



Affirmative Action Program

July 1, 2015 to June 30, 2016

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PART I
AFFIRMATIVE ACTION POLICY

I. INTRODUCTION

**AFFIRMATIVE ACTION AND
EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT**

Salt Lake Community College, located in Salt Lake City, is part of the System of Higher Education in Utah. The College is administered by the President under the guidance of the Board of Trustees and the direction of the State Board of Regents.

It is the policy of Salt Lake Community College not to discriminate and to provide equal employment opportunities to all qualified persons regardless of race, color, national origin, age, sex, religion, disability, or covered veteran status. This policy is applied to all employment actions including but not limited to recruitment, hiring, upgrading, demotion, layoff, recall, termination, rates of pay or other forms of compensation, and selection for training including apprenticeship.

As President of Salt Lake Community College, I am committed to the principles of Affirmative Action and Equal Employment Opportunity. Responsibility for equal employment opportunity and affirmative action throughout the College, rests with the President. The President has appointed the Assistant Vice President of Human Resources to administer the College Affirmative Action Program.

In furtherance of our policy of Affirmative Action and Equal Employment Opportunity, we have developed an Affirmative Action Program which contains specific and results-oriented procedures to which Salt Lake Community College is committed. Salt Lake Community College's Affirmative Action Plan is available for review online.

I invite all applicants for employment and all employees to become aware of the benefits provided by the affirmative action program.

President

II. HISTORICAL OVERVIEW

Salt Lake Community College has served the community for more than 60 years. The College opened in 1948 on 400 South and 600 East and was called the Salt Lake Area Vocational School. In 1959, it was named Salt Lake Trade Technical Institute and then, in 1967, Redwood Road became its home and it was called Utah Technical College at Salt Lake. Finally, it became Salt Lake Community College in 1987. Satellite sites are located throughout the Salt Lake Valley. Over 60,000 (credit and non-credit) students are attending the College each regular semester on either a full- or part-time basis. There are approximately 1100 employees on a full-time basis and 2500 employees who are part-time staff or adjunct faculty. Salt Lake Community College is fully accredited by the Northwest Association of Schools and Colleges.

The College has traditionally sought to provide personnel diversity and equal employment opportunity for all staff and faculty while supporting diversity and equal opportunity for access to educational programs for all students.

The College has traditionally adhered to higher education principles, standards, and ideals. It must continue to address itself to the issues of our times in order to sustain these policies and traditions. These practices are to be followed not only because they meet the requirements of Federal and State laws and other legislation, but because of the moral obligation to help ensure the human rights of all persons associated with the College.

The purpose of this document is to outline a program whereby the College can achieve a balance of representation of the various protected classes of employees at all levels of employment. All faculty, staff, and students are needed to act diligently, and in good faith, to accomplish the goals of this plan.

The following depicts the current status, as of June 30, 2015, of full-time minority and female employees in the college and compares the present count to over twenty years ago:

Changes in the female and minority percentages					
	2015		1994		Changes
Total	1193		857		336
Females	610	51.13%	459	53.60%	-2.47%
Faculty (Females)	152	45.10%	140	45.30%	-0.20%
Minorities	220	18.44%	109	12.70%	5.74%
Faculty (Minority)	38	11.37%	25	8.10%	3.28%

These observations point out that the College is monitoring the utilization of females and minorities.

III. EQUITY FOR PROTECTED GROUPS

WOMEN AND MINORITIES

Salt Lake Community College reaffirms its commitment to Equal Employment Opportunity and Affirmative Action for all current and potential employees. This commitment is evident in the female and minority hiring goals set in this plan, the establishment of special support programs for women, and the efforts made by the College to comply with applicable Title Nine regulations.

PERSONS WITH DISABILITIES AND COVERED VETERANS

Salt Lake Community College reaffirms its commitment to provide Equal Employment Opportunity and Affirmative Action for all current and potential employees who are persons with disabilities, disabled veterans, or war veterans. The commitment to equality of access for the disabled is evidenced in a number of ways, most significantly in the design of the College's newer buildings. These buildings and facilities have effectively eliminated physical barriers, thereby providing full access of College programs and services to the disabled. In addition, the College has an Americans with Disabilities Act (ADA) Coordinator, a Disability Resource Center, and the Disability Support Services. Also, the College has established action programs designed specifically to promote equal opportunity for persons with disabilities, disabled veterans, and war veterans.

The Affirmative Action Program is an integral part of the larger framework of College Personnel Policies and Procedures. Implementation of the College's Affirmative Action Program is the responsibility of the President through supervisory personnel and employees throughout the College. For these reasons, many members of the College community are involved in the review of the Affirmative Action Program. The President, Provost, vice presidents, assistant vice presidents deans, directors, supervisors, representatives from major administrative units, members of the Salt Lake Community College Council on Diversity, the Assistant Vice President of Human Resources, the Director of Equal Employment Opportunity and Risk Management, and faculty and student representatives are all involved in various ways in the update of the College's Affirmative Action Program.

