



Government of Western Australia  
Office of Equal Employment Opportunity

# **EEO and Diversity Management Planning**

*ADDING VALUE THROUGH DIVERSITY*

**A GUIDE FOR EQUITY PLANNERS  
AND PRACTITIONERS**

**D E E O**



# **Office of Equal Employment Opportunity**

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## What Do We Mean by Diversity?

Workplace diversity encompasses and goes beyond the traditional concept of equal employment opportunity. In its broadest sense, diversity adds differing skills, family structures, educational levels, ages, cultural and social backgrounds to the more common interpretation of EEO which has focussed mainly on the four major groups: women, Aboriginal and Torres Strait Islanders, people from culturally diverse backgrounds and people with a disability.

An emphasis on diversity encourages organisations to address more thoughtfully and thoroughly the needs of their employees from EEO groups. The traditional EEO approach tended to ignore the enormous diversity contained within EEO groups based on, for example, such differences as gender, age, social position, education and occupation. The traditional approach also tended to focus primarily on the disadvantage experienced by members of EEO groups. Whilst past or current disadvantage cannot be ignored, the diversity approach seeks a fresh appraisal of the enormous range of skills, perspectives and talents available.

Diversity can ensure an organisation makes the fullest use of the diverse backgrounds, skills, talents and perspectives of its entire workforce. It can promote high performance to improve the efficiency, effectiveness and relevance of service delivery. A well managed, diverse workforce can equip an organisation to meet future challenges in a competent and innovative manner. Accordingly, managers are encouraged to recognise, value and promote the different skills and competencies of all employees through flexible employment practices, and utilise these differences in ways that serve to enhance the performance of their agencies.

Too much similarity in workplace environments can be detrimental to the organisation's ability to adapt to change or to respond to the changing expectations and needs of its customers. Many organisations are learning to recognise the value of differences in their staff profiles as well as similarities and are seeking to adopt a more strategic and inclusive approach to the management of their people resource.

Human resource policies that support diversity can help the culture to continually adapt in response to new environmental demands. These policies are critical for attracting selecting, motivating, developing and retaining a highly skilled, diverse group of employees.

Diversity is primarily a business issue and responsibility of management however the shift in perception and a treatment couched in the language of 'business' does not imply that commitment to EEO as a social justice issue has been diminished. Rather, the adoption of language and strategies more attuned to the business case for diversity are recognised as a more effective communication strategy to achieve business goals.

## The Business Case for Diversity

The management of human resource diversity is recognised by leading organisations as a business imperative. Highly successful organisations are people focussed. The business case for diversity recognises that the planned implementation of a diversity policy will assist organisations achieve optimum performance through:

- **Improved employee performance:** Valued employees with an opportunity to contribute in a team environment are more committed to their organisation's goals. Studies demonstrate that higher employee satisfaction leads to reduced staff turnover and less absenteeism. Teams that are diverse allow organisations to uncover new perspectives, tap different sources of knowledge and experience and create new ways of working.
- **Improved customer satisfaction:** In order to be responsive to customers' needs, the workforce should endeavour to reflect the demographic profile of its client base. Organisations must know their market to deliver efficient, relevant and effective services to the community. A workforce that mirrors its customer profile is likely to be better placed to understand and meet customer expectations.
- **Improved organisational performance:** Even those organisations with a narrower, homogenous or more specialised client base cannot afford to ignore the importance of diversity. All organisations need a mix of staff: a broad experience base from which to draw. Different perspectives and different interpretations of a problem can help determine goals and how to reach them. Diversity can bring intellectual rigour to an organisation's decision-making processes. Decision-makers in organisations should resist the temptation to be surrounded by people like themselves. When an organisation has truly embraced diversity, significant shifts in its culture emerge. People value different ways of working towards the same objectives.

## Why Have an EEO/Diversity Management Plan?

The purpose of the EEO/Diversity Management Plan is to provide the organisation with a strategic focus to maximise human resource potential and enhance productivity to meet core business goals.

Effective EEO and Diversity Management Plans (the Plan) provide a framework to deliver to government responsive policy development and service delivery. The management planning process can link the strategic management of human resources to business outcomes.

It is a requirement under Section 145 of the *WA Equal Opportunity Act 1984* that public authorities develop a current EEO Management Plan and forward a copy to the Director of Equal Opportunity in Public Employment as amended or updated. Staff at the Office of Equal Employment Opportunity are available to assist organisations develop or revise their EEO/Diversity Management Plan.

