

# Churchwide Equal Employment Opportunity and Affirmative Action Plan

(Source: General Assembly Minutes (1985), pages 197-204.)

(The words, "marital status" were added to the Form of Government by Constitutional Amendment in 1986. Appropriate changes have therefore been made in this EEO Plan.)

(In 1992 the words "and Affirmative Action" were added to the title of this document by the General Assembly.)

## I. Churchwide Equal Employment Opportunity Plan

### A. Background

The Book of Order states: "The Presbyterian Church (U.S.A.) shall give full expression to the rich diversity within its membership and shall provide means which will assure a greater inclusiveness leading to wholeness in its emerging life .... " (G-4.0403.) It assigns to the governing bodies the responsibility to work toward becoming more inclusive: "All governing bodies shall work to become more open and inclusive and to correct patterns of discrimination on the basis of race, sex, age, or disability." (G-9.0104.) Thus, the commitment to inclusiveness in all aspects of the church's life, including hiring is foundational.

One expression of this commitment is the assignment to the General Assembly Council of the responsibility "to institute and coordinate a churchwide plan for equal employment opportunity for members of racial ethnic groups, for women, for various age groups, and for persons with disabilities." (G-13.0201b.) This clear commitment to inclusiveness in hiring practices did not rise from a vacuum. We can trace the painful history of the struggle to address problems of racism, sexism, ageism, and discrimination against persons with disabilities through social justice statements which led to a variety of expressions within the church moving to the establishment of racial ethnic caucuses and councils, women's task forces and councils, the Presbyterian Disabilities Concerns Caucus, and strong church support for advocacy organizations for older adults.

In a report presented to the 195th General Assembly (1983) of the former United Presbyterian Church, meeting in Atlanta, Georgia, in 1983, the General Assembly Mission Council reviewed the ten-year AA/EEO program of that denomination. In that report, entitled "Focus Us and Make us Whole," detailed analysis of societal conditions that inhibit access to full opportunity was made. The history of the former Presbyterian Church, U.S. reveals a similar struggle for equity and inclusiveness.

The Churchwide Equal Employment Opportunity Plan that follows is based upon widespread consultation within the Presbyterian Church (U.S.A.). As first drafts were prepared, and again as the Plan took shape, the synods and presbyteries, racial-ethnic caucuses, the Councils on Church and Race (Atlanta, New York), the Council on Women and the Church, the Committee on Women's Concerns, agencies of the General Assembly, and special organizations reporting under Chapter IX were consulted. Preparation of the Plan was made possible through the work of a Design Team composed of Lucky Phelps, Willa Roghair, and Paul Smith assisted by Leon Calhoun, consultant, Margaret J. Thomas, Otis Turner, and Mary E. McNamara. The development of the Plan was reviewed regularly by the GAC's Committee on Personnel Policies/Equal Employment Opportunity.

**B. Recommendation: The General Assembly Council recommends to the 197th General Assembly (1985) that it**

**1. Endorse the following Churchwide Plan for Equal Employment Opportunity and its glossary;**

**2. Commend the General Assembly-level Implementation Plan, which follows it, to all General Assembly agencies noting that following endorsement by the General Assembly, the General Assembly Council will instruct each agency to implement this plan and provide administrative guidance for doing so;**

**3. Commend the Churchwide Equal Employment Opportunity Plan and the General Assembly-level Implementation Plan to middle governing bodies, theological schools, and service organizations and urge each to use this Implementation Plan as a model and adopt equal employment opportunity programs based upon the Churchwide Plan; and**

**4. Instruct the Stated Clerk to send a copy of the Plan and the General Assembly-level Implementation Plan to each agency, middle governing body, General Assembly related school and theological institution. (Estimated to cost \$1,500 from approved budgets.)**

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TOWARD INCLUSIVENESS IN EMPLOYMENT  
A CHURCHWIDE PLAN FOR EQUAL EMPLOYMENT OPPORTUNITY  
PRESBYTERIAN CHURCH (U.S.A.)

It is the policy of the Presbyterian Church (U.S.A.) to provide equal employment opportunity for all qualified persons; to prohibit discrimination in employment based upon racial ethnic group, sex, age, or disability; and to correct any existent patterns of discrimination. The realization of inclusiveness in employment is promoted through positive, results-oriented, equal employment opportunity practices.