IV. DISSEMINATION OF THE POLICY

INTERNAL DISSEMINATION

The Affirmative Action and Equal Employment Opportunity (AA/EEO) Policy Statement is disseminated internally as follows:

1. An AA/EEO statement has been included in our employee personnel policies and a copy is available on our website.
2. Articles covering our EEO policy will be included in College employee publications. Equal employment progress will be included in our annual report. The AA/EEO statement is conspicuously posted on employee bulletin boards through letters, posters, and other creative notices.
3. As needed, meetings will also be conducted with all other employees to discuss our AA/EEO policy and explain individual employee responsibilities.
5. As new publications are prepared for students and employees, the College's AA/EEO statement is described.
6. A copy of the College's AA/EEO statement is available to supervisors.
7. New full-time employees receive information as to the Affirmative Action Policy at orientation meetings.
8. As needed, meetings are held with supervisory personnel to assist them in gaining a better understanding of this Affirmative Action Plan and their personal obligations to make it more effective.

EXTERNAL DISSEMINATION

The Affirmative Action/Equal Employment Opportunity Policy Statement is disseminated externally as follows:

1. The AA/EEO statement is distributed to statewide recruiting sources.
2. All advertisements for employment refer to the College as an AA/EEO Employer.
3. The policy is to be disseminated to all applicants who request it at the Human Resources Office. Employment applications have been revised to accurately state the policy.
4. An online database has been created for applicants and recruiting sources receive an update of the open positions. It is encouraged for diverse applicants to submit their email to the database to be notified of open positions.

V. ESTABLISHMENT OF RESPONSIBILITIES

RESPONSIBILITY FOR IMPLEMENTATION

Director of Equal Employment Opportunity:

The Director of Equal Employment Opportunity and Risk Administration, has the responsibility for the overall effectiveness and implementation of the Affirmative Action Program (AA/EEO). The Director ensures that AA/EEO policies are designed to effectively achieve the goals of the program; monitors the program and reports on its progress to the President; ensures timely compliance with all objectives for implementation of the program; and encourages managers to actively participate in the effective implementation of the program by:

1. Developing policy statements, Affirmative Action programs, and internal and external communication procedures;
2. Assisting in the identification of problem areas;
3. Assisting management in arriving at effective solutions to problems;
4. Designing and implementing audit and reporting systems that will
 - a. Measure the effectiveness of our program,
 - b. Indicate our need for remedial action, and
 - c. Determine the degree to which goals and objectives have been met;
5. Serving as liaison between Salt Lake Community College and enforcement agencies;
6. Serving as liaison between the College and minority and women's organizations and community action groups concerned with employment opportunities for minorities and

women; and

7. Keeping management informed of the latest developments in the entire equal employment opportunity and personnel diversity area.

Cabinet Members, Deans, Managers, and Supervisors:

It is the responsibility of all supervisory staff and managers to implement the Affirmative Action Plan. Specifically, all department managers are encouraged to:

1. Assist in the identification of problem areas, formulating solutions and establishing departmental and unit goals and objectives where necessary;
2. Be involved with local minority organizations, women's organizations, community action groups, veteran's organizations, and community service programs;
3. Perform a periodic audit of training programs and hiring and promotion patterns to remove impediments to the attainment of goals and objectives;
4. Review the qualification of all employees to ensure that minorities and women are given full opportunities for advancement;
5. Perform audits periodically to ensure compliance in such areas as
 - a. Proper display of posters and communiqués,
 - b. Comparable facilities such as locker rooms and rest rooms for both sexes,
 - c. Insuring that minority and female employees are afforded full opportunity and are encouraged to participate in all company sponsored education, recreational and social activities, and
 - d. Preventing any harassment of any employees placed through personnel diversity efforts.

VI. GOALS AND OBJECTIVES

The College administration prepares updated goals and objectives with timetables to correct deficiencies of females and minority employees. Goals and timetables will take into account the availability of protected classes of employees in employment and promotion, anticipated expansion, contraction, turnover, and availability for training. Good faith effort will be made to achieve goals and objectives to better achieve equity in different job categories. Emphasis on employment opportunities and advancement for female and minority employees, particularly the higher skill levels, will be stressed to help change existing deficiencies.

Federal and State regulations for persons with disabilities and veterans do not require an employer to establish numerical goals and timetables (see Vocational Rehabilitation Act, Vietnam Era Veterans Readjustment Act).

VII. ACTION PLANS FOR WOMEN, MINORITIES, COVERED VETERANS, AND PERSONS WITH DISABILITIES

ACTION PLAN NUMBER ONE

ACTIVITY: Review and update annually the mailing list of organizations used as recruiting sources to ensure that applicant pools are as diverse as possible; mail all job announcements to those agencies when recruiting off campus; and post all job announcements on the college website.

PURPOSE: To secure qualified job applicants from the protected classes of applicants as well as from the general population.

RESPONSIBILITY: Assistant Vice President of Human Resources

TARGET DATE: Annually in July

ACTION PLAN NUMBER TWO

ACTIVITY: Advertise open positions in minority and women's news media.

PURPOSE: Notify minorities and women regarding employment vacancies.

