



Diversity and Inclusion Plan

FY 2016-2018



JOLIET
JUNIOR COLLEGE
— 1901 —

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I. President's Statement On Diversity



Dear campus community,

As the nation's first public community college, we have a proud history of innovation and advancement in higher education. What has been critical to this continued success is our shared vision that Joliet Junior College is an institution that is accessible to all; in essence, the foundational principle of the community college movement.

It is this foundation that provides the framework for the seven Core Values we uphold today. One of these values advocates respect and inclusion for every individual by demonstrating courtesy and civility in every interaction and endeavor. It also emphasizes our pledge to promote and recognize the diverse strengths of our employees and students, and to value and celebrate the unique attributes, characteristics, and perspectives of every individual.

Nurturing a culture of inclusion, as well as assessing areas of strength and opportunity, are the primary goals of this diversity plan. Moreover, this plan underscores the critical connection between a culture of inclusion and student success.

Led by the President's Diversity and Inclusion Council, this plan formalizes our efforts to foster inclusive practices across the institution. It also builds on years of diversity initiatives that have been institutional priorities regardless of legislative mandate or compliance measures.

This is a living document, a roadmap that will continuously guide our conversations and help us achieve the goals we set out to accomplish. I look forward to sharing this journey with you, collectively strengthening JJC's values of respect and inclusion for our students and employees now and in the future.

Sincerely,

A handwritten signature in black ink, reading "Judy Mitchell".

Dr. Judy Mitchell
President
Joliet Junior College

II. Introduction

As have most other U.S. community colleges, JJC has become increasingly diverse, both in its outreach globally and in its student, faculty, and staff population. This diversity continues to enrich our community by providing us with many perspectives from which we can learn, and through which creativity and innovation thrive. Moreover, our students must learn to thrive in a diverse environment in order to be adequately prepared to compete in a global economy. In addition, in order to attract a diverse student population, JJC must develop a faculty and staff population that mirrors that diversity.

Because of JJC's location in the midst of the Chicagoland area, promoting diversity and inclusiveness among our staff takes a sustained, systemic approach and commitment that promotes diversity throughout the workplace environment and in all aspects of our working lives.

JJC believes in and is committed to a workplace that fosters employee respect and promotes collaborative, productive working relationships. This commitment is reflected in an assertive Diversity & Inclusion Plan, which applies to all personnel practices including recruitment and job advertising, hiring, selection for training, promotion, separation, demotion, lay-off, transfer, rates of pay and all other terms, conditions and privileges of employment.

Research indicates that promoting equal opportunity and valuing cultural differences can significantly improve organizational performance. Direct and indirect links to the bottom line include an increase in adaptability and flexibility; reduction of costs associated with turnover; reductions in absenteeism and low productivity; and an increased effectiveness in serving an increasingly diverse College population.

JJC is an educational community that embraces diversity and promotes personal growth. Each year, more than 35,000 students find the diverse, comprehensive high quality educational experience they are looking for at JJC.

The recruitment of diverse students, faculty and staff are the cornerstone of JJC's commitment to an innovative, collaborative, and inclusive educational community. At JJC, we respect the wealth of knowledge and experience each of our employees brings to the workplace. The College supports this commitment by providing personnel with excellent terms and conditions of employment, outstanding health and wellness benefits and programs for a secure retirement.

III. Diversity and Inclusion Defined

Diversity celebrates similarities as well as our differences. Diversity, however, is broader than the traditional categories of age, disability, gender, gender identity, national origin, race, religion, sexual orientation, and veteran status. It also encompasses socioeconomic status, family background, language, the level of academic preparedness, learning style, and even different communities from which our students, faculty, and staff hail. This richly divergent environment distinguishes us from most colleges across the country.

Inclusion is appreciating and respecting those distinctive characteristics, each member of the campus community adds to our institution. Inclusion goes beyond numerical diversity. Real inclusion is the creation of a climate where all feel valued and appreciated, where diverse groups participate in academic and administrative decision making, and barriers to inclusion, whether policy, practice, or systemic, are reduced or eliminated allowing for students, faculty, and staff to thrive.

IV. President's Diversity and Inclusion Council

The college has established the President's Diversity and Inclusion Council as an institutional committee under its shared governance structure. The Diversity and Inclusion Council will promote collaboration and communication to achieve the JJC's diversity and inclusion goals as well as other objectives identified in the college's strategic plan

V. College Mission, Vision & Core Values

Mission

Joliet Junior College is an innovative and accessible institution, dedicated to student learning, community prosperity, cultural enrichment, and inclusion. Joliet Junior College delivers quality lifelong learning opportunities empowering diverse students and the community through academic excellence, workforce training, and comprehensive support services.

Vision

Joliet Junior College will be the first choice.

Core Values

Joliet Junior College fosters a caring and friendly environment that embraces diversity and sustainability and encourages personal growth by promoting the following core values:

- **Respect and Inclusion**
Joliet Junior College advocates respect and inclusion for every individual by demonstrating courtesy and civility in every endeavor. The college pledges to promote and recognize the diverse strengths of its employees and students, and to value and celebrate the unique attributes, characteristics, and perspectives of every individual.
- **Integrity**
Joliet Junior College sees integrity as an integral component of all work done at the college. The college employees demonstrate responsible, accountable, and ethical professionalism. Also, the college models open, honest, and appropriate communication.
- **Collaboration**
Joliet Junior College promotes collaborative relationships as part of the scholarly process, including partnerships within the institution and with other learning communities. The college supports the personal and professional growth of employees and is committed to the advancement and support of intellectual growth, regardless of employment position at

the college.

