

# Affirmative Action Plan Best Practices Resource Guide



Department of Civil Rights  
City-County Building, Room 523  
210 Martin Luther King, Jr. Blvd.  
Madison, WI 53703  
Phone: (608) 266-4910 | Fax: (608) 266-6514  
[aaplan@cityofmadison.com](mailto:aaplan@cityofmadison.com)  
[cityofmadison.com/civil-rights/contract-compliance/affirmative-action-plan](http://cityofmadison.com/civil-rights/contract-compliance/affirmative-action-plan)

## 78a

---

Copies of TWO (2) new targeted AA recruitment outreach correspondences from the last twelve (12) months (such as emails, documentation of in-person meetings), specifically requesting referral of racial/ethnic affirmative action group member and/or women applicants who are underutilized in your workforce, and directed to relevant diversity-specific recruitment outreach organizations. Also, include any organizations' responses, if received.

---



Create one PDF documenting correspondence to TWO (2) diversity related organizations\* that can assist your organization in your hiring diversity efforts. This correspondence is a sincere outreach that builds a relationship. Upload this PDF to your application

---



### Documentation Tips

Include the following information in your correspondence to the organization:

- Send via email and include headers
- Address it to an individual and greet them by name instead of “To Whom It May Concern”
  - You might need to reach out to a few organizations first to find contact information
- Introduce yourself
- Indicate what your company does and where you are located
- If you are hiring, tell them what type of workers you need
- If you are not hiring, tell them what type of workers you usually need or will need at some point in the future
- Familiarize yourself with their organization beforehand and ask them about their organization
- Tell them who your target group(s) are (racial/ethnic affirmative action group members and/or women)
- Give them a reason to get back to you – Make a clear ask
- The point is to create and build relationships, not simply to post jobs
- Make sure the following mandatory verbatim language is included in your correspondence: "AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER", written out completely, without abbreviation.
  - This mandatory verbatim language must be in the body of the correspondence or in the signature block. The recipient must not need to click anything in order to see it.
  - If this language is not in any of the correspondence, we cannot accept it
  - If this language is in only the first correspondence, we cannot accept it
  - If this language is not in the first correspondence but it is corrected and maintained later in the thread, we can accept it
- If they responded, upload the entire thread
- If you have no applicable outreach, you may perform and provide this outreach now: more recent outreach is better



The following organizations are examples of diversity related organizations:

- County Job Center
- Worksmart Network
- Societies of Engineers
- WRTP Big Step
- TrANS Program (WisDoT)
- Urban League
- Non-Traditional Occupations [for Women] (Madison College or MATC)
- START/Foundation for the Trades
- Construction Training, Inc. (CTI)
- Operation Fresh Start
- JustDane
- Centro Hispano
- Aging and Disability Resource Center
- Esperanza Unida
- Independence First
- Specific inquiries to a relevant college or university organization or group



The following organizations are examples of organizations that will not be accepted as diversity-focused:

- Unions
- High schools, middle schools, elementary schools
- Any organization that primarily serves children, as they cannot refer you employees
- General School Inquiries
- For-profit companies
- Employment agencies
- Websites
- Social media
- Newspapers
- The City Of Madison, Department of Civil Rights, the RaISE program
- Other organizations that do not focus specifically on your target group(s) or that are not diversity-focused recruitment outreach organizations
  - For example, there are veterans who are members of both target groups but veterans' organizations do not apply here



Acceptable Documentation

Dear Jaime Lee,

My name is Jordan Lee and I work at ACME Widgets. I work as the HR Director. We are located in Dane County, Wisconsin and we create the best widgets in the world.

We are not currently hiring, but we would love to partner with you and your program participants to create a diverse pipeline of women and people of color to be ready to be employed with our company when openings arise.

Would you be interested in meeting to tell me more about your organization's preparation of widget makers and explore a partnership? I would be happy to send my availability if that is something that you would be interested in.

Sincerely,

Jordan Lee

HR Director

ACME Widgets

AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER



### Not Acceptable Documentation

To whom it may concern:

I need to hire women and people of color. Would you refer them to me?

