \_\_\_\_\_

How would you rate the following in relation to your job?

ITEM	EXCELLENT	GOOD	FAIR	POOR	COMMENTS
Cooperation within your department	_____	_____	_____	_____	_____
Cooperation with other departments	_____	_____	_____	_____	_____
Communications in your department	_____	_____	_____	_____	_____
Communications within the agency as a whole	_____	_____	_____	_____	_____
Communications between you and your supervisor	_____	_____	_____	_____	_____
The training you received	_____	_____	_____	_____	_____
Potential for career growth	_____	_____	_____	_____	_____
Opportunity for advancement	_____	_____	_____	_____	_____

Was your workload usually \_\_\_\_\_ Too great \_\_\_\_\_ Varied, but all right \_\_\_\_\_ About right \_\_\_\_\_ Too light \_\_\_\_\_

Comments: \_\_\_\_\_

How did you feel about your salary and the employee benefits provided?

ITEM	EXCELLENT	GOOD	FAIR	POOR	COMMENTS
Base salary	_____	_____	_____	_____	_____
Medical/Dental Plan	_____	_____	_____	_____	_____
STD/LTD Plan	_____	_____	_____	_____	_____
Vacations	_____	_____	_____	_____	_____

Are there any other benefits you feel should have been offered? \_\_\_ Yes \_\_\_ No

If, "yes", what? \_\_\_\_\_

Any other comments on benefits? \_\_\_\_\_

\_\_\_\_\_

How frequently did you get feedback and/or performance reviews? \_\_\_\_\_

What were your feelings about them? \_\_\_\_\_  
\_\_\_\_\_

How frequently did you have discussion with your manager about your career goals? \_\_\_\_\_  
\_\_\_\_\_

What did you like most about your job and/or the Adjutant General's Department? \_\_\_\_\_  
\_\_\_\_\_

What did you like least about your job and/or the Adjutant General's Department? \_\_\_\_\_  
\_\_\_\_\_

What does your new job offer that your job here does not? \_\_\_\_\_  
\_\_\_\_\_

What can the Adjutant General's Department do to improve employee relations? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What's your view of the work-life balance here? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Did you feel secure here?      Yes      No      Why or Why not? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What, if any, problems did you have with managers, co-workers or customers? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Did you feel that you fit in here, or did the workplace environment clash with your beliefs and values?

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Did your job description match what you actually did, or do we need to modify it? \_\_\_\_\_

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What doubts, if any, did you have about the organization's goals or direction? \_\_\_\_\_

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Would you recommend the Adjutant General's Department to a friend as a place to work?

\_\_\_ Yes, without reservations    \_\_\_ Yes, with reservations    \_\_\_ No

Reasons: \_\_\_\_\_

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Additional comments about your job or the Adjutant General's Department \_\_\_\_\_

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**EEO PROGRAM MONITORING AND LEADERSHIP COMPLIANCE**

**Attachment G-24: Leadership Information – Year End Report**

**STATE OF OHIO  
ADJUTANT GENERAL'S DEPARTMENT  
2825 W. DUBLIN GRANVILLE ROAD  
COLUMBUS, OHIO 43235-2789**

TO: Major General Deborah A. Ashenurst, The Adjutant General  
FROM: Rhonda Brininger, Human Resources Administrator and EEO Coordinator *feb*  
RE: Equal Employment Opportunity Year End Report for June 30, 2010 – June 30, 2011  
DATE: October 28, 2011

**Program Administration**

Although our agency has very limited resources for the Equal Employment Opportunity (EEO) portion of our Human Resources program, we were able to meet requirements of the Department of Administrative Services, Equal Opportunity Department (DAS-EOD) for monthly Equal Employment Opportunity Discrimination Complaint Summary submissions. For the June 30, 2010 through June 30, 2011 period of time, no discrimination complaints were filed, accepted or investigated at our agency.

Employee Equal Employment Opportunity and Sexual Harassment trainings were conducted throughout the state from September 2010 through February 2011. All staff (100%) employed with our agency during that period of time received the required training.

The DAS-EOD also conducted Vicarious Liability training in April 2011 with 52% of Adjutant General's Department supervisors attending the training.