The General Assembly Council has developed this Churchwide Plan for Equal Employment Opportunity on the basis of its constitutional responsibility "to institute and coordinate a churchwide plan for equal employment opportunity for members of racial ethnic groups, for women, for various age groups, and for persons with disabilities; ...." (G-13.0201b.) Its administrative provisions and procedures are mandatory for the General Assembly and its agencies. Other governing bodies are urged to adopt similar provisions and procedures as a means for fulfilling their mandatory constitutional responsibilities in this important and sensitive area of the church's life.

As a responsible Christian employer, the Presbyterian Church (U.S.A.) will voluntarily comply with civil laws and regulations related to equal employment opportunity except where this legislation is in clear opposition to denominational policy. The General Assembly Council has articulated this commitment in the Uniform Personnel Policies.

In addition to this Churchwide Plan, the General Assembly Council will make available a manual for churchwide guidance in the implementation of the EEO Plan. This manual will include as a minimum: biblical and theological studies on the theme of equal employment opportunity; forms for use in reporting on pastor search processes, hiring, and work analysis; guidelines for use by committees on ministry, committees on representation, and personnel committees established by sessions,

presbyteries, or synods; EEO guidelines for persons with disabilities; EEO guidelines for persons of all ages; a listing of other resources; and a bibliography.

## I. A THEOLOGICAL STATEMENT: GOD'S CALL TO INCLUSIVENESS

The church's involvement in equal employment opportunity is central to the gospel's incarnation in the community of faith. While governmental units may approach their responsibilities in this area from legalistic interpretations of what the Constitution of the United States of America requires, the Presbyterian Church (U.S.A.) approaches the subject in gratitude for Jesus' compelling vision of the inclusiveness of God's love. That love allows us to cross existent sociological and psychological barriers so as to order our life together in the church in a way that contains no barriers of our own making. As a denomination we seek to live out God's call for unity by being "open to all persons and to the varieties of talents and gifts of God's people .... " (G-4.0402.)

The foundation for this commitment is our acceptance of the Word of God as central to our life of faith and action, and our willingness to be guided by the Holy Spirit speaking through Scripture as we seek to be inclusive in our employment practices. Hiring procedures within the church must be established within the context of our faithfulness to God's will for all of humanity.

We begin with the biblical declaration that God created all that is and declared it to be good. Despite our rebellion and our unwillingness to live in conformity with God's original creation, God has not broken relationships with humanity. Men and women of faith have repeatedly received and accepted the call to live lives characterized by justice and righteousness. In Jesus we see the incarnation of God's great plan of reconciliation—a plan that restores broken relationships with God and with God's people. The gospel story is permeated with illustrations of Jesus' reaching out to those who are excluded by the broader community. There is a constant restatement of the Old Testament theme of God's favor, particularly for the poor, the oppressed, and the strangers in the land. To reflect the radical nature of God's inclusiveness, it is imperative that we live as one with those who are excluded. Jesus' love for all is God's love. In Jesus' resurrection the rule of God over all people is announced and inaugurated.

It is our belief that our life together as Presbyterians, manifested through our employment policies and practices, bears witness to our commitment to do God's will. Accomplishing such a mission in today's world requires, as a first step, the elimination of discriminatory practices in the church. The time is upon us when we can and shall demonstrate that Christ's promises of reconciliation, justice, and love are true.

## II. GOVERNING BODY RESPONSIBILITIES

The Constitution of the Presbyterian Church (U.S.A.) gives repeated instructions to the governing bodies of the church regarding the nature of its intended inclusiveness and the implementation and maintenance of an equal employment opportunity plan. For example:

"The Presbyterian Church (U.S.A.) shall give full expression to the rich diversity within its membership and shall provide means which will assure a greater inclusiveness leading to wholeness in its emerging life. Persons of all racial ethnic groups, different ages, both sexes, various disabilities, diverse geographical areas, and different theological positions consistent with the Reformed tradition shall be guaranteed full participation and access to representation in the decision-making of the church (G-9.0104ff.)." (G-4.0403.)

Section G-9.0104 reads: "Governing bodies of the church shall be responsible for implementing the church's commitment to inclusiveness and participation as stated in G-4.0403. All governing bodies shall work to become more open and inclusive and to correct patterns of discrimination on the basis of race, sex, age, or disability.

"In implementing this commitment, consideration should be given to the gifts and requirements for ministry (G-6.0106) in persons elected or appointed to particular offices or tasks, and to the right of the people to elect their officers (G-6.0107)." In addition to these instructions to all governing bodies, the Constitution assigns specific responsibilities to certain groups. For example:

#### A. Committees on Representation

The Book of Order (G-9.0105) requires the establishment of committees on representation by each governing body above the session and states that: "The committee on representation shall advise the governing body on the employment of personnel, in accordance with the principles of participation and representation (G-4.0403), and in conformity with a churchwide plan for equal employment opportunity (G-13.0201b)."