RESPONSIBILITY: Hiring Supervisor

TARGET DATE: As vacancies occur

ACTION PLAN NUMBER THREE

ACTIVITY: Include the Affirmative Action and Equal Opportunity Statement in all employee recruiting advertisements.

PURPOSE: To alert the public and candidates of the College's commitment to personnel diversity and equal employment opportunity. In order to support our commitment to broad-based diversity, we encourage candidates from all backgrounds and under-represented groups to apply.

RESPONSIBILITY: Assistant Vice President of Human Resources.

TARGET DATE: Ongoing

ACTION PLAN NUMBER FOUR

ACTIVITY: Effectively discuss the College's commitment to Affirmative Action and Equal Employment Opportunity to all College Personnel face to face.

PURPOSE: To help all employees better understand the College's policy and commitment and to secure the employees' cooperation

RESPONSIBILITY: College President

TARGET DATE: Every fall semester

ACTION PLAN NUMBER FIVE

ACTIVITY: Revise and place the Affirmative Action and Equal Employment Opportunity Policy Statement in the College's Policy and Procedure website.

PURPOSE: To assist departments and the College in meeting the Affirmative Action Plan goals

RESPONSIBILITY: Assistant Vice President of Human Resources

TARGET DATE: Annually in July

ACTION PLAN NUMBER SIX

ACTIVITY: Revise personnel policies to address discrimination issues in employment, training, and termination, as required by law or institutional charges.

PURPOSE: To help provide for equitable handling of all personnel actions

RESPONSIBILITY: Assistant Vice President of Human Resources

TARGET DATE: Ongoing

ACTION PLAN NUMBER SEVEN

ACTIVITY: Ensure the posting of the Affirmative Action and Equal Employment Opportunity Policy Statement accessible to all employees.

PURPOSE: To disseminate the Affirmative Action statement to employees

RESPONSIBILITY: Director of Equal Employment Opportunity/Risk Administration

TARGET DATE: Annually, each September

ACTION PLAN NUMBER EIGHT

ACTIVITY: Include the Affirmative Action and Equal Employment Opportunity Policy Statement in all major internal and external College publications.

PURPOSE: To disseminate the Policy to students, employees, and the community.

RESPONSIBILITY: Assistant Vice President of Institutional Marketing

TARGET DATE: Annually, Ongoing.

ACTION PLAN NUMBER NINE

ACTIVITY: Provide training to all SLCC supervisors that addresses the College's Affirmative Action and Equal Employment Opportunity policy statement, plans, goals, objectives, and progress.

PURPOSE: To help supervisors and departments assist the College in meeting Affirmative Action and EEO goals and objectives.

RESPONSIBILITY: Assistant Vice President of Human Resources

TARGET DATE: At least annually

ACTION PLAN NUMBER TEN

ACTIVITY: Review the Affirmative Action and Equal Employment Opportunity Policy Statement and goals by making the information available.

PURPOSE: To orient employees regarding the College's commitment to Affirmative Action and Equal Employment Opportunity and to obtain their adherence.

RESPONSIBILITY: Assistant Vice President of Human Resources

TARGET DATE: Ongoing

ACTION PLAN NUMBER ELEVEN

ACTIVITY: Develop and utilize a method which can determine the availability of minorities and women in the local market.

PURPOSE: To measure the general availability of minorities and women in the local area.

RESPONSIBILITY: Assistant Vice President of Human Resources.

TARGET DATE: Annually, each July

ACTION PLAN NUMBER TWELVE

ACTIVITY: Establish hiring goals and timetables for each job category by major administrative units and the overall College goals and timetables through the job group analysis annual report and appropriate administrative input.

PURPOSE: To help eliminate affirmative action deficiencies in the workforce.

RESPONSIBILITY: Director of Equal Employment Opportunity/Risk Administration

TARGET DATE: Annually

ACTION PLAN NUMBER THIRTEEN

ACTIVITY: Establish a requirement that every hiring group/leader/search committee is aware of and committed to the hiring goals of the administrative unit and the College.

PURPOSE: To help eliminate affirmative action deficiencies in the workforce

RESPONSIBILITY: EEO/Affirmative Action Representative/Hiring Supervisor

TARGET DATE: Annually

ACTION PLAN NUMBER FOURTEEN

ACTIVITY: Place Affirmative Action/Equal Employment Opportunity representatives on all search committees.

PURPOSE: To assist the Assistant Vice President of Human Resources, the Director of Equal Employment Opportunity/Risk Administration, and College supervisors in ensuring compliance with our Affirmative Action/EEO hiring policies and laws, and assist with Affirmative Action hiring.

RESPONSIBILITY: Assistant Vice President of Human Resources

TARGET DATE: Ongoing

ACTION PLAN NUMBER FIFTEEN

ACTIVITY: Track applicant flow by sex, ethnicity and covered veterans status for all full-time, salaried positions.

PURPOSE: To help the College determine if protected classes of applicants are being attracted to job openings

RESPONSIBILITY: Assistant Vice President of Human Resources.

