

**U.S. Department of Labor  
Executive Order 11246**

# **AFFIRMATIVE ACTION PLAN**

**January 1, 2010 – December 31, 2010**



**Health Quest Incorporated  
3600 South Norton Avenue, Sioux Falls, SD 57105**

**EEO Contact:  
Clint Graybill, Administrator  
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## **Equal Employment Opportunity Affirmative Action Statement**

Southridge Healthcare is committed to the fundamental principle of maintaining employment policies and practices which are fair to all employees and applicants. It is the policy of Southridge Healthcare to comply with applicable federal and state regulations and guidelines which guarantee equal employment opportunity to all applicants and employees without regard to race, creed, color, sex, age, religion, marital status, sexual orientation, national origin, disability or veteran status.

While equal employment opportunity and affirmative action is everyone's responsibility, the Administrator has been assigned the overall responsibility for Southridge Healthcare equal opportunity/affirmative action programs and has been designated as Affirmative Action Officer. The Administrator can be contacted at 3600 Norton Avenue, Sioux Falls, SD 57105, (605)338-9891.

**ORGANIZATIONAL PROFILE**  
WORKFORCE ANALYSIS

<b>EEO Category</b>	<b>Total</b>	<b>Male</b>	<b>White</b>	<b>Black/AA</b>	<b>Asian/Pacific Islander</b>	<b>Hispanic</b>	<b>Other*</b>	<b>Female</b>	<b>White</b>	<b>Black/AA</b>	<b>Asian/Pacific Islander</b>	<b>Hispanic</b>	<b>Other*</b>
<b>Officials &amp; Managers</b>	<b>2</b>	<b>1</b>	1					<b>1</b>	1				
<b>Professional</b>	<b>20</b>	<b>0</b>						<b>20</b>	20				
<b>Technicians</b>	<b>10</b>	<b>0</b>						<b>11</b>	10				1
<b>Sales Workers</b>	<b>NA</b>												
<b>Office/Clerical</b>	<b>4</b>	<b>1</b>	1					<b>3</b>	3				
<b>Craft Workers</b>	<b>3</b>	<b>3</b>	3										
<b>Service Workers</b>	<b>64</b>	<b>9</b>	8				1	<b>55</b>	44	7	1		3
<b>Laborers</b>	<b>NA</b>												
<b>Total</b>	<b>103</b>	<b>14</b>	13				1	<b>89</b>	77	7	1		4

## Job Group Analysis

### Listing of Job Titles

Job Titles	EEO-1 Category
Administrator Director of Nursing	Officials & Managers
Registered Nurse Social Worker	Professional
Licensed Practical Nurse Social Service/Marketing Representative	Technicians
None	Sales Workers
Business Office Worker Medical Records Worker	Office / Clerical
Maintenance Worker	Craft Workers
Certified Nursing Assistant; Dietary Worker; Housekeeping; Restorative Aide; Activity Assistant; Central Supply Worker	Service Workers
None	Laborers

## Placement of Incumbents in Job Groups

<b>Job Category</b>	<b>Total # Incumbents</b>	<b># of Females</b>	<b>% of Female Incumbents</b>	<b># of Minorities</b>	<b>% Minority Incumbents</b>
<b>Officials &amp; Managers</b>	<b>2</b>	<b>1</b>	<b>50%</b>	<b>0</b>	<b>0%</b>
<b>Professionals</b>	<b>20</b>	<b>20</b>	<b>100%</b>	<b>0</b>	<b>0%</b>
<b>Technicians</b>	<b>10</b>	<b>10</b>	<b>100%</b>	<b>1</b>	<b>10%</b>
<b>Sales Workers</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>
<b>Office/Clerical</b>	<b>4</b>	<b>3</b>	<b>75%</b>	<b>0</b>	<b>0%</b>
<b>Craft Workers</b>	<b>3</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>
<b>Service Workers</b>	<b>64</b>	<b>55</b>	<b>85.94%</b>	<b>11</b>	<b>17.18%</b>
<b>Laborers</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>

## Determining Availability

Based on the availability of Female and Minority candidates who possess the requisite skills within a logical recruiting geographical area:

**N** = The potential composite of Southridge Healthcare's Female and Minority Workforce

**A** = Actual

Job Category	Female Availability			Minority Availability			Source
	A	N	%	A	N	%	
<b>Officials &amp; Managers</b>	1	3,444	<b>39%</b>	0	79	.8%	Census 2000 EEO Data Total – Minnehaha County
<b>Professionals</b>	20	8089	<b>56.94%</b>	0	209	1.2%	Census 2000 EEO Data Total – Minnehaha County
<b>Technicians</b>	10	1385	<b>63.8%</b>	1	35	1.6%	Census 2000 EEO Data Total – Minnehaha County
<b>Sales Workers</b>	NA	NA	<b>NA</b>	NA	NA	NA	NA
<b>Office/Clerical</b>	3	13,370	<b>75.6%</b>	0	495	2.8%	Census 2000 EEO Data Total – Minnehaha County
<b>Craft Workers</b>	0	489	<b>6.4%</b>	0	44	.69%	Census 2000 EEO Data Total – Minnehaha County
<b>Service Workers</b>	55	6,425	<b>62.65%</b>	11	429	6.26%	Census 2000 EEO Data Total – Minnehaha County
<b>Laborers</b>	NA	NA	<b>NA</b>	NA	NA	NA	NA

## Comparing Incumbency Availability and Annual Placement Goals

### FEMALE

Job Category	% Female Incumbency	% Female Availability	Establish Goal? Yes or No	If Yes, Goal for Females
<b>Officials &amp; Managers</b>	50%	39%	No*	
<b>Professionals</b>	100%	56.94%	No*	
<b>Technicians</b>	100%	63.8%	No*	
<b>Sales Workers</b>	NA	NA	NA	
<b>Office/Clerical</b>	67%	75.6%	<b>Yes</b>	0.3
<b>Craft Workers</b>	0	6.4%	<b>Yes</b>	0.19
<b>Service Workers</b>	86%	62.65%	No*	
<b>Laborers</b>	NA	NA	NA	

*\*The 80% rule of thumb was followed in declaring underutilization and establishing goals when the actual employment of minorities or females is less than 80% availability.*

## Comparing Incumbency Availability and Annual Placement Goals

### MINORITIES

Job Category	% Minority Incumbency	% Minority Availability	Establish Goal? Yes or No	If Yes, Goal for Minorities
<b>Officials &amp; Managers</b>	0%	.8%	Yes	0.16
<b>Professionals</b>	0%	1.2%	Yes	0.24
<b>Technicians</b>	8%	1.6%	No	
<b>Sales Workers</b>	NA	NA	NA	
<b>Office/Clerical</b>	0%	2.8%	Yes	0.11
<b>Craft Workers</b>	0%	.69%	Yes	0.20
<b>Service Workers</b>	18%	6.26%	No	
<b>Laborers</b>	NA	NA	NA	

\*The 80% rule of thumb was followed in declaring underutilization and establishing goals when the actual employment of minorities or females is less than 80% availability.

## IDENTIFICATION OF PROBLEM AREAS & CORRECTIVE ACTION

Area of Concern & Placement Goal	Corrective Actions
<ul style="list-style-type: none"> <li>• Rectify underutilization of females in minorities in Office/Clerical and Craft Worker groups. Pursue females and minorities in the next hires of the following Job Groups:               <ol style="list-style-type: none"> <li>1. Office/Clerical (female &amp; minority)</li> <li>2. Craft Workers (female &amp; minority)</li> <li>3. Officials &amp; managers (minority)</li> <li>4. Professionals (minority)</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• No later than May 1, 2010, applicant flow of females and minority recruitment resources will be enhanced by notification of all Southridge Healthcare’s vacancies. These resources will include, but not be limited to the following:               <ol style="list-style-type: none"> <li>1. SD Department of Labor</li> <li>2. Multi-Cultural Center of Sioux Falls</li> <li>3. American Indian Services</li> <li>4. Lutheran Social Services</li> <li>5. All local colleges, technical schools and universities</li> </ol> </li> </ul>
<ul style="list-style-type: none"> <li>• Rectify underutilization of females in minorities in Office/Clerical and Craft Worker groups. Pursue females and minorities in the next hires of the following Job Groups:               <ol style="list-style-type: none"> <li>1. Office/Clerical (female &amp; minority)</li> <li>2. Craft Workers (female &amp; minority)</li> <li>3. Officials &amp; managers (minority)</li> <li>4. Professionals (minority)</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Include the phrase “Equal Opportunity/Affirmative Action Employer” in all printed employment advertisements.</li> </ul>
<ul style="list-style-type: none"> <li>• Rectify underutilization of females in minorities in Office/Clerical and Craft Worker groups. Pursue females and minorities in the next hires of the</li> </ul>	<ul style="list-style-type: none"> <li>• Place help wanted advertisement, when appropriate, in local minority news media and women’s interest media.</li> </ul>