#### B. The General Assembly and Its Agencies

It is the responsibility of the General Assembly to endorse and review periodically, upon recommendation of the General Assembly Council, this policy: "Toward Inclusiveness in Employment: A Churchwide Plan for Equal Employment Opportunity." It shall be the responsibility of the Office of the Stated Clerk to distribute the document to all employing units of the General Assembly, middle governing bodies, and General Assembly related schools and theological institutions. The General Assembly Council has the responsibility for the overall administration and coordination of the Churchwide Plan.

Section G-11.0504 states that "the presbytery's committee on ministry may look to synod and General Assembly for information and assistance in the matter of ministers and pastoral relations." In support of this provision "the General Assembly shall create the necessary agency to facilitate and support the work of the presbyteries and the synods in this matter."

#### C. Synods and Presbyteries

Section G-9.0704 states that "all administrative positions in all governing bodies above the sessions shall be filled in accordance with the principles of participation and representation found in G-9.0104."

Section G-II.0504 states that the committee on ministry of the presbyteries "may look to synod and the General Assembly for information and assistance in the matter of ministers and pastoral relations." In support of this provision "synods shall create the necessary agency to coordinate the work of presbytery committees."

#### D. Committees on Ministry

The Book of Order (G-II.05021) places responsibility for the implementation of equal employment opportunity practice in the call of ministers and the employment of candidates with the committee on ministry as follows: "It shall provide for the implementation of equal employment opportunity for ministers and candidates without regard to race, ethnic origin, sex, age or marital status. In the case of

each call, it shall report to the presbytery the steps in this implementation taken by the calling group." (G-I1.0502f.)

### III. IMPLEMENTATION OF A PROGRAM FOR EQUAL EMPLOYMENT OPPORTUNITY

Each governing body and church-related institution or service organization is encouraged to develop its own implementation plan for administering its commitment to equal employment opportunity. A detailed statement of policy and procedures for the General Assembly level is attached to this churchwide plan for information (Attachment A). This Implementation Plan for the General Assembly is offered as a model for parallel structures in other governing bodies, church-related institutions, and service organizations. All such plans optimally include, but are not limited to the following elements:

- (a) Equal employment opportunity goals and objectives, which are continuously updated and reviewed.
- (b) Personnel policies, practices, and procedures, which as a minimum will include:
  - 1) Involvement of persons from the identified groups in search and recruitment procedures;
  - 2) Search and recruitment procedures to locate and consider for employment persons regardless of race, sex, age, or disability;
  - 3) Selection, promotion, and upgrading procedures to preclude and to correct patterns of discrimination on the basis of race, sex, age, or disability;
  - 4) Career development activities without regard to race, sex, age, or disability;
  - 5) Development of realistic position descriptions based upon job-related qualifications and standards to insure that the description does not contain qualifications or selection criteria based on race, sex, age, or disability that disproportionately screen out individuals;
  - 6) Public advertisement of openings in selected media and contact of specific agencies, organizations, and associations;
  - 7) Annual workforce review and analysis to determine:
    - a) if patterns of discrimination exist and (b) if the hiring practices are bringing the church to a greater level of inclusiveness; and
    - b) Identification of the point of accountability and responsibility for the implementation and continuous review of the equal employment opportunity program.
- (c) Commitment as a purchaser to contract or purchase goods and services whenever possible from businesses that have committed themselves to the goal of equal employment opportunity and which are willing to cooperate with Project Equality, Incorporated. Such cooperation includes utilizing the Project Equality process so that whenever a reasonable choice exists validated meeting facilities are used and suppliers listed in the Buyers Guide and Supplements are selected.
- (d) Commitment as an investor, to invest whenever possible in businesses that are committed to equal employment opportunity.

In addition to the elements listed above, the following are listed for guidance:

#### A. Synods and Presbyteries

In implementing their responsibilities in relationship to the filling of administrative staff positions (G-9.0104), synods and presbyteries are urged to develop and establish equal employment opportunity policies and implementation plans based upon the following:

1. Recruiting, hiring, calling, training, and promoting persons within all job classifications without regard to racial ethnic group, sex, age, or disability;
2. Ensuring that all other personnel policies and practices such as compensation, benefits, transfers, leaves of absence, performance evaluations, reduction in force and return to service, educational opportunities, tuition assistance, and termination are administered in accord with equal employment opportunity policies;
3. Annually collecting and reviewing employment data and conducting analyses, reporting their findings to the next higher governing body, and taking such corrective actions as are necessary under their own equal employment opportunity commitments.