TARGET DATE: Annually, each July

ACTION PLAN NUMBER SIXTEEN

ACTIVITY: Develop a plan to track applicant flow by sex, ethnic and covered veterans status for all part-time positions

PURPOSE: To help the College determine if protected classes of applicants are being attracted to job openings.

RESPONSIBILITY: Assistant Vice President of Human Resources.

TARGET DATE: Annually, each July

ACTION PLAN NUMBER SEVENTEEN

ACTIVITY: Encourage faculty and staff referral of qualified minority and female applicants both orally in staff meetings and in writing.

PURPOSE: To increase the number of qualified minorities and females in the applicant pool, enhance their hiring opportunities

RESPONSIBILITY: All employees

TARGET DATE: Ongoing

ACTION PLAN NUMBER EIGHTEEN

ACTIVITY: Continue to identify and address accessibility problems for persons with disabilities to College facilities

PURPOSE: To assist the College in removing physical barriers to employment opportunities

RESPONSIBILITY: Director of Physical Facilities and Director of Administrative Services

TARGET DATE: Ongoing

ACTION PLAN NUMBER NINETEEN

ACTIVITY: Review recruitment and selection procedures to identify possible problem areas for persons with disabilities, disabled veterans, and Vietnam Era veterans

PURPOSE: To attract and retain employees.

RESPONSIBILITY: Assistant Vice President of Human Resources, Director of Equal Employment Opportunity

TARGET DATE: Ongoing

ACTION PLAN NUMBER TWENTY

ACTIVITY: Maintain database containing of individuals who have requested email notifications each week.

PURPOSE: To increase the number of qualified applicants, enhance their hiring opportunities

RESPONSIBILITY: Assistant Vice President of Human Resources

TARGET DATE: Ongoing

ACTION PLAN NUMBER TWENTY-ONE

ACTIVITY: List all full-time job announcements on HigherEdJobs.com; list part-time job announcements as requested.

PURPOSE: To increase the number of qualified applicants, enhance their hiring opportunities

RESPONSIBILITY: Assistant Vice President of Human Resources

TARGET DATE: Ongoing

PART II
AVAILABILITY ANALYSIS AND 2014-201 GOALS
FOR FULL-TIME SALARIED EMPLOYEES

I. INTRODUCTION

As addressed by the President in the Affirmative Action/Equal Employment Opportunity (AA/EEO) Policy Statement, Salt Lake Community College will not only practice non-discrimination in hiring but will also consider personnel diversity in hiring females and minorities for job categories in which they are underutilized. SLCC job categories are: Executives, Faculty, Professional Non-Faculty, Secretarial/Clerical, Technical/Paraprofessional, Skilled Craft, and Service/Maintenance.

Affirmative Action includes the establishment of hiring goals by the College to modify its work force so that qualified minorities and females are present according to; at least, their representation in the College's recruiting area. In order to set such hiring goals, the College must estimate the variables:

1. The availability of females/minorities in the recruiting area for various jobs in the organization;
2. The utilization of females/minorities by Job Groups; and
3. The number of openings which will occur during the year.

Availability must be evaluated according to two specific factors, which will be described in the following section. Utilization is the proportion of females or minorities employed within a group of jobs. Because of the temporary nature and high turnover of the College's hourly positions, it is not possible to determine annual utilization or the number of projected hourly openings. Therefore, this analysis and hiring goals encompass only the College's regular, salaried positions. However, the College is committed to practicing Affirmative Action with regard to all positions including temporary, hourly jobs.

COMPARISON TO PREVIOUS YEAR'S STATISTICS

An analysis of our previous year's Affirmative Action hiring goals, ending June 30, 2015 are listed below.

Salt Lake Community College: Hiring Goals - 2014 through 2015						
Job Category	New Hires		Minority		Women	
	Expected	Actual	Expected	Actual	Expected	Actual
H10 Exec/Admin	20	18	No Goal	5	No Goal	6
H20 Faculty	42	34	4	2	No Goal	17
H30 Professional	40	80	No Goal	21	No Goal	45
H40 Cler/Sec	30	30	No Goal	2	No Goal	28
H50 Tech/Para	25	53	No Goal	10	No Goal	27
H60 Skl Crft Wrk	5	3	2	0	2	0
H70 Svc/Maint	12	7	No Goal	4	3	2
TOTALS	174	225	6	44	5	125

Minority: Men and women of those minority groups for whom EEO reporting is required; i.e., Black, Hispanic, Asian or Pacific Islander, American Indian or Alaskan Native. As used in this plan, the term may mean these groups in the aggregate or an individual group.

II. AVAILABILITY ANALYSIS

TWO-FACTOR ANALYSIS

A critical element of an Affirmation Action Plan is the two-factor availability analysis, which is used to identify job categories in which females and/or minorities may be underutilized. Underutilization is a term which describes a deficiency in our College's workforce of protected class members compared with their representation within the recruiting area for a particular job category.

Population statistics for Salt Lake County are derived from "UTAH Equal Employment Opportunity Information April 2004" published by the Utah Department of Workforce Services, Division of Workforce Information and the Census 2000 EEO data.