Regular monitoring and evaluation of the Plan will enable public sector organisations to assess whether their strategies are appropriate, achievable and effective in meeting the objectives of Part IX of the *WA Equal Opportunity Act*.

### **An Independent or Integrated Plan?**

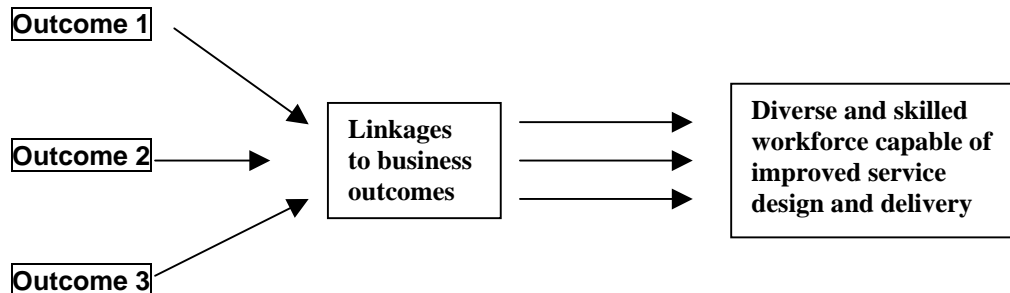
All organisations need to consider how they can most effectively achieve the EEO and Diversity outcomes that suit their business needs. EEO/Diversity Plans can be independent documents or integrated into other major planning processes of the organisation such as the Human Resources Plan, Business Plan or Strategic People Management Plan.

Organisations not wanting separate plans for all aspects of management may choose an integrated planning approach. Other organisations may choose to maintain separate issue plans including an EEO and Diversity plan, as a simpler way of ensuring a focus on EEO.

Whichever model is chosen it is imperative that the plan details line management accountability and is structured on the Outcome Standards framework (see below).

Staff from the Office of EEO are available to assist organisations in integrating EEO and Diversity strategies into other organisational planning processes.

## The Outcome Standards Framework for EEO/Diversity Planning



The Office of EEO has developed a planning framework to assist organisations develop effective management plans. The framework provides a structure for planning and ensuring accountability for EEO and Diversity programs. Each WA public sector agency is responsible for achieving a diverse and skilled workforce suited to its business needs. The three high-level outcomes are elements in achieving a skilled and diverse workforce:

1. *The organisation values EEO/diversity and the work environment is free from racial and sexual harassment*
2. *Workplaces are free from employment practices that are biased or discriminate unlawfully against employees or potential employees*
3. *Employment programs and practices recognise and include strategies for EEO groups to achieve workforce diversity*

(see Attachment 1 for the complete framework)

### Outcome 1

***The organisation values EEO and Diversity and the work environment is free from sexual and racial harassment***

This outcome addresses the organisation has a whole:

- its culture
- level of accountability, and
- commitment to embrace and model the principles of EEO and Diversity.

The integration of EEO and diversity strategies into an organisation's planning management maximises the strategic advantages of a diverse workforce. It shows that senior management values the contribution of all employees and strives to fulfil their potential to meet key business goals.

Visible commitment to diversity from the corporate executive is essential. If the senior people are not involved in the management of EEO/Diversity and demonstrate supportive behaviour, attitudinal change will not occur.

**Some key strategies under Outcome 1 could be:**

- Ensure a transparent accountability and governance framework for EEO and Diversity
- Integrate EEO and Diversity into business planning processes
- Structures, policies and procedures are in place to ensure workplace is free of harassment
- Inclusive values and a 'diversity friendly' culture are actively promoted throughout the organisation

Initiatives that might be used to support these strategies are:

<b>Initiatives</b>	<b>Responsibility</b>	<b>Time frame</b>	<b>Perf. Indicator</b>
Duty statements, selection criteria and performance appraisals for all directors, managers & supervisors to include 'capacity to manage EEO & Diversity'	<ul style="list-style-type: none"> <li>• Relevant HR staff</li> <li>• All directors, managers &amp; supervisors</li> </ul>	To be fully implemented by June 30 <sup>th</sup> 2007	<ul style="list-style-type: none"> <li>• All duty statements &amp; selection criterion revised, and amendments made to performance appraisal forms</li> <li>• x% of performance appraisals indicated at least satisfactory performance against this criterion</li> </ul>
Provide training on required EEO behaviour to all staff All organisational and divisional induction programs revised to incorporate required EEO behaviour	<ul style="list-style-type: none"> <li>• Relevant training &amp; development officer</li> <li>• Relevant training &amp; development officer and all Directors</li> </ul>	All staff to have received training by June 30 <sup>th</sup> 2009 Induction program revised by June 30 <sup>th</sup> 2008	<ul style="list-style-type: none"> <li>• Required behaviour reflects management/supervisory accountabilities</li> <li>• % of staff for which EEO behaviour is evaluated</li> <li>• % improvement in EEO related required behaviour</li> <li>• % improvement in EEO related requisite behaviour</li> </ul>
EEO and Diversity outcomes to be incorporated into the Corporate Plan & Human Resource Plan	<ul style="list-style-type: none"> <li>• Corporate Development</li> </ul>	Outcomes to be fully incorporated by 31 <sup>st</sup> December 2006	<ul style="list-style-type: none"> <li>• All outcomes incorporated</li> <li>• EEO &amp; Diversity issues canvassed at all planning sessions</li> </ul>

## Outcome 2

### ***Workplaces are free from employment practices that are biased or discriminate unlawfully against employees or potential employees***

Sometimes organisational practices can appear to be fair because *everyone is treated the same*. The bias may be subtle and easily overlooked but unwittingly serve to have a disproportionate impact on those who are different.

Outcome 2 requires:

- an analysis of the workplace practices of an organisation to ensure they do not directly or indirectly discriminate against employees or potential employees.
- examination and understanding of an organisation's structural features to address inequitable practices and avoid direct and indirect discrimination against EEO group members.
- examination of an organisation's human resource management practices including:
  - recruitment, selection and promotion processes
  - induction processes
  - conditions of service
  - flexible work options
  - training and development opportunities
  - performance management systems
  - organisational restructuring processes
- an analysis of manager's interaction with staff to ensure appropriate treatment of people from EEO groups and employees who do not fit the dominant paradigm of the organisation.

#### **Appropriate broad strategies under Outcome 2 could be:**

- Assess human resource management policies and practices for both direct and indirect bias and revise approach to eliminate the bias
- Policies actively promote diversity in order to attract diverse applicants and to retain and develop current staff from EEO Groups

Initiatives that could support these strategies include:

<b>Initiative</b>	<b>Responsibility</b>	<b>Time frame</b>	<b>Perf. Indicator</b>
Monitor & report on EEO groups in relation to: <ul style="list-style-type: none"> <li>• distribution through levels/salary ranges</li> <li>• employment status (F/T, P/T, Casual)</li> <li>• take up rate of flexible work options</li> <li>• participation in training (by level)</li> <li>• reclassification</li> <li>• recruitment/retention</li> <li>• promotion/acting/transfer/secondments</li> <li>• responses to induction process</li> <li>• leave provisions (LWOP/study/ceremonial/parenting)</li> </ul>	<ul style="list-style-type: none"> <li>• All directors are responsible for the collection of data in their directorates</li> <li>• Data coordinated and analysed by Corporate services</li> </ul> <p style="text-align: center;">as above</p>	<p>six monthly (30 June/31 Dec)</p> <p style="text-align: center;">as above</p>	<ul style="list-style-type: none"> <li>• Accurate and relevant data is collected and analysed regularly</li> <li>• Corporate executive and all planning forums satisfied with the relevance and accuracy of the data collected</li> </ul>
Conduct training in bias free methodologies for panel members to assist recruitment of EEO group members	<ul style="list-style-type: none"> <li>• Corporate Services</li> <li>• Co-ordinated by HR training and development officer</li> </ul>	<ul style="list-style-type: none"> <li>• All existing panel members trained by 30 June 2007</li> <li>• Possible panel members trained quarterly thereafter</li> </ul>	<ul style="list-style-type: none"> <li>• No reports or claims made of biased recruitment methodologies or processes</li> <li>• x% increase in shortlisting of EEO group members</li> <li>• x% increase in recruitment of EEO group members</li> </ul>

### Outcome 3

#### ***Employment programs and practices recognise and include strategies for EEO groups to achieve workforce diversity***

Outcome 3 addresses the proactive strategies an organisation will need to put in place to ensure that:

- members of EEO groups are attracted, selected, motivated, developed, promoted and retained within the organisation.
- accurate and comprehensive demographic data is systematically collected to record EEO membership, plan strategies and monitor progress for EEO group members.
- in the longer term, the workforce profile has members of EEO groups represented at the corporate levels of management and at various salary ranges other than the lower classification levels.

