

APPENDIX B

GUIDELINES FOR APPRASING SUPERVISORS AND MANAGERS ON THEIR PERFORMANCE IN EEO

Performance Plans for furthering equal employment opportunity (EEO) will be appropriate to the technician's position and should be stated in terms of visible affirmative efforts. Therefore, the following guidelines should be used when appraising managers and supervisors on their performance in EEO.

- a. Has the manager/supervisor communicated to all subordinates his/her commitment to EEO and what is expected from each member of the work force?
- b. Has the manager/supervisor discussed the State EEO affirmative action plan with subordinates and solicited recommendations for implementation, modification, or improvements?
- c. What specific actions has the manager/supervisor taken to identify and eliminate and barriers to the employment and advancement of minorities and women?
- d. Do the managers/supervisors support the State's plan, including goals and timetables, to address identified problem areas with the work force?
- e. Does a review of the manager's/supervisor's decisions relative to selection, training, and awards indicate that full consideration is being given to all employees?
- f. What actions has the manager/supervisor taken to provide upward mobility opportunities for eligible technicians in the work force?
- g. Has the manager/supervisor insured that the complaints processing poster is posted on the bulletin board?
- h. What specific affirmative steps, including setting a personal example, has the manager/supervisor taken to assure the acceptance of all technicians?
- i. Does the manager/supervisor maintain records that show formal EEO training of all subordinate managers/supervisors including both initial and updated orientation?
- j. Does the record indicate that the manager/supervisor assigns like penalties for like offenses regardless of race, color, religion, sex, national origin, age, or other non-merit factors?