Once the availability of females/minorities from the recruiting area has been determined through the two-factor analysis for a particular job category, the College can then compare its utilization of females/minorities to their availability. If there is underutilization of protected class groups, then the College will set a hiring goal to correct the deficiency.

The two-factor analysis considers the following criteria in determining the availability of females/minorities for a job category.

1. The percentage of minorities or women with requisite skills in the reasonable recruitment area. The reasonable recruitment area is defined as the geographical area from which the college usually seeks or reasonably could seek workers to fill the positions in question. (*External*)

2. The percentage of minorities or women among those promotable, transferable, and trainable within the college. Trainable refers to those employees within the college who could become qualified, with appropriate training, which the college is reasonably able to provide. (*Internal*)

TOTAL JOB GROUP ANALYSIS

The first step in determining utilization is to count the number of regular salaried females/ minorities in the organization’s workforce by job category. Because of the College’s limited population size in each job category, all job titles are categorized into the following EEO job categories:

Job Groups

- H10 Executive/Manager/Administrative
- H20 Faculty
- H30 Professional Non-Faculty
- H40 Technical/Paraprofessional
- H50 Secretarial/Clerical
- H60 Skilled Craft
- H70 Service/Maintenance

Salt Lake Community College

TOTAL JOB GROUP ANALYSIS

as of June 30, 2015

EEO Group	Total Job Group	Male	% Male	Female	% Female	Total Minority	% Minority	Total Non-Minority	Wht	Asian	Blk	Hisp	Nat. Am	PI	More than One
10 Exec/Admin	108	65	60.19%	43	39.81%	15	13.89%	93	93	1	8	5	0	0	1
20 Faculty	334	182	54.49%	152	45.51%	38	11.38%	296	296	12	5	16	4	0	1
30 Non-Fac Pro	337	145	43.03%	192	56.97%	75	22.26%	262	262	12	9	38	5	8	3
40 Tech/Para	202	77	38.12%	125	61.88%	44	21.78%	158	158	11	6	17	2	5	3
50 Cler/Sec	83	4	4.82%	79	95.18%	13	15.66%	70	70	1	0	7	0	3	2
60 Skl Crft Wrk	47	47	100.00%	0	0.00%	3	6.38%	44	44	2	0	1	0	0	0
70 Svc/Maint	82	63	76.83%	19	23.17%	32	39.02%	50	50	1	3	24	3	1	0
Grand Total	1193	583	48.87%	610	51.13%	220	18.44%	973	973	40	31	108	14	17	10

The College total workforce analysis is based upon employment statistics as of July 1 of each year. Subsequent changes in the workforce will be updated and analyzed in the next update of the total workforce analysis each year for the 12-month period ending the last day of June each year.

The total workforce analysis is based upon the following items.

- a. Division/Department Chairs are included in the Executive category.

- b. Full-time employees are included in this analysis.
- c. Hourly employees are not included in the total workforce analysis because they are generally temporary.
- d. Where an employee holds more than one assignment, that employee will be placed in the category of the greatest percentage of effort.
- e. Availability is evaluated for minorities as a group.
- f. The immediate labor area surrounding Salt Lake County.
- g. Applicant flow data includes all salaried jobs that were posted through the Human Resources Office from July 1 of the previous year and filled by June 30 of this reporting year.

GOALS

Hiring goals for the year must be equal to availability. For example, if the availability of Hispanics for professional positions is 5% and if the College is underutilized for Hispanics in the Professional category, then the College hiring goal for Hispanics must be at least 5% of its projected professional job openings. Further, if the actual number of openings turns out to be less than the number projected, then the hiring goal becomes 5% of the actual number of openings.

It is important to understand that a goal is an ideal and that the College may not be able to attain its goal within one year. It should, however, be able to demonstrate its good faith effort in attempting to correct any work force deficiencies that may exist.

SURVEY OF CURRENT EMPLOYMENT

An updated Survey of Current Employment is completed for the 12-month period ending June 30 of each year which lists individual College employees and their gender/ethnic status by job category. It is used for an analysis of the College's workforce. Even though utilization goals will not be set by the departments but for College-wide job category, the Survey of Current Employment is designed to provide a useful tool to individual supervisors in their efforts to assist the College in achieving its Affirmative Action goals.

III. FINDINGS AND GOALS

TOTAL JOB GROUP ANALYSIS

The Total Job Group Analysis chart depicts the College's current utilization of females and minorities (as of June 30 each year) in each of the job categories. This chart yields the following general observations which will be further analyzed in the following sections:

- a. There are 1193 regular, salaried employees.
- b. Women comprise 51.1% (610) of the College employees.
- c. Women comprise 45.5% (152) of the College faculty.
- d. Minorities represent 18.4% (220) of the College employees.
- e. Minorities comprise 11.4% (38) of the College faculty.

These observations indicate that the College is improving overall and continues to recruit qualified minorities and women in each of our seven job groups.