Relevant strategies under Outcome 3 generally focus on positive measures to improve employment outcomes for specific groups.

Potential initiatives include the following (usually customised to the priority group)

<b>Initiatives</b>	<b>Responsibility</b>	<b>Time frame</b>	<b>Perf. Indicator</b>
Assess the recruitment implications of the agency's current & future client base and develop a workforce planning program for future EEO recruitment	<ul style="list-style-type: none"> <li>• Managers Business Services &amp; Corporate services</li> <li>• HR policy officer</li> </ul>	Assessment and planning completed by June 30 <sup>th</sup> 2006	Corporate executive approves and endorses EEO recruitment strategy
Develop strategies to remove recruitment and retention barriers for EEO group members	<ul style="list-style-type: none"> <li>• Manager HR &amp; Directors</li> </ul>	Strategies operational by June 30 <sup>th</sup> 2007	Monitor for % of positions attracting a diverse range of applicants % increase in EEO group members recommended for appointment % of supervisory and management positions held by members of EEO groups
Monitor employee terminations through exit interviews and employ that data in planning strategies to remove barriers to the achievement of EEO	<ul style="list-style-type: none"> <li>• HR policy officers</li> <li>• Corporate planning forum</li> </ul>	Exit interview process operational by Dec 31 <sup>st</sup> 2008	New management practices identified to limit exits from inadequate diversity management. % decrease in employee exits based significantly on organisational and/or vocational dissatisfaction

## Seven Key Ingredients in the Planning Process

### 1. Outcome Focussed Planning

Outcomes are about results, not process. The focus of any management plan should be on the outcomes to be achieved rather than merely detailing a list of process related strategies to be implemented. While most organisations plan, it is frequently not directed at achieving outcomes. The planning remains ineffective because it is not supported, monitored or linked to other relevant organisational initiatives.

### 2. Measurement

Measurement is a comparative process. It requires both **baseline data of the current conditions** with which to measure change and the **setting of clear and realistic objectives** of what an agency seeks to achieve. Those responsible for developing the management plan should do a 'gap analysis' to establish what data is already available and what may need to be sought to support the evaluation phase of the planning process.

Sources of baseline data include:

- current demographic profile of the organisation (specifically data about the EEO group members, their employment status and salary levels);
- personnel records of EEO complaints and grievances;
- staff turnover and absenteeism statistics;
- exit interviews;
- results of recent staff surveys and discussion/focus groups; and
- formal and informal interviews with a vertical slice of the organisation (managers and members of executive; and members of EEO groups).

Measurable objectives are a critical element in workplace EEO/Diversity planning. They give the organisation something to strive for and a benchmark against which to measure success. Objectives should be realistic and attainable and tailored to its individual needs and circumstances. This can be facilitated by:

- establishing targeted outcomes
- setting focussed quantitative and qualitative performance indicators, and
- evaluating progress through regular measurement and evaluation of the outcomes achieved

### 3. Evaluation of Strategies

Achievement of the high level outcomes may be an extended process involving significant changes in the organisational culture and, in some instances, profound adjustments to human resource management.

For example, a key strategy under Outcome 3 might be:

- *Provide Aboriginal and Torres Strait Islander employees with the opportunity to become more competitive for promotion through a job rotation program*

Performance indicators are a method of measuring the success of EEO/Diversity strategies. They can be milestones for the progress of implementation of Management Plan strategies and can be used to specify how a particular strategy will be implemented or measured. Indicators may include details such as the frequency, target number or percentage of the workforce that are participants in a particular strategy.

For example:

- 5 Aboriginal and Torres Strait Islander staff to be selected for the job rotation program
- run focus groups with a vertical sample of 15 NESB employees
- conduct awareness raising sessions on managing diversity for 16 team leaders, comprising all employees in supervisory positions above salary range 5.

Performance indicators can also be described as qualitative or quantitative indicators and a mixture of both provides for an effective measure of the success of various elements of the Plan.