**Program Management, Design & Policy Execution**

The agency Equal Employment Opportunity Policy has been updated and included as part of our 2011 EEO Strategic Plan. Additionally, a new policy titled Non-Discrimination on the Basis of Disability and Guidelines for ADA was developed and will be implemented in November 2011.

The agency's Equal Employment Opportunity Strategic Plan will be submitted to the DAS-EOD in November 2011. Notice of the Strategic Plan will be sent via email to our current employees. The original Equal Employment Opportunity Strategic Plan will reside in the State Human Resources Department and the Strategic Plan will also be accessible online at the Ohio National Guard website.

The Adjutant General's Department State Human Resource Department is committed to ongoing EEO training for employees and supervisors. The following is a list of training and corrective action items to be completed by July 1, 2012:

- Update employee position descriptions
- Complete EEO training for employees and supervisors
- Complete training for supervisors on how to conduct bias-free performance evaluations
- Complete EEO training for supervisors on bias-free discipline
- Complete the Ohio National Guard Statewide Diversity Strategic Plan

**EEO PROGRAM MONITORING AND LEADERSHIP COMPLIANCE**

**Attachment G-25: Corrective Action**

- Update position descriptions by 7/1/2012
- Complete EEO training for employees and supervisors by 7/1/2012
- Complete training for supervisors on how to conduct bias-free performance evaluations by 7/1/2012
- Complete EEO training for supervisors on bias-free discipline by 7/1/2012
- Complete Ohio National Guard Statewide Diversity Strategic Plan

**DIVERSITY INITIATIVES**

**Attachment H-26: Diversity Team**

The State Equal Employment Manager (SEEM), a Federal employee, is responsible for scheduling diversity programs and events for our agency. The following is a listing of diversity awareness programs and events that have occurred over the last year:

September 2010 – Hispanic Heritage Month

November 2010 – Native American Heritage Month

February 2011 – Black History Month

March 2011 – Women's History Month

May 2011 – Asian Pacific Heritage Month

**ADA SELF-EVALUATION AND REASONABLE ACCOMMODATION PROCESS INFORMATION**

**Attachment I-27: Agency Reasonable Accommodation Policy, Guidelines & Procedures**

**STATE OF OHIO  
ADJUTANT GENERAL'S DEPARTMENT  
2825 W. DUBLIN GRANVILLE ROAD  
COLUMBUS, OHIO 43235-2789**

**TO:** All State Employees  
**FROM:** Deborah A. Ashenhurst, Major General, The Adjutant General  
**SUBJECT:** Policy for Non-Discrimination on the Basis of Disability and Guidelines for ADA  
**DATE:** November 3, 2011

**REFERENCES: OAC 123:1-49; ORC 4112; Gubernatorial Executive order 2011-05K; Americans with Disabilities Act (ADA) of 1990; ADA Amendments Act of 2008 (ADAAA)**

**PURPOSE:** The purpose of this policy is to stress that discrimination and/or discriminatory harassment on the basis of disability will not be tolerated in the workplace and to fully comply with applicable federal and state laws, rules, regulations and guidelines in the area of non-discrimination in employment. This policy also outlines the guidelines and procedures regarding reasonable accommodations.

**1) DEFINITIONS:**

- a) "Disability" means with respect to an individual, any of the following:
  - i) Having a physical or mental impairment that substantially limits one or more major life activities and/or major bodily functions;
  - ii) Having a record of such an impairment; or
  - iii) Being regarded as having such an impairment.

**2) POLICY:**

- a) Discrimination or discriminatory harassment on the basis of disability is illegal and prohibited.
- b) Anti-discrimination protections apply to all of the terms and conditions of employment, including but not limited to:
  - i) Promotions;
  - ii) Testing;
  - iii) Training opportunities;
  - iv) Hiring;
  - v) Transfers;
  - vi) Work assignments;
  - vii) Discipline;
  - viii) Salary and benefits;
  - ix) Discharge;
  - x) Performance evaluations; and
  - xi) Working conditions.

