

Roane State Community College

**Affirmative Action Report
For
Women & Minorities**

2015

Table of Contents

Category		Page
Statement on Affirmative Action		2
Preface		4
Section 1	Designation of Responsibility	5
Section 2	Identification of Possible Problem Areas	8
Section 3	Development & Implementation of Action-Oriented Programs	14
Section 4	Internal Audit and Reporting Systems	17
Section 5	Organizational Profile – Workforce Analysis	18
Section 6	Job Group Analysis & Placement of Incumbents in Job Groups	19
Section 7	Determining Availability	25
Section 8	Comparison of Incumbent Workforce to Availability	27
Section 9	Annual Placement Goals	29

Statement on Affirmative Action

It is, has been, and will continue to be the policy of Roane State Community College to provide equal employment opportunity without regard to race, color, religion, creed, national origin, sex, sexual orientation, gender identity/expression, disability, age, status as a protected veteran, genetic information, or any other legally protected class with respect to all employment, programs and activities sponsored by Roane State. Further, discriminatory practices based on reasons not expressly stated in the policy, which are not related to applicable educational or job requirements, are prohibited by the College's non-discrimination policy even though such reasons are not specifically named in the policy. It is the policy of this College to undertake affirmative action in compliance with all federal, state, and local requirements to recruit a diverse pool of applicants and to ensure that our employment practices are, in fact, non-discriminatory. We take this opportunity to issue a formal reaffirmation of these policies and to assure each applicant and each employee of this College of our commitment to our equal opportunity and affirmative action objectives.

Our continued success depends on the full and effective utilization of qualified persons. We will continue to direct our employment practices towards ensuring equal opportunity for all. Roane State Community College intends that all matters related to recruiting, hiring, training, compensation, benefits, promotions, transfers, terminations and layoffs, and recalls, as well as all sponsored social and recreational programs, and all treatment on the job comply with equal opportunity principles. The College is committed to providing a work environment that is free of discrimination and unlawful harassment. Roane State Community College has in place, and has made efforts to communicate to all employees, a strict policy forbidding harassment of any applicant or employee.

Pursuant to Roane State Community College's & the Tennessee Board of Regents' Policies, we are committed to an Affirmative Action Program and as such, to keep records, make reports to the federal government as needed, and otherwise document the results of our good faith efforts to ensure equality of employment opportunity.

Day-to-day operating responsibilities for compliance have been delegated to Odell Fearn, who serves as the College's Director for Human Resources and Affirmative Action Officer. Any applicant or employee may direct concerns and questions to Odell Fearn or to the President of the College.

PREFACE

Roane State Community College has relied on the affirmative action regulations issued by the Office of Federal Contract Compliance Programs, 41 C.F.R. Chapter 60, when developing this Affirmative Action Plan. The College has been guided by its obligation to provide equal employment opportunity in developing this Plan.

The terminology used in Executive Order 11246 and its regulations has been used herein by the College. Terms such as “job group,” “availability,” “problem area,” “underrepresentation,” “concentration,” and “disparity,” should not be construed as an admission by the College that women or minorities have been or are being underutilized or discriminated against in any unlawful manner or that the College has violated any fair employment practice law.

Designation of Responsibility

41 C.F.R. § 60-2.17(a)

Roane State Community College commits itself to a policy of nondiscrimination at all levels. Every employee of the institution is expected to support the College's commitment to ensuring equal opportunity in connection with the College's employment and educational programs. Mr. Odell Fearn, Director of Human Resources & Affirmative Action Officer, has been assigned to serve as the equal employment opportunity officer to directly oversee the planning and implementation of this Affirmative Action Plan.

A. President of the College

Chris Whaley, President of Roane State Community College, has overall responsibility for the Equal Employment Opportunity Policy and Affirmative Action Plan, consistent with the overall responsibility vested in the Office of the President for all matters concerning the administration of the College. The president has extended to all College administrators – vice presidents, deans, department heads, directors, and supervisors – his expectation that they join him in supporting the College's equal opportunity policy and affirmative action program.

B. Senior College Administrative Officials

The president has charged all members of executive leadership with responsibility for equal opportunity and affirmative action within their areas of responsibility. That applies to the Executive Vice President, the Vice Presidents and Assistant Vice Presidents.