The governing body's manual of administrative operations should include its equal employment opportunity implementation plan and the procedures by which employment data will be gathered for review by the next higher governing body.

In consulting with presbyteries regarding the election of an executive presbyter (G-9.0701) and in developing guidelines for personnel reviews, synods are encouraged to review routinely the inclusiveness of election processes and the incumbents' fulfillment of their overall responsibilities to initiate and carry out the provisions of the churchwide plan for equal employment opportunity. Neglect by executive presbyters in carrying out such responsibilities should be grounds for dismissal.

## B. Congregations

The witness of congregations is the basis for all other expressions of the church's life. Each congregation is urged to implement its procedures of calling, recruiting, hiring, and promoting for all job classifications without regard to racial ethnic group, sex, age, or disability. Each congregation is urged in all phases of employment, for all job classifications, to follow the equal employment opportunity program of its presbytery. These commitments to equality should include but not be limited to compensation, benefits, leaves of absence, performance evaluations, reduction in force and return to service, continuing education opportunities, and termination.

## C. Church-Related Institutions

Church-related institutions including schools, theological institutions, and service organizations are urged to develop and establish equal employment opportunity policies and implementation plans based upon the following:

1. Recruiting, hiring, calling, training, and promoting persons within all job classifications without regard to racial ethnic group, sex, age, or disability.
2. Ensuring that all other personnel policies and practices such as compensation, benefits, transfers, leaves of absence, performance evaluations, reduction in force and return to service, educational opportunities, tuition assistance, termination, and any others are administered in accordance with equal employment opportunity policies.
3. Annually collecting and reviewing employment data and conducting analyses of all personnel policies and practices, reporting to the appropriate General Assembly agency, and making such corrective actions as are necessary under their equal employment opportunity commitments.

#### IV. CONCLUSION

Motivated by the gospel and not by law, we seek to improve our record of hiring not only on the General Assembly level, but also in congregations, presbyteries, and synods. In Luke 13 Jesus says men and women will come from east and west, and from north and south, and sit at table in the realm of God. The time has come for the Presbyterian Church (U.S.A.) to model this joyful feast and to reflect inclusiveness in all areas of its life. No longer shall we be a pale reflection of secular society, but a beacon of light showing by our unity and our diversity that all are one in Christ.

#### GLOSSARY

*Chief Administrative Officer*-the "chief executive" of each GA agency, synod, or presbytery. By virtue of office this person is responsible for administering EEO and is held accountable for implementation in each annual performance review.

*Consultation*-the receiving of information or opinion in order to assure that views and interests of others are known.

*Disability*-a mental or physical impairment that substantially limits one or more of such person's major life activities.

*Discriminate*-to deny equal opportunity treatment in any phase of employment on the basis of race, sex, age, or disability. Marital status is an additional protected group in the calling of pastors, while disability is not so included.

*Equal Employment Opportunity*-the taking of steps necessary to ensure employer neutrality with regard to racial ethnic group, sex, age, or disability.

*Employment*-the total relationship of employer and employee including pre-employment, employment, and post-employment.

*Exempt Staff*-the Fair Labor Standards Act provides for nonexempt and exempt positions with respect to overtime. Those persons employed in exempt positions are not paid overtime wages for hours worked either in excess of the normal work schedule or 40 hours a week. Such employees are expected to manage their schedules to provide them with a minimum of one day off each week.

*Good Faith Efforts*-the "faithful and sincere" efforts to achieve accepted goals through the implementation of specific steps.

*Handicapped*-a person is handicapped if he or she (1) has a mental or physical impairment that substantially limits one or more of such person's major life activities; (2) has a record of such impairment; or (3) is regarded as having such an impairment.

*Identified Groups*-persons with disabilities, women, persons of all ages, and Blacks, Asians, Hispanics, and Native Americans.

*Job Classification*-a grouping of positions according to responsibility or function within a total structure.

*Nonexempt Staff*-the Fair Labor Standards Act provides for nonexempt and exempt positions with respect to overtime. Persons employed in nonexempt positions shall be paid overtime wages for hours worked in excess of 40 hours per week.