If you were wanted to measure the effectiveness of particular strategies you may wish to measure effectiveness both qualitatively and quantitatively.

For example:

- 75% of Aboriginal and Torres Strait Islander employees participate in the job rotation program (quantitative indicator )
- 90% of target group participants can demonstrate that the job rotation program has enhanced their skills (qualitative indicator) or
- x% of target group participants won a promotion within six months of completing the job rotation program (qualitative indicator)

Qualitative indicators are particularly important as they measure change and indicate the degree to which the strategy has been successful.

For example, while the quantitative indicator: *all staff to participate in awareness raising sessions on **Developing a Workplace Culture of Respect** by December 1999*, provides a valid measure of 'what', 'how' and 'when by', a further qualitative indicator:

*Percentage of staff who report a positive change in the workplace culture* is a measure of the success of the strategy and an indicator of the degree of change flowing from the implementation of the strategy.

#### 4. Impact on Business Outcomes

It is important that strategies are linked to the organisation's key business outcomes. While links provide a strategic focus for the planning process, they are invaluable in providing an outcome focussed evaluation tool. Ideally, the periodic reports to the executive on the success of EEO/Diversity initiatives should report on the contribution that particular EEO programs have made to the organisation's core business.

The extent to which outcomes for target groups have impacted on the organisation's achievements of its corporate objectives is an associated measurement of the impact on business outcomes. Outcomes for target groups members may well have a positive impact on service design and delivery and should be reported with these connections made explicit where possible.

For example, a Police Department may have implemented a set of strategies designed to increase the diversity of members of the Community Policing Taskforce (eg. Frontline First). They may be anticipating that the diverse staff profile would be able to establish a more sensitive presence in particular communities and may have a positive effect on the number of times police intervention was required. Thus, arrest and intervention rates might be monitored as a way of measuring the effect of the strategy on business outcomes.

#### 5. Assigning Responsibilities and Time Lines

A common failure in the management planning process is the lack of accountability for the implementation and monitoring of EEO strategies. All too often these tasks are implicitly or explicitly left to human resource personnel although the strategies may require implementation in all divisions, branches or work groups.

It is also common to find in the planning process that strategies have been designated as 'ongoing' rather than having a structured implementation period and set intervals for monitoring and evaluation of effectiveness.

## 6. Linking Planning to other Organisational Initiatives

Acknowledging EEO and Diversity in the corporate planning process ensures that EEO considerations are included and visible in organisational plans. EEO measures are aligned with business outcomes and become an organisational responsibility, not just that of the human resources branch.

EEO/Diversity management planning should be coordinated with corporate planning cycles. Consideration needs to be given to the timeframe for the plan and the timing of the reporting cycles to ensure they are synchronised with operational planning and budgetary cycles.

When seeking to link the Plan to other organisational initiatives look for instances where EEO and diversity needs can be met jointly with those of another program. Is information or data already available from these programs that will assist in the planning and implementation process?

## 7. Implementation Strategies

A sound implementation strategy includes:

- clearly assigned responsibilities and accountabilities
- consultation with and briefing of those managers and members of corporate executive who will share some responsibility for the successful introduction and management of EEO strategies
- realistic timeframes over the planning cycle of the Management Plan
- identification of resources
- explicit links to other planning processes
- strong evaluation processes which provide for ongoing monitoring and reporting, and
- individual work areas may also need to develop their own action plans outlining in greater detail specific responsibility and accountability including resource allocations

## Checklist of Planning Considerations

- ❑ Have agency objectives for representation and distribution been developed consistent with *Equity and Diversity Plan for the Public Sector Workforce 2006–2009* (This is a requirement for public sector agencies employing more than 50 employees)
- ❑ Does the Plan identify how effective management of EEO/Diversity will contribute and add value to how services are designed and delivered?
- ❑ To what extent is the EEO and Diversity planning consistent with other organisational goals and directions? Can it be integrated with other corporate initiatives?
- ❑ Do relevant consultation, information and demographic data support the EEO/Diversity Management Plan?
- ❑ Is the Plan outcomes focused? Is it structured according to the three high-level outcomes described in the Outcome Standards framework?
- ❑ Are the strategies in the plan relevant, achievable and capable of measurement?
- ❑ Is there potential for linking EEO and diversity planning to other organisational initiatives or programs?
- ❑ Who is responsible for the Plan? Is the Plan monitored? Will progress be reported to Corporate Executive or to another forum or senior individual?
- ❑ Does the Plan contain indicators of performance, and is the effectiveness of the plan considered during annual planning or review cycles?
- ❑ Is there support for EEO and diversity initiatives at the senior management level of the organisation? What more can be done to secure the support of senior managers?