C. The Equal Employment Opportunity Officer

The president has appointed Mr. Odell Fearn as the College's Affirmative Action Officer with responsibility for overseeing compliance by the College with applicable equal employment opportunity laws and policy and implementation of the College's affirmative action program.

He has access to and the support of the president and other senior administration officials of the College. He oversees all College policies and practices with respect to affirmative

recruitment, non-discriminatory selection, record keeping, and reporting on compliance activities to the president or other senior officials.

With the assistance of other College officials, as noted in the sections below, responsibilities of the Affirmative Action Officer include, but are not limited to, the following:

- Updating annually this Affirmative Action Plan.
- Developing and implementing internal audit and reporting systems to determine the degree to which College affirmative action program goals and objectives are being attained, and notifying appropriate officials of the need for remedial action.
- Reporting to and advising the president and other College officials on the latest developments and requirements in the equal opportunity area and recommending any changes needed in policies and procedures.
- Recommending College affirmative action and equal opportunity policies and procedures and assisting in the development of internal and external communications.
- Reviewing with appropriate College officials overall progress and any problems encountered in the affirmative action program.
- Working with College officials to ensure that mechanisms are in place so that supervisors and managers understand that they are accountable for helping the College meet affirmative action goals.
- Working with academic departments and service units to identify problem areas or other challenges and to develop plans to achieve department and unit diversity goals and objectives.
- Participating in training for supervisors on issues of diversity, equal employment opportunity, and affirmative action.
- Overseeing the development and implementation of internal College discrimination grievance procedures, both formal and informal, ensuring compliance with federal, state and College requirements, and assessing the effectiveness of those procedures.

D. Administrators, Managers and Supervisors

By virtue of their responsibility to supervise employees of the Roane State Community College, all administrators, managers and supervisors are involved in implementing affirmative action and equal opportunity within their areas of responsibility. Administrators,

managers, supervisors, and all other College employees responsible for overseeing personnel, are responsible for the following:

- Making selections, assignments, transfers, salary adjustments, promotions, and providing training opportunities without regard to race, sex, sexual orientation, gender identity, color, religion, national origin or other protected status.
- Taking steps to ensure that all employees, including minorities, women, people with disabilities, covered veterans and members of other protected classes, are afforded opportunities for training, transfers and promotions.
- Providing assistance in the identification of problem areas and establishment of unit goals and objectives to address problem areas.
- Responding to employee and student concerns related to affirmative action and equal opportunity, consulting with the Affirmative Action Officer in managing such concerns, and taking steps to assure that the College's affirmative action and equal opportunity policies are being followed.
- Participating in a variety of compliance activities including, but not limited to:
 - ❖ properly displaying current EEO posters; and
 - ❖ encouraging all employees, including women and minorities, to participate in Roane State -sponsored educational, training, recreational and social activities.
- Taking appropriate action to prevent discrimination or discriminatory harassment of students and employees in their respective areas of responsibility.

II. Identification of Possible Problem Areas

41 C.F.R. § 60-2.17(a)

The Roane State Community College has conducted an analysis of its total employment process to determine whether and where any impediments to equal employment opportunity exist in the following areas:

A. Workforce by Organizational Unit and Job Group (41 C.F.R. § 60-2.17(b) (1))

Problems of Minority or Female Utilization or Distribution by Organizational Unit

The Roane State Community College has compared the incumbency of minorities and women in each organizational unit and in the various jobs within each organizational unit and has identified no practices or policies that limit the selection and advancement of minorities or women.

Problems of Minority or Female Utilization or Distribution by Job Group

The Roane State Community College has compared the incumbency of minorities and women in each job group pursuant to 41 CFR § 60-2.15 to determine if estimated availability for a job group is greater than incumbency. For those job groups in which the percentage of minorities or women employed in the job group is less than would reasonably be expected given their availability, the College has established a placement goal in accordance with 41 CFR §60-2.16. Sections VI, VII, and VIII identify the Roane State job groups, outline how job group availability is determined, and provide a comparison of current workforce representation to availability by job group. Section IX identifies job groups in which responsive goals are established. The establishment of a placement goal does not imply that women or minorities have been or are being underutilized or discriminated against in any unlawful manner or that the College has violated any fair employment practice law. There are many non-discriminatory reasons for placement goals. These include the persistence of goals in some job groups, even with successful hiring equal to availability, because of low turnover of jobs currently held by whites and/or males or increasing availability of women and minorities resulting in hiring shortfalls even though