Sincerely,

Jordan Lee

OR

- Statement: "We promise to do outreach in the future"
- Spreadsheet of outreach
- Mail with no date
- Draft correspondence

## 78b

Copies of documentation from the past six (6) months or upcoming six (6) months demonstrating your participation in, or registration for, a diversity-focused job fair with a plan for active outreach to underutilized AA group members.



Create a PDF documenting that you have participated in a diversity-focused job fair in the last six (6) months, or that you will participate in one during the upcoming six (6) months. Upload this PDF to your application.



### Documentation Tips

Acceptable documentation includes:

- Registration confirmation email with headers
- Email with headers from your company to the job fair host with their response
- Job fair must be hosted by a relevant diversity-focused recruitment outreach organization that focuses specifically on (both of) your target group(s)
- Make sure the following verbatim language is included in your correspondence: "AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER", written out completely, without abbreviation.
  - This mandatory verbatim language must be in the body of the correspondence or in the signature block. The recipient must not need to click anything in order to see it.
  - If this language is not in any of the correspondence, we cannot accept it
  - If this language is in only the first correspondence, we cannot accept it
  - If this language is not in the first correspondence but it is corrected later in the thread, we can accept it



\*The following organizations are examples of diversity related organizations that host diversity-focused job fairs:

- County Job Center
- Worksmart Network
- Societies of Engineers
- WRTP Big Step
- TrANS Program (WisDoT)
- Urban League
- Non-Traditional Occupations [for Women] (Madison College or MATC)
- START/Foundation for the Trades
- Construction Training, Inc. (CTI)
- Operation Fresh Start
- JustDane
- Centro Hispano
- Aging and Disability Resource Center
- Esperanza Unida
- Independence First
- Specific inquiries to a relevant college or university organization or group



The following organizations are examples of organizations that will **not** be accepted:

- Unions
- High schools, middle schools, elementary schools
- Any organization that primarily serves children, as they cannot refer you employees
- General College Job Fairs
- For-profit companies that simply have “diversity” in the event name that cost several hundred dollars
- Other organizations that do not focus specifically on your target group or that are not diversity-focused organizations
  - For example, there are veterans who are members of both target group(s) but veterans’ organizations do not apply here



Acceptable Documentation

Dear Jordan Lee,

This email confirms ACME Widgets’ registration at the Women Widget Makers Job Fair in Madison, Wisconsin on [DATE FEWER THAN SIX (6) MONTHS IN THE FUTURE].

We look forward to seeing you then,

Jaime Lee



### Not Acceptable Documentation

Dear Jordan Lee,

This email confirms ACME Widgets' registration at the Women Widget Makers Job Fair in Madison, Wisconsin two (2) years ago.

Sincerely,  
Jaime Lee

OR

Dear Jordan Lee,

This email confirms that you have paid \$1700 to attend Diversity Job Fair in Madison, WI eight (8) months from now.

Sincerely,  
Jaime Lee

## 78c

Copies of documentation from the past six (6) months or upcoming six (6) months showing your company's diversity-focused staff development programs.



Create a PDF documenting that you have created a diversity-focused staff development program in your company in the last six (6) months, or that you are creating one for implementation in the upcoming six (6) months. Upload this PDF to your application. This program should focus on members of your company's target group(s).



### Documentation Tips

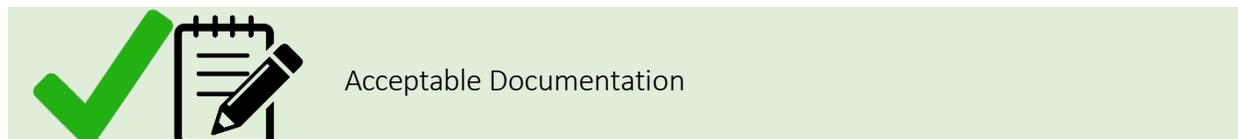
Acceptable documentation includes:

- Proof that this program has been created in-house by your company
- Provide a simple description of the program
  - This includes training, advanced skills and apprenticeship education programs. It can also include staff development programs such as mentoring, in-house or external training, apprenticeships, and Employee Resource Groups.
  - Describe how this is specifically focused on (both of) your target group(s)
- Show current enrollment of current, paid employees of your firm (do not include personal information)
  - Must be adults

- Must be focused on (both of) your target group(s) as specified in this AA Plan application

Unacceptable documentation includes:

- Programs for all employees do not apply here
- This generally does not apply to summer internships for minors
- Veterans/military, LGBTQIA+, disability etc. do not apply
- A company-wide, one (1) day DEI training that is not part of a larger strategic plan and/or that does not focus specifically on your target group(s) does not apply
- This does not include union apprenticeships, memberships, affiliations, etc.