An employer must provide a reasonable accommodation to an individual with a disability unless the accommodation would cause an undue hardship on the operation of its business. Undue hardship is a determination based on an individualized assessment of current circumstances that shows a specific reasonable accommodation would cause significant difficulty or expense. Reasonable accommodations an employer may need to provide in connection with modifications to the work environment or adjustments in how and when a job is performed that enable a

qualified individual with a disability to enjoy equal employment opportunities include, but are not limited to:

- (1) Making existing facilities accessible and usable;
- (2) Restructuring job duties;
- (3) Offering part-time or modified work schedules;
- (4) Acquiring or modifying equipment or devices;
- (5) Changing tests, training materials or policies;
- (6) Providing qualified readers or interpreters; or
- (7) Reassigning the employee to a vacant position.

**3) GUIDELINES:**

- a) All employees are responsible for assuring that the Adjutant General's Department complies fully with this policy in maintaining a professional atmosphere that is not marred by incidents of discrimination and/or discriminatory harassment on the basis of disability.
- b) Any employee who believes that he/she has been subjected to discrimination or discriminatory harassment on the basis of disability should immediately report the incident(s) to either his/her supervisor or the State Human Resources Office. If the supervisor or manager is the alleged harasser, the individual can bypass that supervisor or manager.
- c) A formal complaint on the basis of disability may be filed with any or all of the following entities:
  - i) Internal complaints:
    - (1) Adjutant General's Department State Human Resource Office, Equal Employment Officer within thirty days of the most recent alleged incident, or
    - (2) State of Ohio's Department of Administrative Services, Employment Opportunity Division within thirty days of the most recent alleged incident.
  - ii) External complaints:
    - (1) Ohio Civil Rights Commission (OCRC) within six months of the alleged act of discrimination, or
    - (2) Equal Employment Opportunity Commission (EEOC) within three hundred days of the alleged act of discrimination.
- d) In the event an individual decides to file a formal complaint, the Adjutant General's Department is committed to respond promptly to each complaint and to conduct a thorough investigation. The Adjutant General's Department EEO officer will investigate any and all related complaints.

**4) PROCEDURE:**

- a) When requesting a reasonable accommodation, the employee shall inform the employee's supervisor that he/she needs a change at work for a reason related to a medical condition.
- b) If during the application and/or hiring process, a job applicant makes it known that he/she will need a reasonable accommodation, the Adjutant General's Department employee made aware of such request shall inform the EEO Officer of the need for a reasonable accommodation.
- c) When the disability and/or the need for accommodation is not obvious, the coordinator may ask the employee or applicant to supply reasonable documentation about his/her disability. In requesting this documentation, the EEO Officer shall specify the types of information that are being sought about the employee's/applicant's condition, his/her functional limitations and the need for a reasonable accommodation. The employee/applicant may be asked to complete and submit a limited release of information to a health care provider or facility allowing the EEO Officer to receive medical information or records.
- d) Upon collecting all pertinent information, the EEO Officer shall confer with the Reasonable Accommodation Review Committee to review or assist in the development of appropriate plans