past hiring was equal to “parity” (i.e. labor force representation). Inadequate applicant flow or lack of retention of highly qualified women and minorities may also be identified as contributing to the establishment of a placement goal. Roane State Community College recruits, hires, trains, and promotes into all job levels the most qualified persons without regard to race, color, religion, sex, sexual orientation, gender identity, national origin or other protected status.

B. Personnel Activity (41 C.F.R. § 60-2.17(b) (2))

The College has reviewed its total employment process, including recruitment, applicant flow, hire, promotion and termination processes, to determine whether and where any impediments to equal employment opportunity exist.

Applicant Flow

As required by regulations, Roane State Community College retains applications of all individuals considered for employment in a particular position for three years from the date of receipt/selection decision, whichever is later. Open positions are posted on the Roane State website and with various other sources, as appropriate. Minimum basic qualifications are established for all positions before they are posted. Jobseekers must apply to a specific posting – we do not accept unsolicited resumes and applications. Every applicant is invited to fill out a voluntary self-identification form. These forms are retained separately from the employment application.

The College in conjunction with the Tennessee Board of Regents and other Community Colleges in Tennessee has automated our job application process. In addition to increased efficiencies in our overall hiring processes, this endeavor will make it easier for all applicants to complete and submit the self-identification forms and enhance the level of detail and consistency associated with applicant recordkeeping and analysis.

Hires, Promotions, Terminations and Other Personnel Actions

In order to be considered for a job opportunity, jobseekers (external and internal) must submit a timely expression of interest and follow the procedures specified by Roane State Community College in its postings. All competitive College positions are posted on our “jobs page” with additional outreach efforts taken to attract qualified female and minority applicants. All personnel activity and selections are tracked and monitored. This includes separations, many of which are voluntary and do not involve selection decision on the part of the College. The College has identified no barriers or impediments to equal opportunity in the analysis of our personnel activity.

C. Compensation Systems (41 C.F.R. § 60-2.17(b) (3))

Roane State Community College has reviewed its compensation systems to determine if there are gender-, race-, or ethnicity-based disparities. There are no gender-, race-, or ethnicity-based disparities in the practices or rates of pay for these positions. The College's compensation program is designed to attract, retain and motivate the staff necessary to support and advance the College's teaching and public service mission. Roane State strives to compensate employees in an equitable manner that recognizes and rewards individual differences in employee responsibilities, qualifications, skills, and job performance.

D. Recruitment, Selection, Referral and Other Personnel Procedures (41 C.F.R. § 60-2.17(b) (4))

Roane State Community College has analyzed its recruitment, selection, and other personnel procedures to determine whether they result in disparities in the employment or advancement of minorities or women.

Requisitions, Position Descriptions and Job Specifications

- Approvals from the responsible hiring and administrative authorities are required before initiating recruitment for a new or replacement position. There is a review process that ensures that the required minimum qualifications and other job specifications are congruent with the position description and are clearly related to the duties of the position.
- Updated position descriptions are required for all non-academic positions. These position descriptions are carefully reviewed to ensure they accurately reflect job content and responsibilities and establish job-related and nondiscriminatory requirements.
- Roane State has no job titles that could be perceived as evidencing a preference for one gender or another.

We have reviewed our position approval and recruitment planning process, including intent-to-hire forms, position specifications, job descriptions, and outreach plans. We have identified no impediments to equal opportunity employment.

Selection Procedures

- Applicants for posted opportunities may be either internal employees or jobseekers not currently employed by the College. Both are treated the same in the selection process.
- Each posting outlines the specific procedures for applying to that particular position. Jobseekers are expected to comply with the posted procedures in order to be considered for the open position.
- Prior to reviewing any applications, the hiring authority or search committee appointed in connection with a search develops a screening process that focuses on job-related selection criteria.
- Hiring units are encouraged to interview as many qualified candidates as is feasible, based on budget and time considerations, thus increasing opportunities for the selection of women or people of color.
- After a selection decision has been made, each decision is reviewed by the Affirmative Action Officer to ensure that selection decisions are made on a fair and equitable basis grounded in job-related criteria. Documentation of the job-related reasons for selection and non-selection of applicants is maintained as part of our monitoring process.