*Position Description*-description of job: its responsibilities (functions to be performed); accountabilities; fit into total organization; personal requirements; experience deemed necessary to perform in position, such as education or previous work.

*Race/Racial Ethnic Group*-persons who are members of four specific racial ethnic groups: Asian, Black, Hispanic, and Native American.

*Recruitment*-the process of seeking applicants for positions. It can be "passive" or "aggressive" in seeking those who might not apply without special efforts.

*Underutilization*-having fewer persons in the identified groups in a particular job classification than would reasonably be expected by their availability in the work force.

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## TOWARD INCLUSIVENESS IN EMPLOYMENT IMPLEMENTATION PLAN FOR THE GENERAL ASSEMBLY-LEVEL

In implementing the policies established by "Toward Inclusiveness in Employment: A Churchwide Plan for Equal Employment Opportunity" the following procedures and responsibilities are assigned to the indicated units of the General Assembly.

### I. RESPONSIBILITIES OF THE GENERAL ASSEMBLY'S COMMITTEE ON REPRESENTATION

The General Assembly's Committee on Representation, in consultation with the General Assembly Council, shall develop and establish guidelines for use by Committees on Representation in providing advice to the governing bodies in the area of employment. (G-9.0105.)

### II. RESPONSIBILITIES OF THE GENERAL ASSEMBLY COUNCIL

In addition to its responsibilities as an employing unit, the General Assembly Council has a leadership role in coordinating the churchwide plan. These responsibilities include the components delineated below:

#### A. Oversight of Equal Employment Opportunity Implementation.

The General Assembly Council shall: (a) develop and implement an overall plan for coordinating the equal employment activities of the General Assembly-Level, and (b) recommend periodically to the General Assembly: (1) equal employment opportunity goals; (2) annual summaries prepared by the General Assembly Council encompassing, but not limited to the equal employment opportunity performance of the agencies of the General Assembly, related schools, theological institutions, and synods; and (3) proposed corrective action when necessary.

#### B. Support and Advocacy

The General Assembly Council shall encourage the development of support and advocacy groups for those who have been affected by past discrimination.

#### C. Celebration of Progress

The General Assembly Council shall encourage the celebration of progress in equal employment opportunity.

#### D. Consultation with Employing Units

The General Assembly Council shall ensure consultation with all agencies, councils, boards, commissions, and committees of the General Assembly (hereafter referred to as employing units) regarding their designation of an equal employment officer; implementation of personnel procedures and policies, and



equal employment opportunity plans; dissemination of policies to employees; and appropriate corrective action.

#### E. Consultation with Synods

Following consultation with synods regarding the election of an executive (G-9 .070 I) the General Assembly Council shall provide an evaluation of the inclusiveness of this process to the next General Assembly.

#### F. Participation in the Review of Chief Administrative Officers

General Assembly Council participation in the annual review of work of the chief administrative officer of each hiring unit of the General Assembly shall include provision to the hiring unit of an analysis of the unit's equal employment opportunity performance.

#### G. Guidelines for the Employment of Persons in the Identified Groups

The General Assembly Council shall publish and disseminate guidelines for the employment of women, racial ethnic persons, persons with disabilities and persons of various ages. (G-9.0104.)

#### H. Resolution of Discrimination Grievances

The General Assembly Council shall include in its uniform personnel policies provisions for handling equal employment opportunity grievances and for the review of allegations of employment discrimination.

#### I. Operational Implementation

##### 1. PURCHASING

The General Assembly Council shall instruct purchasing agents of the denomination to notify all subcontractors, vendors, and suppliers of goods and services of the church's equal employment opportunity policy asking them to share a copy of their equal employment opportunity policy with the church. Copies of these policies shall be forwarded to the General Assembly Council by the purchasing agents for review and filing. Review and comment on these vendor plans will be included in the annual report of the General Assembly Council to the General Assembly.

##### 2. DISSEMINATION

A brochure shall be prepared by the General Assembly Council in cooperation with the Committee on Representation on the subject of full participation and equal employment opportunity which will be used by all employing units and institutions of the General Assembly and governing bodies of the church.

#### III. RESPONSIBILITIES OF CHIEF ADMINISTRATIVE OFFICERS

The chief administrative officer of each employing unit of the General Assembly shall be responsible for the unit's implementation and administration of the equal opportunity policies as adopted by the

General Assembly and shall ensure that the unit's administrative manuals include guidelines and procedures for the implementation of these policies at the unit level and with other governing bodies served by them. Neglect of this responsibility shall be grounds for dismissal.