2014-2015 AVAILABILITY ANALYSIS AND 2015-2016 HIRING GOALS

The following Availability Analysis Worksheets provide a standardized method of *weighting* each of the two (2) factors that the College considers in determining the availability of females/minorities in the recruiting area.

The values of the weights applied to each factor are a management decision based upon which factors play the most important roles as recruiting sources for females/minorities. Once weighted, the factors are then added to give an estimated availability percentage, which is an estimate of the proportion of available females or minorities in the recruiting area for a particular job category.

The goal is to have utilization of female/minorities in the College work force equal to or greater than the availability of qualified females/minorities in the recruiting area. If utilization is less than availability then a hiring goal must be set for females and for minority groups. This is achieved by targeting a proportion equal to availability of the projected openings each year to be filled by qualified females and minorities.

The Equal Employment Opportunity Office estimates factor values and weights, and the Office of Human Resources projects the number of openings in each job category to help calculate hiring goals for the next year.

AVAILABILITY ANALYSIS WORKSHEET

EEO Job Category: **H10 - Executives/Managerial/Administrative (Executives)**

Total: 108

Minority: 15 (13.9%) Female: 43 (39.8%)

<u>FACTORS</u>	<u>Minority</u>	<u>Female</u>
	(% x Wt)	(% x Wt)
1.	9.0 x .80 = 7.2%	32.4 x .80 = 25.9%
2.	16.8 x .20 = 3.3%	51.2 x .20 = 10.2%
Availability	10.3%	36.1%
Current Utilization	13.9%	39.8%
Underutilization?	No	No

GOALS

<u>Projected:</u>	Minority	Female
Hiring Goal*	<u>No Goal</u>	<u>No Goal</u>

*Where current utilization exceeds availability, no goals are established.

NOTES

Factor #1: Utah Employment Opportunity Information April 2004

Factor #2: Availability Percentages from Job Group Faculty and Professional. The availability of minority/female employees the College could train for this job category is assumed to equal the percentage of the College work force from Job Group Faculty and Professional.

AVAILABILITY ANALYSIS WORKSHEET

EEO Job Category: **H20 - Faculty**

Total: 334

Minority: 38 (11.4%) **Female:** 152 (45.5%)

<u>FACTORS</u>	<u>Minority</u> (% x Wt)	<u>Female</u> (% x Wt)
1.	11.2 x .90 = 10.08%	42.9 x .90 = 38.61%
2.	22.3 x .10 = 2.23%.	56.9 x .10 = 5.69%
Availability	12.31%	44.3%
Current Utilization	11.4%	45.5%
Underutilization?	Yes	No

GOALS

<u>Projected:</u>	Minority	Female
Hiring Goal*	<u>4</u>	<u>No Goal</u>

*Where current utilization exceeds availability, no goals are established

NOTES

Factor #1: U.S. Census 2000 EEO Data, Salt Lake County- Postsecondary Teachers.

Factor #2: Availability Percentages from Non Faculty: Professional. The availability of minority/female employees the College could train for this job category is assumed to equal the percentage of the College work force from Job Group Non Faculty: Professional.

AVAILABILITY ANALYSIS WORKSHEET

EEO Job Category: **H30 - Non Faculty: Professional**

Total: 337

Minority: 75 (22.3%) Female: 192 (56.9%)

FACTORS

Minority

Female

(% x Wt)

(% x Wt)

- | | | |
|----|----------------------------|-----------------------------|
| 1. | $10.2 \times .95 = 9.69\%$ | $52.8 \times .95 = 50.16\%$ |
| 2. | $21.8 \times .05 = 1.09\%$ | $61.9 \times .05 = 3.10\%$ |

Availability	10.8%	53.2%
Current Utilization	22.3%	56.9%
Underutilization?	No	No

GOALS

<u>Projected:</u>	Minority	Female
Hiring Goal*	<u>No Goal</u>	<u>No Goal</u>

*Where current utilization exceeds availability, no goals are established

NOTES

Factor #1: Utah Employment Opportunity Information April 2004

Factor #2: Availability Percentages from Technical/Para Professional. The availability of minority/female employees the College could train for this job category is assumed to equal the percentage of the College work force from Job Group Technical / Para Professional.

AVAILABILITY ANALYSIS WORKSHEET

EEO Job Category: **H40 – Tech/Para-professional**

Total: 202

Minority: 44 (21.8%)

Female: 125 (61.9%)

FACTORS

Minority

Female

(% x Wt)

(% x Wt)

1. 15.1 x .90 = 13.59%

61.8 x .90 = 55.62%

2. 12.6 x .10 = 1.26%

63.7 x .10 = 6.37%

Availability **14.9%**

62.9%

Current Utilization **21.8%**

61.9%

Underutilization? **No**

YES

GOALS

Projected: Minority

Female

Hiring Goal* No Goal

2

*Where current utilization exceeds availability, no goals are established

NOTES

Factor #1: Utah Employment Opportunity Information April 2004

Factor #2: Availability Percentages from Skilled Craft Workers and Clerical/Sec. The availability of minority/female employees the College could train for this job category is assumed to equal the percentage of the College work force from Job Group Skilled Craft Workers and Clerical/Sec.