Promotion Procedures

- Competitive open positions are currently posted on the Roane State website. Current employees are encouraged to review these openings and apply for any position in which they are interested and for which they feel they are qualified. If an employee is interested in a lateral move to the same position in another department or any other sort of change in his or her job, she or he must apply for and be selected for a posted position. Current Roane State employees will be considered for these positions, in competition with all other applicants for the position. Selections will be made on the basis of knowledge, skills, and abilities without regard to race, color, religion, sex, sexual orientation, gender identity, national origin or other protected status. We have determined that there are no impediments to equal opportunity in these practices.
- Employees may also be promoted non-competitively. Such promotions generally involve high performing employees assuming more responsibility over time or assuming additional duties as a result of an economic lay-off or hiring freeze. It would be inappropriate to competitively recruit in these situations, as there is no real “vacancy” or opportunity for anyone but the incumbent. We carefully monitor these transactions to ensure there are no disparities based on race, sex, or ethnicity.

Roane State Community College has evaluated its promotion procedures to determine whether they operate as impediments to equal employment opportunity. Our promotion procedures do not discriminate on the basis of race, gender, ethnicity or other prohibited bases, and are applied in a non-discriminatory fashion.

E. Review of Other Employment-Related Practices and Policies
(41 C.F.R. § 60-2.17(b) (5))

Roane State Community College has reviewed other employment practices and policies for any obstacles to achieving equal opportunity and affirmative action objectives and found no problems or impediments.

Specific areas examined include:

Discrimination/Harassment Policies

The College is committed to taking steps necessary to ensure a working and learning environment free of prohibited discrimination and discriminatory harassment for all employees and students. Policies are widely communicated, along with the expectation that all members of the community will adhere with those policies. Primary responsibility for discrimination grievance intake and investigation resides with the Affirmative Action Officer. A careful review of these policies and procedures has found no obstacles to achieving equal opportunity and affirmative action objectives.

Parental Leave Policies

The College offers parental leave to all employees. The policy prohibits penalizing women in their conditions of employment because they require time away from work for childbearing. The College affords pregnancy leave of absence and, where the employee meets state or federal regulations and College leave of absence requirements, such women employees shall be reinstated on return to the workplace to their original job or to a position of like status and pay without loss of service credits. As provided by the Family Medical Leave Act (FMLA), employees are eligible for leave upon the birth or adoption of a child

Facilities

All of our facilities have been, and continue to be, fully desegregated.

Technical Compliance

We periodically audit our facilities to ensure that all required EEO posters, labor law posters and policy statements are posted where applicants and employees can readily see them.

III. Development and Implementation of Action-Oriented Programs

(41 CFR § 60-2.17 (c))

In an effort to continue our progress and attract a diverse workforce, the College has initiated the following:

Campus Climate and Culture

- Cultural diversity, equity and inclusion are core values of the College and necessary for the accomplishment of its educational mission. The ongoing efforts being undertaken to build and support an increasingly inclusive community are driven by the Concerts & Lectures Committee, the Library, Student Engagement and International Education. Additionally, many other campus activities and events provide numerous and varied opportunities for exchange of ideas and experiences, thus contributing to increased appreciation for diversity on campus. Activities have included panel discussions, films and videos, educational presentations, art shows, faculty and staff recognition events, storytelling, poetry readings, plays, gospel chorale and family entertainment events

Leadership

- A Leadership Program is available to Roane State employees. A portion of this Program focuses on familiarizing employees with relevant equal opportunity and affirmative action obligations in the hiring process and dealing with workplace discrimination/harassment.

Selection Process

- The Roane State Community College pays close attention to the selection process since new hires and promotions present an opportunity for progress toward greater diversity. As in the past, we will continue to evaluate the entire selection process to ensure that policies and practices are free from bias and will aid in the attainment of our goals.
- Job descriptions and specifications will continue to be reviewed and revised, as necessary, prior to posting and/or recruiting for candidates to make sure education, experience, and skill requirements are consistent with the requirements of the job. These specifications are non-discriminatory with respect to race, sex, sexual orientation, gender identity, color, religion, national origin or other protected status.
- Approved job specifications will be made available to all members of search committees or panels involved in the recruiting, screening, selection and promotion process prior to reviewing application materials or interviewing applicants.