The Executive Director of the General Assembly Council shall be the principal equal employment opportunity officer for the General Assembly.

#### IV. RESPONSIBILITIES OF EMPLOYING UNITS

##### A. Designation of an Equal Employment Opportunity Officer

Each employing unit of the General Assembly shall designate an equal employment opportunity officer who shall be responsible for the implementation and management of the unit's equal employment opportunity program.

##### B. Development of Policies and Implementation Plans

In consultation with the General Assembly Council each employing unit shall:

1. Ensure that all personnel guidelines, policies, procedures and practices are implemented in accordance with the church's policy on equal employment opportunity;
2. Initiate special actions required "to correct patterns of discrimination on the basis of race, sex, age or disability" (G-9.0104); and
3. Develop an equal employment opportunity implementation plan in support of the church's commitment to inclusiveness and participation, as stated in G-4.0403 of the Book of Order, and correct any existing patterns of discrimination on the basis of race, sex, age, or disability also stated in G-9.0104. Each unit's implementation plan shall be approved and maintained in the official files of both the Committee on Representation and the General Assembly Council.

##### C. Operational Implementation

Each employing unit shall:

1. Disseminate the General Assembly equal employment opportunity policy statement to all employees and include it in all appropriate General Assembly-level manuals of operations and employee handouts as well as post it on employee bulletin boards and include it in employee orientations;
2. Include each new employee at the supervisory level and above in an orientation and training program designed in conjunction with the General Assembly Council's appropriate staff person; and
3. Advise prospective employees of the church's equal employment opportunity policies through advertisements, publications, and other public statements.

#### V. RESPONSIBILITIES OF SPECIFIC AGENCIES

The responsible General Assembly agency or agencies shall:

1. Develop equal employment opportunity performance guidelines for the annual performance review and evaluation of synod executives and executive presbyters as prescribed by the Uniform Personnel Policies (16.00). (Examination of the executive's initiative in carrying out the

provisions of the churchwide plan for equal employment opportunity should be included in the annual performance review process); and

2. Report to the General Assembly Council on the equal employment opportunity performance of synods, presbyteries, and related schools and theological institutions.

## VI. HIRING PROCEDURES

The search for and recruitment of persons from racial ethnic groups, persons of all ages, persons with disabilities, and women is critical to the implementation of an effective equal employment opportunity plan. An effective program of search and recruitment shall include at least the following:

1. Recognizing that involvement of persons from the identified groups in the search and recruitment process is necessary;
2. Identifying resources related to the identified groups that will yield positive results, e.g., newspapers, networks, caucuses, and employment agencies; and
3. Utilizing the internal employment resources of the Presbyterian Church (U.S.A.).

Position descriptions for all vacant positions authorized for filling will be prepared as outlined in the "Personnel Policies for Agencies and Guidelines for Governing Bodies," paragraph 09.04 and 09.05. The position description shall be examined carefully to determine what functional and personal qualifications as to educational attainment, skills, experience, knowledge, characteristics, etc., are actually required by the position so that qualification factors that discriminate against racial ethnic persons, various age groups, women, or persons with disabilities are eliminated.

## VII. EVALUATION. REVIEW AND ANALYSIS

Evaluation, review, and analysis are essential components of any effective equal employment opportunity implementation plan. The General Assembly Council shall include detailed churchwide data and analyses in its report to the General Assembly. Such data will be secured from each employing unit of the General Assembly, each governing body above the session (presbytery reports are forwarded by the appropriate synod), and General Assembly-related schools and theological institutions. Each such entity is expected to conduct an annual evaluation of its workforce to determine the status of its performance in actualizing the denomination's commitment to inclusiveness as outlined in G-9.0104, according to timelines and procedures developed in consultation with the General Assembly Council or appropriate governing body and with the corresponding Committee on Representation.

The annual evaluation will indicate whether numerical goals and timetables to correct patterns of discrimination are necessary, and if they are, what these goals and timetables should be. It is expected that each employing unit of the General Assembly will define its equal employment opportunity problems or needs by first examining the numbers and levels at which it employs members of the identified groups. Members include racial ethnic groups, women, persons of all ages, and disability (see G-13.0201 b). Results of the annual work force review and analysis will be forwarded to the General Assembly Council.

This work force analysis encompasses four components: (1) employment analysis, (2) recruitment analysis, (3) utilization analysis, and (4) goals and objectives.