AVAILABILITY ANALYSIS WORKSHEET

EEO Job Category: **H50 - Clerical/Secretarial**

Total: 83

Minority 13 (15.7%) **Female:** 79 (95.2%)

FACTORS

Minority

Female

(% x Wt)

(% x Wt)

- | | | |
|----|-------------------------|--------------------|
| 1. | 11.5 x 1.0 = 11.5% | 88.7 x 1.0 = 88.7% |
| 2. | Accomplished externally | |

Availability	11.5%	88.7%
Current Utilization	15.7%	95.2%
Underutilization?	No	No

GOALS

Projected: Minority Female

Hiring Goal* No Goal No Goal

*Where current utilization exceeds availability, no goals are established

NOTES

Factor #1: Utah Employment Opportunity Information April 2004

Factor #2: Accomplished externally.

AVAILABILITY ANALYSIS WORKSHEET

EEO Job Category: **H60 - Skilled Craft Workers**

Total: 47

Minority: 4 (4.8%)

Female: 0 (0%)

FACTORS

Minority

Female

(% x Wt)

(% x Wt)

- | | | |
|----|---------------------|---------------------|
| 1. | 36.8 x .90 = 33.12% | 33.7 x .90 = 30.33% |
| 2. | 26.8 x .10 = 2.68% | 50.7 x .10 = 5.07% |

Availability	35.8%	35.4%
Current Utilization	4.8%	0%
Underutilization?	Yes	Yes

GOALS

<u>Projected:</u>	Minority	Female
Hiring Goal*	<u>2</u>	<u>4</u>

*Where current utilization exceeds availability, no goals are established

NOTES

Factor #1: Utah Employment Opportunity Information April 2004

Factor #2: Availability Percentages from Service/Maintenance and Technical/Paraprofessional. The availability of minority/female employees the College could train for this job category is assumed to equal the percentage of the College work force from Job Group Service/Maintenance and Technical/Paraprofessional.

AVAILABILITY ANALYSIS WORKSHEET

EEO Job Category: **H70 - Service/Maintenance**

Total: 82

Minority: 32 (39.0%) **Female:** 19 (23.2%)

FACTORS

Minority

Female

(% x Wt)

(% x Wt)

- | | | |
|----|-------------------------|--------------------|
| 1. | 38.2% x 1.0 = 38.2% | 36.1 x 1.0 = 36.1% |
| 2. | Accomplished externally | |

Availability	38.2%	36.1%
Current Utilization	39.0%	20.3%
Underutilization?	No	Yes

GOALS

Projected: Minority Female

Hiring Goal* No Goal 4

*Where current utilization exceeds availability, no goals are established

NOTES

Factor #1: Utah Employment Opportunity Information April 2004

Factor #2: Availability Percentages accomplished externally.

SUMMARY OF JOB GROUP AVAILABILITY ANALYSIS AND HIRING GOALS

Salt Lake Community College				
Current Full-Time Salaried Workforce				
<u>Employees</u>	<u>Minorities</u>		<u>Women</u>	
(#)	(#)	(%)	(#)	(%)
1193	220	(18.4%)	610	(51.1%)
As of: June 30, 2015				

<u>Salt Lake Community College: Hiring Goals - 2015 through 2016</u>			
Job	Expected	Minority	Women
<u>Category</u>	<u>New Hires</u>	<u>Hiring Goal</u>	<u>Hiring Goal</u>
H10 - Executives	30	No Goal	No Goal
H20 - Faculty (Total)	35	4	No Goal
H30 - Professional	40	No Goal	No Goal
H40 – Technical/Para	35	No Goal	2
H50 - Clerical	25	No Goal	No Goal
H60 - Skilled Craft	5	2	4
H70 - Service / Maint	10	No Goal	4

Note: The College takes positive affirmative action to meet and exceed the hiring goals listed above. Goals that are exceeded assist the College in achieving a total workforce that fully represents the availability of qualified minorities and women, reducing the previous year’s hiring goals. The College also places emphasis on hiring minorities and women outside these areas requiring goals to meet our overall goal of equaling the numbers in the labor market.

Listed next is the Applicant Flow Summary.

APPLICANT FLOW SUMMARY

2014-2015

Salt Lake Community College			
Full-Time Salaried Applications			
<u>Total Applicants</u>	<u>(#)</u>	<u>(Selection Rates)</u>	<u>(#)</u> <u>(Selection Rates)</u>
7328	984 (4.4%)	Minority	3674 (3.4%) Women
	6344 (2.8%)	Non-minority	3654 (2.7%) Men

Note: The minority and female percentages depicted in the parentheses reflect the hiring ratios for minorities and women respectively. The percentages in brackets are the hiring percentages for non-minorities and males. The statistical analysis shows that at SLCC the hiring ratios are greater for women and less for minorities, the two historically under-represented classes.

Further analysis of the Applicant Flow Summary reveals that the percentage of females and minority applicants significantly declined the past year. This was due primarily to less job availability due to budget cuts. However, it is anticipated the College will continue to attract adequate numbers of minority and women applicants for each job category.