- The Affirmative Action Officer is available for immediate consultation when questions or issues arise.
- Records of all personnel actions, including applicant flow logs, are maintained. Such data is analyzed as part of our audit and reporting system.

B. Recruitment

The following reflect efforts to improve recruitment and increase the flow of qualified minority and female applicants. Roane State Community College:

- Promotes the use of a wide variety of outreach and recruitment resources by units engaged in searches.
- Posts all open positions on the “Job Openings” page of the Human Resources website.
- Notes that it is an equal opportunity, affirmative action institution in all employment advertisements and other recruiting communications.
- Attends job fairs which often include focused events just for veterans or individuals with disabilities.
- Welcomes inquiries from applicants about open positions and the application process and conducts informational interviews.

D. Promotions

- Roane State Community College does the following to ensure that minority and female employees have equal opportunity for all promotions:
- Employees may apply for any posted position for which they feel qualified. Most of these positions are open to all applicants with occasional openings that are only open to Roane State employees.
- Non-competitive promotions are monitored by the Affirmative Action Officer to ensure that such actions are consistent with applicable College policies.

- Formal employee performance evaluations are conducted. One aspect of these evaluations is the assessment and communication of professional development and training needs of individual employees in their direct reporting line.

E. Analysis of Other Personnel Actions

- Training and Professional Development Opportunities - Many courses are offered by Workforce Development that provide skills needed for advancement into other positions. These professional development opportunities are communicated broadly to the campus community. Listed below are just a few of the courses that offer training in required job skills:
 - Excel, Level 1, Level 2 & Level 3
 - Powerpoint Level 1
 - Access Level I
 - Word Level 1 and Level 2
- The College has instituted a mandatory training requirement for all employees – Workplace Harassment Prevention. This training is being provided to elevate employee awareness of what constitutes prohibited discrimination and workplace harassment and how to report it at Roane State Community College. All employees are required to complete this training. New employees are required to complete the training within 30 days of being hired.
- For employees needing degree credentials to advance into desired positions, the College offers a Tuition Reimbursement Program. All employees, including minority and female employees, are encouraged to take advantage of this opportunity.

The Professional Development Fund provides financial assistance for staff development opportunities beyond what departments can afford. Monies are available for work-related seminars, workshops, community education courses, or related travel per diem reimbursement. This benefit is available to all employees.

F. Employee Welfare

To promote the welfare of all employees, the Roane State Community College takes the following actions:

- All employees are encouraged to participate in College-sponsored activities and events. Facilities and social and recreational activities are desegregated.
- The College publicly recognizes employees who have made significant contributions to the College in a variety of areas, regardless of race, sex, sexual orientation, gender identity, color, religion, national origin, or other protected status.

IV. Internal Audit and Reporting System

41 C.F.R. § 60-2.17(d)

Self-evaluation, including monitoring of personnel activity (hires, promotions and terminations) at all levels, is essential to the effectiveness of the College's affirmative action program. Internal review and reporting systems have been developed to monitor personnel action patterns and evaluate the results of affirmative action efforts. For this purpose, the following procedures have been established:

- The Affirmative Action Officer monitors records of placements, transfers, promotions, and terminations at all levels to ensure that all employees are treated in a fair and equitable manner. To carry out this responsibility, the Affirmative Action Officer receives appointment paperwork for all new employees and is notified of all openings to be filled by transfer or promotion.
- Periodic, at least annual, reporting of recruiting results, which shall include data pertaining to:
 - The sex and minority status of applicants; and
 - The sex and minority status of all persons to whom offers for hire, transfer or promotion to a particular job group are made, as well as the response to the offers.
- Annual progress report from the affirmative action officer to review the degree to which goals are attained.
- Annual Plan review to top administration to summarize Plan effectiveness and suggest methods to improve performance.
- Review of all selection, promotional, and training procedures to ensure that they are non-discriminatory.