<p>following Job Groups:</p> <ol style="list-style-type: none"> <li>1. Office/Clerical (female &amp; minority)</li> <li>2. Craft Workers (female &amp; minority)</li> <li>3. Officials &amp; managers (minority)</li> <li>4. Professionals (minority)</li> </ol>	
<ul style="list-style-type: none"> <li>• Rectify underutilization of females in minorities in Office/Clerical and Craft Worker groups. Pursue females and minorities in the next hires of the following Job Groups:             <ol style="list-style-type: none"> <li>1. Office/Clerical (female &amp; minority)</li> <li>2. Craft Workers (female &amp; minority)</li> <li>3. Officials &amp; managers (minority)</li> <li>4. Professionals (minority)</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Encourage all employees to refer qualified female and minority applicants</li> </ul>
<ul style="list-style-type: none"> <li>• Rectify underutilization of females in minorities in Office/Clerical and Craft Worker groups. Pursue females and minorities in the next hires of the following Job Groups:             <ol style="list-style-type: none"> <li>1. Office/Clerical (female &amp; minority)</li> <li>2. Craft Workers (female &amp; minority)</li> <li>3. Officials &amp; managers (minority)</li> <li>4. Professionals (minority)</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Request employment agencies to refer qualified minorities and women.</li> </ul>
<ul style="list-style-type: none"> <li>• Rectify underutilization of females in minorities in Office/Clerical and Craft Worker groups. Pursue females and minorities in the next hires of the following Job Groups:             <ol style="list-style-type: none"> <li>1. Office/Clerical (female &amp;</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that all employees are given equal opportunity for promotions. This will, but not limited to:             <ol style="list-style-type: none"> <li>1. Posting promotional opportunities</li> <li>2. Offering counseling to assist employees in identifying promotional opportunities, training and educational programs to enhance promotions and opportunities for job transfers</li> </ol> </li> </ul>

<p>minority) 2. Craft Workers (female &amp; minority) 3. Officials &amp; managers (minority) 4. Professionals (minority)</p>	<p>3. Evaluating job requirements for promotion</p>
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## DESIGNATION OF RESPONSIBILITY FOR IMPLEMENTATION

### Responsibilities of the Equal Employment Opportunity Officer:

The Administrator has the responsibility for designing and ensuring the effective implementation of the Federal Contractor Affirmative Action Program. These responsibilities include, but are not limited to, the following:

The responsibilities of the Officer include:

1. Developing Equal Employment Opportunity (EEO) Policy statements, affirmative action programs and internal and external communication procedures;
2. Assisting in the identification of AAP/EEO problems areas;
3. Assisting corporate management in finding solutions to problems;
4. Designing and implementing auditing and reporting system that:
  - a. Measure the effectiveness of Southridge Healthcare's programs;
  - b. Indicate the need for remedial action;
  - c. Determine
  - d. ]the degree to which Southridge Healthcare's goals and objectives have been met; and
  - e. Identifies the need for remedial action;
5. Keeping Health Quest, Inc. informed of equal opportunity progress and reporting potential problem areas with the company through quarterly reports;
6. Reviewing the company's AAP for qualified minorities and women with all managers and supervisors at all levels to ensure that the policy is understood and is followed in all personnel activities;
7. Auditing the content of the Southridge Healthcare bulletin board to ensure compliance information is posted and up-to-date; and
8. Serving as a liaison between Southridge Healthcare and enforcement agencies.

## ADDITIONAL ACTION ORIENTED PROGRAMS

The objectives of Southridge Healthcare’s Affirmative Action Plan are to:

- a. Maintain an employment environment free of unlawful discrimination; and
- b. Provide employment opportunities based on individual merit, competitive performance, and individual qualifications.
- c. Create a diverse staffing composition which better serves our diverse resident population. Every employee, regardless of race, creed, sex, sexual orientation, national origin, color, religion, age, marital status, veteran status, or disability has a responsibility to aid Southridge Healthcare in accomplishing these objectives. Therefore, Southridge Healthcare takes steps to assure that employees adopt the attitude of the Facility as it concerns these objectives.

Goal	Action(s) to Be Taken During 2010
<ul style="list-style-type: none"> <li>• Southridge Healthcare will institute action programs to eliminate identified problem areas and to help achieve specific affirmative action goal.</li> </ul>	<ul style="list-style-type: none"> <li>• Conducting annual analyses of job descriptions to ensure they accurately reflect job functions.</li> <li>• Reviewing job descriptions by department and job title using job performance criteria.</li> <li>• Making job descriptions available to recruiting sources and available to anyone involved with recruiting, screening, selection and promotion processes.</li> <li>• Evaluating the total selection process to ensure freedom from bias to include training personnel and management staff on proper interview techniques relating to EEO.</li> </ul>

## **DISSEMINATION OF THE AFFIRMATIVE ACTION POLICY AND PLAN**

Basic to the effectiveness of this Affirmative Action Plan is the awareness of Southridge Healthcare's commitment to equal employment and affirmative action and of its related goals. Awareness is achieved through a variety of means.