The **Availability Analysis** and **Hiring Goals** section examines each job category and indicates whether or not minority/female applicants are available and if hiring goals should be set. The section on Adverse Impact which follows evaluates the applicant flow of each job opening that was posted through Human Resources to determine whether or not the College's selection methods resulted in unintentional bias against females or minorities.

HIRES
2014-2015

General: Applicant flow data is useful in determining if the College has taken the opportunity to hire minorities and females when they have been present in the applicant pool. Where minorities and females have been present but not selected in individual job postings, they have been evaluated by a search committee, which includes affirmative action representatives, to be less qualified than the person selected. Where significant numbers of minorities or females have applied yet have not been selected, the College analyzes the selection procedures used to determine if there is inherent adverse impact against minorities and/or females.

Adverse Impact exists when the selection rate for minority and female applicants is less than 80 percent of the selection rate for applicants from the group with the highest rate. Adverse Impact is determined through a four-step process:

1. Calculating the rate of selection for each group by dividing the number of persons selected from a group by the number of applicants in that group.
2. Observing which group has the highest selection rate.
3. Determining the impact ratios by dividing the selection rate for a group with that of the highest group.
4. Determining whether the selection rate for any group is substantially less than the selection rate for the highest group (i.e., less than 4/5's or 80%).

Example:

<u>Applicants</u>	<u>Hires</u>	<u>Selection Rate/Percent Hired</u>
80 Caucasians	48	<u>48</u> 80 equals 60%
40 Hispanic	12	<u>12</u> 40 equals 30%

(Impact Ratio Analysis: Hispanic Selection Rate of **30%** divided by the Caucasian Selection Rate of **60%** equals 50%. Since 50% is less than 80%, Adverse Impact is determined.)

If adverse impact is determined, the College either carefully scrutinizes its selection methods and specifies corrective action to remedy the adverse effects or takes steps to validate its selection procedures to demonstrate that there is a direct relationship between those procedures and success in the job.

The calculation for adverse impact is oftentimes difficult to apply. Impact ratios should be derived by dividing the minority/female group's selection rate by the group with the highest selection rate. This becomes problematic when the group with the highest selection rate is minority or female because one must then conclude that there is adverse impact in hiring Caucasian Males. Usually this situation occurs when the number of minority or female applicants is so small that the selection rate is grossly exaggerated. In this scenario it is not statistically valid to compare other groups' selection rates against the inflation rate.

The Salt Lake Community College derives its selection ratios by comparing protected minority/female groups to Caucasian or male applicants, whichever is appropriate.

In cases where there is a 0 (zero) in any part of the Impact Ratio Analysis (IRA) equation, the formula cannot be used and in such instances we view the activity as a possible area of adverse impact. In cases where the numbers in a personnel activity are too small to permit meaningful analysis, no IRA analysis needs to be performed, e.g., when there are 9 (nine) or fewer actions.

IMPACT RATIO ANALYSIS

HIRES: 2014 - 2015

Salt Lake Community College: Adverse Impact Analysis

MINORITIES

		<i>Number of Applicants</i>		<i>Number of Hires</i>		<i>Selection rates</i>		<i>Impact Ratio Analysis</i>	<i>Adverse Action</i>
		<i>Non Minority</i>	<i>Minority</i>	<i>Non Minority</i>	<i>Minority</i>	<i>Non Minority</i>	<i>Minority</i>		
H10	Executives	606	114	13	5	2.15%	4.39%	204.45%	NO
H20	Faculty	829	151	32	2	3.86%	1.32%	34.31%	YES
H30	Professional	2337	350	36	21	1.54%	6.00%	389.50%	NO
H40	Technical/Para	1497	217	43	10	2.87%	4.61%	160.43%	NO
H50	Clerical/Secretarial	761	100	28	2	3.68%	2.00%	54.36%	YES
H60	Skilled Craft Workers	24	1	3	0	12.50%	0.00%	0.00%	AI not Calculated
H70	Service/Maintenance	290	51	3	4	1.03%	7.84%	758.17%	NO

WOMEN

		<i>Number of Applicants</i>		<i>Number of Hires</i>		<i>Selection rates</i>		<i>Impact Ratio Analysis</i>	<i>Adverse Action</i>
		<i>Male</i>	<i>Female</i>	<i>Male</i>	<i>Female</i>	<i>Male</i>	<i>Female</i>		
H10	Executives	505	215	12	6	2.38%	2.79%	117.44%	NO
H20	Faculty	686	294	16	18	2.33%	6.12%	262.50%	NO
H30	Professional	1305	1382	35	45	2.68%	3.26%	121.41%	NO
H40	Technical/Para	409	1305	26	27	6.36%	2.07%	32.55%	YES
H50	Clerical/Secretarial	458	403	2	28	0.44%	6.95%	1591.07%	NO
H60	Skilled Craft Workers	25	0	3	0	12.00%	0.00%	0.00%	AI not Calculated
H70	Service/Maintenance	266	75	5	2	1.88%	2.67%	141.87%	YES