V. Organizational Profile – Workforce Analysis

41 C.F.R. § 60-2.11

As of October 31, 2014, Roane State Community College employed 348 employees³. Of these, 219 (62.9%) were women and 21 (6%) identified as minorities. The College divides its workforce into 51 departments/organizational units.

Pursuant to § 60-2.11(c), we have prepared an Organizational Profile in the form of a Workforce Analysis and have listed each job title as it appears in our records.

The College has no formal lines of progression or usual promotional sequences within departments. Employees can be hired at any level and do not necessarily follow a line of progression. In some instances there may be typical career movements, such as movement from assistant to associate to full professor, but even these promotions are not automatic but occur only after a thorough and carefully documented review to determine whether the incumbent's accomplishments justify promotion. Where they occur, such movements are taken into account in establishing feeder job groups in the Availability Analysis.

Roane State Community College has reviewed the workforce by job groups and determined that there is underrepresentation of females in our faculty job group based on availability. If/When opportunities occurs, the College will make a concerted effort to continue to correct any deficiencies that may have occurred in these areas.

VI. Job Group Analysis and Placement of Incumbents in Job Groups

41 C.F.R. § 60-2.12 and 41 C.F.R. § 60-2.13

Pursuant to 41 C.F.R. § 60-2.12 (b), Roane State Community College's 348 employees are organized into job groups based on similar content, wage rates and opportunities. For this AAP, there are 6 job groups included in the College's job group analysis. As required, the Job Group Analysis includes a list of the job titles that comprise each job group (41 C.F.R. § 60-2.12(c)). Pursuant to 41 C.F.R. § 60-2.13, the Job Group Analysis Summary separately states the percentage of minorities and the percentage of women employed in each job group.

Table 1, on the following pages, lists the job groups for this AAP. Table 2 [immediately following] is the summary of the job groups and the percentage of minorities and the percentage of women employed in each job group.

Table 1: Job Groups

Job Group Type	Job Group Category Description
Senior Executives	These positions provide leadership and oversight in support of the college’s mission. Individuals in these positions formulate broad policies and provide overall direction for the College or their major organizational units.
	Executive Assistant
	Assistant Vice President Student Services
	Assistant Vice President Information Technology
	Assistant Vice President Fiscal Affairs
	Vice President Institutional Effectiveness
	Vice President Enrollment Management & Workforce Dev
	Vice President Resource Development
	Vice President Student Learning
	Executive Vice President Business & Finance
Faculty	Faculty are divided by academic divisions and by teaching rank within the division. Due to the number of incumbents the rank categories for each division are listed.
Allied Health Science	Instructor
	Assistant Professor
	Associate Professor
	Dean
Humanities	Assistant Professor
	Associate Professor
	Professor
	Dean
Math Science	Instructor
	Assistant Professor
	Associate Professor
	Professor
	Dean
Nursing	Assistant Professor
	Associate Professor
	Professor
	Dean
Social Science	Assistant Professor
	Associate Professor
	Professor
	Dean
Library	Librarian 1

Administrators	Individuals in this job group generally manage a team or group of staff and are responsible for delivering services, implementing strategies and administering programs.
Specialist(s)	Learning Center
Specialist	Workforce Development
Specialist	Math Science Division
Specialist(s)	Financial Aid
Coordinators	RX Tennessee
	Resource Development
	Workforce
	Social Science
	Enrollment Management
	Network & Technical Support
	Advising Resource Center
	Public Information
	Fitness Center
	Dual Studies
	Center for Teaching Arts & Technology
	Student Engagement
	Veterans' Services
Project Navigator	Workforce
Data Analyst	Institutional Effectiveness
	Business Office
Comp Programmer Anal	Administrative Systems
Director	Morgan County Center
	Theatre
	Scott County Center
	Internal Audit
	Library Services
	Payroll
	Public Information
	Institutional Effectiveness
	Human Resources
	Workforce
	Admissions & Recruiting
	Cumberland Incubator
	Placement
	Health Sciences Continuing Education
	Learning Center
	Advising Resource Center
	Financial Aid
	Business Office