### **Internal Dissemination**

1. Southridge Healthcare's Affirmative Action Plan will be distributed to all departmental personnel on an annual basis.
2. The Equal Employment Opportunity/Affirmative Action Policy will be included in the Employee Handbook. All employees have access to the Employee Handbook.
3. This policy will be distributed to new employees during orientation. Each new employee will receive their own copy of the EEO Policy, the Workplace Harassment Policy, and the Drug/Alcohol Free Workplace Policy.
4. This policy will be posted on Facility bulletin boards.
5. AA/EEO training will be made available to all employees at management's request.
6. Other internal means of dissemination are the display of equal employment opportunity posters, statements on job postings, and internal advertisements of vacation positions. All documentation states that Southridge Healthcare is an equal employment opportunity & affirmative action employer.

### **External Dissemination**

Effective implementation of the Affirmative Action Plan also involves the external dissemination of the affirmative action policy. External dissemination is affected through some of the methods employed for internal dissemination as well as through special efforts to reach those outside the Facility. In all publications and electronic information sources where picture of people appear, the pictures represent the full range of diversity. Publications, electronic media, and advertisements contain the non-discrimination statement. Southridge Healthcare also notifies subcontractors, vendors, and suppliers of Southridge Healthcare's obligations and requests appropriate action on their part. Southridge Healthcare also incorporates the equal opportunity clause in purchase orders, leases, and contracts as covered by Executive Order 11246.

## INTERNAL AUDIT AND REPORTING SYSTEM

Southridge Healthcare has designed and implemented an internal auditing and reporting system to measure the effectiveness of its Affirmative Action Plan. This system is designed to monitor applicant flow in terms of race, sex, disability, and veteran status. Additionally, the auditing and reporting system monitors all personnel changes and developments involving current employees. The Affirmative Action Officer is responsible for overseeing the system. Each hiring decision for all employee groups must be reviewed by the Affirmative Action Officer before an offer is made. The Affirmative Action Officer advises managers of the Plan's effectiveness.

An analysis of the Affirmative Action Plan progress will be completed by the Affirmative Action Officer at the conclusion of each calendar year during the term of this plan and attached to the AAP. This progress review will include an analysis of good faith efforts. An availability analysis is next completed January 2011 auditing 2010 data.

The Administrator has the responsibility for developing and preparing the formal documents of the AAP. The Administrator and supportive management staff are responsible for the effective implementation of the AAP; however, responsibility is likewise vested with each department supervisor. The Health Quest audit and reporting system is designed to:

- Measure the effectiveness of the AAP/EEO program
- Document personnel activities
- Identify problem areas where remedial action is needed
- Determine the degree to which Southridge Healthcare's goals and objectives have been obtained.

Goal	Annual Review of Identified Task(s)
<ul style="list-style-type: none"> <li>• Documentation to support the Southridge Healthcare Internal Audit of employment practices</li> </ul>	<ul style="list-style-type: none"> <li>• Review the following personnel policies to ensure nondiscrimination and equal employment opportunity for all individuals without regard to race, color, gender, religion and national origin:               <ol style="list-style-type: none"> <li>1. Job application procedures</li> <li>2. Hiring, promotion, upgrading, layoff and recall from layoff</li> <li>3. Rates of pay and any other forms of compensation including benefits</li> <li>4. Job assignments, job classifications, job descriptions and seniority</li> </ol> </li> </ul>

	<ul style="list-style-type: none"> <li>lists</li> <li>5. Sick leave, leaves of absence, or any other leave</li> <li>6. Training, attendance at professional meetings or conferences</li> <li>• Quarterly reports to Health Quest Inc. documenting Southridge Healthcare's efforts to achieve it EEO/AAP responsibilities.</li> </ul>
<ul style="list-style-type: none"> <li>• Documentation to support the Southridge Healthcare Internal Audit of employment practices</li> </ul>	<ul style="list-style-type: none"> <li>• The following documents will be in place no later than May 1, 2010 as a component of Southridge Healthcare Internal Audit process to document nondiscrimination and equal employment opportunities for all individuals:             <ol style="list-style-type: none"> <li>1. An applicant flow log showing the name, race, sex, date of application, job title, interview status and the action taken for all individuals applying for job opportunities.</li> <li>2. Summary data of external job offers and hires promotions, resignations, terminations, and layoffs by job group and by sex and minority group identification.</li> <li>3. Summary data of applicant flow by identifying, at least, total applicants, total minority applicants, and total female applicants for each position.</li> <li>4. Maintenance of employment applications (not to exceed one year).</li> </ol> </li> </ul>
<ul style="list-style-type: none"> <li>• Documentation to support the Southridge Healthcare Internal Audit of employment practices</li> </ul>	<ul style="list-style-type: none"> <li>• File EEO-1 report annually</li> </ul>