Dear City of Madison,

It is very clear that women continue to be a challenge to recruit in to our workforce. As a result, we are working on creating an internal mentorship program called DiversityWorks for our female employees. This program will be implemented in the next six (6) months.

We will allow female employees work time to meet with women executives in this industry for three (3) hours a month.

Sincerely,

Jordan Lee

HR Director

ACME Widgets

AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER

**OR**

Dear City of Madison,

We have had difficulty recruiting and retaining women and people of color. As a result, we created a learning cohort of recently hired women and people of color called WeLearn. This cohort will work through our robust training program and be paired with a co-mentor.

We will implement this program in the following six (6) months.

Sincerely,

Jordan Lee

HR Director

ACME Widgets

AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER



Not Acceptable Documentation

Dear City of Madison,  
We currently hire summer interns from Local High School.  
Sincerely,  
Jordan Lee  
HR Director  
ACME Widgets  
AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER

**OR**

Dear City of Madison,  
We currently have a learning opportunity for all of our employees to engage in diversity, equity, and inclusion training.  
Sincerely,  
Jordan Lee  
HR Director  
ACME Widgets  
AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER

## 78d

---

Copies of documentation or description of increased inclusion of under-utilized AA target group members into your hiring process that will occur in the six (6) months following AA Plan application submission.



Create a PDF documenting your current hiring process (after applications/resumes/CVs are received; do not include the recruitment phase). Then describe how you will involve your target group(s) in the next six (6) months. Use below template if needed. Upload this PDF to your application.



Documentation Tips

What are your hiring steps?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_

Write these steps below, and fill out the rest of the chart.

	CURRENT		FUTURE	
	What is the number of <b>women</b> currently involved in each of the hiring steps?	What is the number of <b>racial/ethnic affirmative action group members</b> currently involved in each of the hiring steps?	What is the number of <b>women</b> who will be involved in each of the hiring steps within six (6) months?	What is the number of <b>racial/ethnic affirmative action group members</b> who will be involved in each of the hiring steps within six (6) months?
Current hiring steps:				
1.				
2.				
3.				
4.				
5.				
6.				

Acceptable Documentation

You may also write a narrative if you wish:

Currently there are two (2) women and one (1) racial/ethnic affirmative action group member who perform the steps in our hiring process. Within the next six (6) months we will add one (1) woman and one (1) racial/ethnic affirmative action group member to our hiring process. They are current employees. They will assist in reviewing resumes as they come in and participate in interview panels. After making

these changes, we will have three (3) women and two (2) racial/ethnic affirmative action group members who perform the steps in our hiring process.

OR

	CURRENT		FUTURE	
	What is the number of <b>women</b> currently involved in each of the hiring steps?	What is the number of <b>racial/ethnic affirmative action group members</b> currently involved in each of the hiring steps?	What is the number of <b>women</b> who will be involved in each of the hiring steps within six (6) months?	What is the number of <b>racial/ethnic affirmative action group members</b> who will be involved in each of the hiring steps within six (6) months?
Current hiring steps:				
1. Resume screening	1	0	1	1
2. Phone Screening	1	0	1	1
3. Interview Panel	1	0	2	1
4.				
5.				
6.				



Not Acceptable Documentation

- Statement “We are not hiring so we will not involve any people in the hiring process.”
- Statement “We do not have a hiring process, so we cannot do this.”
- Having two target groups but planning to increase only one
- Having an increase that occurred in the past
- Statement “We asked an organization for help and have not heard back yet.”

## 78e

---

Workforce Analysis and Goals Tables documenting net increase(s) in the overall employment percentage and in number of your under-utilized target AA group(s), demonstrating AA hiring progress from the prior twelve months.

Upload a brief statement showing the increase in utilization of your target group(s).