	Fentress County Center
	Grant Development
	Alumni Relations
	Administrative Systems
	RX Tennessee
	Cumberland County Center
	Campbell County Center
	Purchasing
	Records & Registration
	Network & Technical Support
	Physical Plant
	Public Safety
	Center for Teaching Arts & Technology
	Financial Aid
	Counseling
	Loudon County Center
Completion Coach	RX Tennessee
Web Master	Public Information
Web Master	Institutional Effectiveness
Env Hlth & Safety Officer	Physical Plant
Accountant	Business Office
Academic Computer Spec	Networking & Technical Support
At Risk Advisor	Advising Resource Center
Accountant 2	Business Office
Manager	Public Information
	Health Sciences Continuing Education
	Human Resources
	Network & Technical Support
	Physical Plant
Network Analyst	Network & Technical Support
Supervisor	Adult Education
Clerical Support	Broadly utilized classified job titles by content and entry level or advanced skills.
Secretary 2	
Secretary 3	
Library Assistant 2	
Enrollment Assistant	
Technical Clerk	
Mail Carrier	
Cashier	
Advancement Specialist	
Financial Aid Analyst	
Shipping & Receiving Clerk	
Information Center Supv	
Administrative Assistant I	

Administrative Assistant II	
Account Clerk 2	
Office Supervisor	
Administrative Secretary	
Financial Aid Assistant	
Call Center Supervisor	
Laboratory Technician	
Executive Secretary	
Testing Technician 2	
Account Clerk 3	
Library Assistant 3	
Adm & Records Supv	
Graduation Analyst	
Acct Clerk Supervisor	
Admissions Representative	
Technician	
Testing Technician	
Support Positions	
Utility Worker	
Maintenance Utility Worker	
Maintenance Worker	
Custodian	
Custodian Lead Worker	
Grounds Worker	
Painter	
Security Guard	
Farm Worker	
Skilled Positions	
Bus Driver	
Computer Lab Technician	
Maint/Grds Supervisor	
Police Officer	
Security Guard	
Maintenance Mechanic	
Maintenance Supervisor	
Horticulture Technician	

Table 2: Job Group Summary

Job Group	Total Incumbents	Total Females	Percentage	Total Minorities	Percentage
Executive	9	7	77.78%	1	11.11%
Faculty	133	76	57.14%	15	11.28%
Administrative	90	58	64.44%	3	3.33%
Clerical	78	71	91.03%	1	1.28%
Support	21	4	19.05%	0	0
Skilled	17	3	17.65%	1	5.88%

VII. Determining Availability

41 C.F.R. § 60-2.14

Consistent with regulatory requirements, Roane State Community College has separately determined the availability of minorities and women for each job group pursuant to 41 C.F.R. § 60-2.14(b).

In determining availability of minorities and women, the College considered the following factors:

- The percentage of minorities and women with requisite skills in the reasonable recruitment area.
- The percentage of minorities and women among those promotable, transferable, and trainable within the College.

Factor 1: The Percentage of Minorities and Women with Requisite Skills in the Reasonable Recruitment Area (External Availability).

When recruiting and hiring are taking place, the College seeks individuals who have the requisite skills and are capable of immediately stepping into the job and performing the functions quickly and with little training.

In each case the reasonable recruitment area was established based on College policy and the actual experience of the College in attracting applicants for positions within the job group.

For some job groups, the reasonable recruitment area is the local labor area. For others, primarily tenure-related faculty and high level executives, the reasonable recruitment area is national in scope. For many job groups, the College draws applicants both from the local labor area and from a larger state, regional or national area. For each job group, the definition of reasonable recruitment area has been guided by the College's actual experience with past applicant pools.

Roane State Community College has used the most current and discrete statistical information available to derive external availability data. In an effort to estimate external availability as accurately as possible, we relied on the Bureau of Census 2010 EEO tabulation for 488 occupational categories. The occupational categories are based on the 2010 Standard Occupational Classification (SOC) categories. In determining "requisite skills," Roane State Community College identified those SOCs reported in the census that were most representative of the skills required for the positions being analyzed. The identified SOCs were then "weighted" in accordance with the significance of each to the job group based on the number of positions in the job group requiring such skills.

Factor 2: The Percentage of Minorities and Women Among Those Promotable, Transferable, and Trainable Within the College (Internal Availability).