- to reasonably accommodate an employee or qualified job applicant who has requested an adjustment in work duties or environment because of known physical or mental disabilities.
- e) The EEO Officer, along with the Reasonable Accommodation Review Committee shall:
    - i) Determine the essential functions of the job;
    - ii) Engage in an informational, interactive process with the employee to review the request for accommodation, identify the precise limitations resulting from the disability, identify potential means for providing accommodation, and assess their effectiveness; and
    - iii) Develop a plan for reasonable accommodation which is effective and allows the employee to perform the essential functions of the job or to gain equal access to a benefit or privilege of employment and does not impose undue hardship on the department.
  - f) The membership of this committee may change on a case-by-case basis. Committee members shall be selected on the basis of their knowledge of the relevant issues, including but not limited to:
    - i) The specific functions and duties required in the position;
    - ii) The physical work environment; and
    - iii) Available accommodations.
  - g) The employee or applicant requesting an accommodation should be excluded from committee meetings. Subsequently, the EEO Officer shall communicate with him/her so that he/she has the opportunity to interact and contribute to planning the reasonable accommodation.
  - h) The EEO Officer shall take steps to ensure the confidentiality of information.
  - i) The EEO Officer shall make a written recommendation to the Director of Human Resources and Chief Legal Counsel/Judge Advocate General for review of the findings of the Reasonable Accommodation Review Committee.
  - j) The Director of Human Resources and Chief Legal Counsel/Judge Advocate General or The Adjutant General, if applicable, will make the final determination on any reasonable accommodation decision.
  - k) After a final determination has been made, the coordinator or designee will notify the employee and the employee's supervisor in writing of the necessary accommodation, if any.
  - l) All medical information shall remain confidential at all times and kept in a file separate from any personnel records.
  - m) If an employee disagrees with the decision rendered by the Reasonable Accommodation Review Committee, the employee may file a formal complaint of discrimination in accordance with the 'Guidelines' section of this policy.
- 5) **ENFORCEMENT:**
- a) Any employee in violation of this policy is subject to corrective or disciplinary action, up to and including removal.
  - b) There shall be no retaliation against any individual who files and/or participates in an investigation pursuant to this policy.
  - c) If an employee has any questions regarding this policy, contact either:

Rhonda Brininger  
Human Resources Administrator/EEO Officer  
The Adjutant General's Department  
2825 W. Dublin-Granville Road  
Columbus, Ohio 43235-2789  
(614) 336-7151

or

Division of Human Resources  
Equal Employment Opportunity  
30 East Broad Street, 27th Floor  
Columbus, Ohio, 43215-3430  
Telephone: (614) 752-4741  
Fax: (614) 728-2785  
TDD/TTY: (614) 752-9696

**ADA SELF-EVALUATION AND REASONABLE ACCOMMODATION PROCESS  
INFORMATION**

**Attachment I-28: Agency Reasonable Accommodation Request Form**

**ACCOMMODATION REQUEST  
Adjutant General's Department**

Date: \_\_\_\_\_

<b>Name:</b>	<b>Job Title:</b>
<b>Home Address:</b>	<b>Work Address:</b>
<b>Home Phone &amp; Email:</b>	<b>Work Phone &amp; Email:</b>
<b>Supervisor Name &amp; Phone Number:</b>	

*Please describe in your own words your disability and specifically what functions of your position you cannot perform without an accommodation:*

\_\_\_\_\_

*What specific accommodation(s) are you requesting?*

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**AUTHORIZATION FOR RELEASE OF INFORMATION**

<b>Name:</b>	
<b>Address:</b>	
<b>Telephone #:</b>	<b>Date of Birth:</b>

I hereby authorize \_\_\_\_\_  
 (Facility or Provider)

to release information from the medical records of \_\_\_\_\_  
 (Patient Name)

to: \_\_\_\_\_  
 (Name & address of person to which disclosure is to be made)

For the following purpose: \_\_\_\_\_  
 \_\_\_\_\_

For treatment dates: \_\_\_\_\_

This authorization expires 60 days from the date signed below and covers only those dates specified above.

I, the undersigned, have read the above and authorize the staff of the disclosing facility named to disclose such information as herein contained. I understand that this authorization may be withdrawn, by written request from me, at any time except to the extent that action has been taken in reliance upon it. I understand that re-disclosure of this information to a party other than the one designed above is forbidden without additional authorization on my part. This facility is released and discharged of any liability and the undersigned will hold the facility harmless, for complying with this "Authorization for Release of Medical Information." I understand that the information released may be subject to re-disclosure by the recipient and may no longer be protected by the Federal Privacy Law. The facility will not condition treatment, payment or enrollment upon the provision of an authorization including the consequences of refusal to sign the authorization. A photocopy of this authorization shall constitute a valid authorization. I understand federal and state laws permit a fee to be charged for the copying of patient records.

\_\_\_\_\_  
 Signature of Patient

\_\_\_\_\_  
 Date

\_\_\_\_\_  
 Witness

\_\_\_\_\_  
 Date

This authorization is not valid unless completed in entirety.

Notice to the Recipient: The recipient of the enclosed information is not authorized to use this patient's Medical Records information for any purpose other than for that stated above.