## Checklist To Make it Happen

### Chief Executive Officer

- ❑ Ensure that EEO and diversity outcomes are included in business planning
- ❑ Support and sign the EEO/Diversity Management Plan and ensure EEO policies and achievements are communicated to all employees under CEO endorsement
- ❑ Set measurable EEO and diversity accountabilities for senior managers and evaluate progress at regular executive meetings
- ❑ Set goals for EEO group representation and distribution

### Senior Executives / Managers

- ❑ Ensure in their organisational unit that EEO initiatives are carried out and achieve specified results for EEO group members
- ❑ Set measurable EEO and diversity accountabilities for managers and supervisors within their area of operation and evaluate progress through regular performance reviews
- ❑ Ensure that staff are fully aware of their rights and responsibilities and do not expose the employer to legal liability
- ❑ Appoint EEO group members to their decision making committees and involve them in employee consultations
- ❑ Require respect for diversity from managers, staff and contractors in the way they treat other staff and customers

### EEO/Diversity Practitioners

- ❑ Review policies and systems for consistency with EEO
- ❑ Organise training in the business case for diversity and managing a diverse workforce for managers and supervisors.
- ❑ Provide regular reports to the Executive on EEO progress.
- ❑ Maintain an accurate and comprehensive EEO and diversity database against which EEO achievements can be benchmarked.

ATTACHMENT 1

EEO AND DIVERSITY OUTCOME STANDARDS FRAMEWORK

EEO OUTCOME 1	EEO OUTCOME 2	EEO OUTCOME 3
<p><b>Outcome</b></p> <p>The organisation values EEO/Diversity and the work environment is free from racial and sexual harassment</p> <p><b>1.1 The agency has in place accountability mechanisms for the achievement of EEO/diversity</b></p> <p><i>Indicator</i> To what extent is the commitment to EEO &amp; diversity &amp; an harassment free work environment reflected in how the agency monitors &amp; holds managers &amp; supervisors responsible?</p> <p><b>1.2 The organisational culture is supportive of diversity &amp; EEO</b></p> <p><i>Indicator</i> The organisation has developed &amp; implemented programs that promote a culture supportive of EEO &amp; diversity?</p> <p><b>1.3 No sexual or racial harassment occurs</b></p> <p><i>Indicator</i> The organisation has achieved a workplace free from sexual &amp; racial harassment</p>	<p><b>Outcome</b></p> <p>Workplaces are free from employment practices that are biased or discriminate unlawfully against employees or potential employees</p> <p><b>2.1 Employment policies &amp; practices show no evidence of bias or of direct or indirect discrimination</b></p> <p><i>Indicators</i> To what extent are:</p> <ul style="list-style-type: none"> <li>• recruitment, selection &amp; promotion processes,</li> <li>• induction processes,</li> <li>• conditions of service,</li> <li>• training &amp; development opportunities,</li> <li>• performance management systems, &amp;</li> <li>• organisational restructuring processes, free from bias &amp; discriminatory practices?</li> </ul>	<p><b>Outcome</b></p> <p>Employment programs and practices recognise and include strategies for EEO groups to achieve workforce diversity</p> <p><b>3.1 Programs &amp; practices are in place to achieve diversity &amp; equality of employment opportunity, &amp; to meet the individual needs of EEO group members</b></p> <p><i>Indicators</i> To what extent have:</p> <ul style="list-style-type: none"> <li>• appropriate strategies improved the representation of EEO group members at all levels of the organisation's workforce?;</li> <li>• the special needs of individual group members; been identified &amp; met?</li> </ul>

O EEO

The logo consists of the letters 'O', 'E', 'E', and 'O' in a bold, sans-serif font. The first 'O' is dark blue. The first 'E' is dark blue. The second 'E' is white and is positioned inside a dark blue square. The second 'O' is white and is also positioned inside the dark blue square. A thin dark blue horizontal line runs beneath the letters, starting from the left and ending under the square.