Roane State Community College is committed to a policy of upward mobility for all employees in accordance with College need and employee interest. Internal availability is a significant source of availability for many job groups. While promotions can and do occur within any job group, the estimated frequency of movement into the job group determined the value weight for internal availability in our analysis. At any given time, the population of a “feeder” job group might include individuals newly hired/promoted, in training or otherwise not necessarily “promotable” for every vacancy. However, for purposes of AAP availability estimates only, all individuals in the feeder job group were counted as “promotable/transferable and trainable.” (41 CFR Section 60-2.14(f))

Based on actual patterns of promotion and transfers, Roane State Community College has identified the job groups which are the "feeder pools" for those job groups where patterns tend to occur. Such "feeder pools" include those employees who are reasonably promotable, transferable, and trainable.

VIII. Comparison of Incumbent Workforce to Availability

41 CFR § 60-2.15

The College has compared the percentage of minorities and women in each job group with the availability estimates for those job groups. Where the percentage of minorities or women employed in a particular job group is less than would reasonably be expected given their availability for employment in that particular job group, the College has established a Placement Goal.

An appropriate measure of “reasonably expected” is statistical probability; that is, if the difference between availability and actual participation is statistically significant, the current incumbency is less than what is “reasonably expected.”

Table 3 on the following page shows the results of the comparison of current Roane State Community College workforce representation of women and minorities to availability estimates.

Table 3: Incumbency v. Estimated Availability

Job Group	Total Incumbents	Category	Incumbents #s	Incumbency (%)	Availability (%)	Less than Reasonably Expected
Executive	9	Female	7	77.78%	57.44%	No
		Minority	1	11.11%	3.49%	No
Faculty	133	Female	76	57.14%	68.29%	Yes
		Minority	15	11.28%	12.24	No
Administrative	90	Female	58	64.44%	72.57%	No
		Minority	3	3.33%	2.77%	No
Clerical	78	Female	71	91.03%	74.68%	No
		Minority	1	1.28%	4.82%	No
Support	21	Female	4	19.05	35.65%	No
		Minority	0	0	1.64	No
Skilled	17	Female	3	17.65	12.55%	No
		Minority	1	5.88	2.60	No

Comparison of Incumbency to Availability is performed using the Two Standard Deviation Test

Yes indicates Number of Standard Deviations ≤ -2.00

IX. Annual Placement Goals

41 CFR § 60-2.16

Annual placement goals have been established for women and total minorities in job groups where the representation of either women or minorities is less than what would reasonably be expected based on availability. Goals are expressed as percentages equal to current availability proportions.

In accordance with § 60-2.16 (e), the following principles apply to Annual Placement Goals:

- Annual Placement Goals are not rigid or inflexible quotas, which must be met.
- Annual Placement Goals do not set a ceiling or floor for the employment of particular groups.
- Annual Placement Goals do not create set-asides for specific groups and are not intended to achieve proportional representation or equal results.
- Annual Placement Goals will not be used to supersede merit selection principles and do not require or justify the hiring or promotion of a less qualified person in preference to a more qualified one.

Affirmative action goals are targets that are reasonably attainable by applying identified good-faith efforts to all aspects of our affirmative action program.

Our goal and objective for every job group, department and other organizational unit, whether or not a placement goal has been set, is to engage in a good faith effort to recruit minorities and women, ensure equal opportunity with respect to hires and promotions, and to monitor so as to ensure that our policies and practices comply with affirmative action and equal opportunity principles. Roane State Community College will not discriminate against any applicant or employee because of race, color, religion, sex, sexual orientation, gender identity, national origin, or other protected status. The College will make all employment decisions in a non-discriminatory manner.

There is one job groups in which a placement goal exists for women. Table 4 presents annual percentage goals for those job groups where the representation of women or minorities, as of October 31, 2014, is less than would reasonably be expected based on availability.

Table 4: Annual Placement Goals

Job Group	% Goal Equal to Availability – Female	% Goal Equal to Availability - Minority
Executive	*	*
Faculty	68.29%	*
Administrative	*	*
Clerical	*	*
Support	*	*
Skilled	*	*

An * indicates that no goal has been established because there was no under-representation based on use of the two Standard Deviation test of statistical significance.