Please note the following about what must be entered in your WAGs Tables:

- WAGs Tables must not be blank
- WAGs Tables data must match items 46b-d
- WAGs Tables must show all hires and all departures from past twelve (12) months
- WAGs Tables must show BOTH:
  - a net increase in percentage utilization in target group(s)
  - a net increase in number of employees who are members of your target group(s)

## 78f

---

Copies of documentation of the current existence of Employee Resource Group(s) OR the plan to implement Employee Resource Group(s) in the upcoming six (6) months. Employee Resource Group(s) must be focused on your target group(s).



Create a PDF documenting Employee Resource Group(s) focused on target group(s). Employee Resource Groups are affinity-based groups led by target group member employees to improve the workplace culture and support the organization in its equity, diversity and/or inclusion efforts. Some examples include Women's Initiatives Committee and the Multicultural Affairs Committee. Upload this PDF to your application.



### Documentation Tips

- Do not include names or personal information
- Concise description of the group, including the following:
  - The number of members and regular participants
  - Breakdown of group members/participants by demographics and job groups
  - Typical activities
  - How often the group meets
  - Confirmation that the group is led by a member(s) of (both of) the target group(s)



## Acceptable Documentation

Our Women's Initiatives Committee is led by a female machinist foreperson and meets once per month at lunchtime. There are ten members: eight (8) are women, one (1) is a man. Three (3) committee members are managers, two (2) are in Sales, four (4) are Craft Workers and one (1) is a Technician.



## Not Acceptable Documentation

Our Veterans Affairs group is led by a female machinist foreperson and meets once per month at lunchtime. There are ten (10) members: eight (8) are women, one (1) is a man. Three (3) committee members are managers, two (2) are in Sales, four (4) are Craft Workers and one (1) is a Technician.

## 78g

Copies of documentation from the last six (6) months that the company has hired from the RaISE program or from a Community-Based Organization that offers employment services.



Create a PDF documenting confirmation of hire from the RaISE Program and/or from the community partner. Please note this does not refer to unpaid interns. Upload this PDF to your application.



## Acceptable Documentation

Dear City of Madison,

We have hired a Widget Maker from the RaISE Program. Please see the email thread below confirming this hire.

Sincerely,

Jordan Lee

HR Director

ACME Widgets

AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER

**From:** Joy Lee (CBO XYZ)  
**To:** Jordan Lee (ACME Widgets)  
**Subject:** Widget Maker Hire

Dear Jordan,

This email is confirmation that you have hired a program graduate as a Widget Maker within six months ago.

Sincerely,

Joy



Not Acceptable Documentation

Dear City of Madison,

We have hired an unpaid intern Widget Maker from the Widget NonProfit. Please see the email thread below confirming this hire.

Sincerely,

Jordan Lee

HR Director

ACME Widgets

AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER

## 78h

---

Copies of documentation from the last twelve (12) months of one (1) or two (2) other strategies identified with the Department of Civil Rights customized to your company.

.....



Contact the Department of Civil Rights for a consultation at [aaplan@cityofmadison.com](mailto:aaplan@cityofmadison.com). Once given approval, create a PDF documenting this best practice. Upload this PDF to your application.

.....

Some examples of items that we may accept include:

- Training on structural racism and/or oppression for executive members of your team
- Training on structural racism and/or oppression for your company

## Notes:

---

- The purpose of this Affirmative Action Plan is to achieve and maintain a balanced workforce, which employs racial/ethnic affirmative action group members, women and people with disabilities throughout all job categories.
- While the City of Madison does not require any new hiring and does not have any sort of quotas for any AA Plan application to be approved, it has established overall utilization goals for contractors and vendors, depending on the type of AA Plan application. These are the utilization goals at the time of this publication:

	Racial/ethnic affirmative action group members	Women
Construction (formerly "Public Works")	8%	15%
Vendors & Suppliers	7.44%	41.52%
Community-Based Organizations	7.44%	41.52%

- If your current utilization of either or both target groups is below the City's utilization goal or goals, you are required to choose three of the items above, mark them in your application and upload documentation for them with your application.
- Your company is responsible for investigating, developing, making and documenting these efforts and best practices independently.
- If you are submitting a Federal AA Plan and your current utilization requires you to document action-oriented programs, you may use this guide.