- **Humor and Well-Being**
Joliet Junior College recognizes humor as a means for employees and students to achieve collegial well-being, develop strong work teams, and promote self-rejuvenation. The college provides a healthy environment where creativity, humor, and enjoyment of work occur, including recognizing and celebrating success.
- **Innovation**
Joliet Junior College supports and encourages innovation and the pursuit of excellence. The college values, respects, and rewards both creative risk-taking and the enthusiastic pursuit of new ideas with foresight and follow-through.
- **Quality**
Joliet Junior College supports quality in the workplace and its educational programming by continually reflecting, evaluating, and improving on programs and services. The college is built upon a foundation of quality programs and services, while also implementing continuous improvement in order to ensure excellence.
- **Sustainability**
Joliet Junior College recognizes that true sustainability involves a commitment to environmental, social, and economic improvement. The college encourages planning, solutions, and actions that provide benefits for students, employees, and the community.

VI. Communication and Dissemination of Diversity and Inclusion Plan

Internal Dissemination

1. Viewing of the Diversity & Inclusion Plan

The Diversity & Inclusion Plan will be available for employee review upon request in either his /her respective department or the Human Resource Department. The policy statements can be viewed on the internet at:

<http://www.jjc.edu/human-resources/Pages/default.aspx>

2. Employee and Management Orientation

The Diversity & Inclusion Plan will be shared with management personnel, particularly those responsible for activities, such as hiring, selection, promotion, and separation of personnel. The orientation is to provide a better understanding of the intent of the Diversity & Inclusion Plan, its goals and timetables, as well as individual responsibilities and roles in ensuring successful implementation of the Diversity & Inclusion Plan.

JJC employees and management are provided equal employment opportunity, sexual harassment and cultural diversity training.

3. Internal Complaint Procedure

JJC has an internal complaint procedure designed to address and resolve complaints of discrimination and harassment. Employees are made aware of the procedures through EEO posters which are displayed at all JJC campuses and discussed at employee orientations. The complaint process and procedures can also be found in JJC's policy, procedures manual, and the employee handbook.

4. Meetings on Diversity/Inclusion Plan Program

Periodic meetings will be held with the Executive Director, Human Resources and Administrative personnel to discuss the status of the goals and objectives of the Diversity/Inclusion Program.

5. Union Relations

The necessity for complying with federal equal employment opportunity regulations is discussed and communicated to union officials periodically in an effort to secure their understanding and cooperation. A non-discrimination clause is included in JJC's union contracts. All contractual provisions are reviewed to ensure compliance with our non-discrimination policies and procedures.

External Dissemination

1. Recruitment Sources/Minority and Female Organizations

The Human Resources Department maintains a directory of local educational institutions, community organizations and agencies serving minority group members and females, which are utilized as sources for employee recruitment.

Joliet Junior College uses a wide array of recruitment sources to attract diverse candidates and build a balanced applicant pool. Recruitment sources include, but are not limited to, internal/external postings, email blasts, job fairs, community events, social media, and professional associations. JJC welcomes suggestions for additional sources from current employees and the community.

2. Employment Applications and other Notices

Non-discrimination statements are included in all job applications, vacancy notices, on the JJC website and Human Resources online application process, and public advertisements.

3. Review of the Diversity & Inclusion Plan

A copy of the Diversity & Inclusion Plan will be available in JJC's Human Resource Department for public viewing. The public may make a written request to the Executive Director of Human Resources to view the document in the aforementioned office. All EEO policy statements can be viewed on the internet at:

<http://www.jjc.edu/human-resources/Pages/default.aspx>

VII. Responsibilities for Implementation

A. Diversity and Inclusion Council

1. Act as a coordinating council for diversity groups and issues on campus including serving as a clearinghouse for information and acting as a champion for diversity.
2. Serve to achieve student success with an emphasis on enrollment, retention, graduation, transfer rates, and effective teaching and learning outcomes.
3. Improve success of minority, underrepresented and underprepared student populations in addition to closing the gap between high school and college performance.
4. Bring the voice of the employee into the council and to act as a catalyst in building a more diverse work environment.
5. Improve workplace equality: an environment in which every individual has an equal opportunity to perform, develop, and advance.
6. Recommend goals and action plans to the President in alignment with College's mission and strategic plan.
7. Periodically review the implementation and evaluation of the action plan.
8. Review reports that track and chart progress.
9. Report on progress to campus community.
10. Make recommendations to administration.
11. Provide a mechanism for diversity/inclusion related recognition and rewards.

B. Responsibilities of the President's Cabinet

The President's Cabinet shall adhere to the policy and intent of JJC's Diversity & Inclusion Plan by accepting shared responsibility for accomplishing progress towards the goals and objectives of the program. The Cabinet will be held accountable for assisting in the identification of problem areas, formulation of solutions, and in the development of departmental goals, where necessary.

Specifically, the Cabinet shall:

1. Assure that managers, supervisors, employees and faculty comply with federal, state, local laws, and government regulations regarding equal employment opportunity.
2. Assure that appropriate policies and procedures are implemented throughout their

respective departments that are consistent with and supportive of the Diversity & Inclusion Program.

3. Assure that managers, supervisors, and all other employees cooperate fully with the investigation and resolution of all discrimination and harassment complaints.
4. Make good faith efforts to help meet Diversity & Inclusion Plan goals and timetables.
5. Ensure that all employment decisions, including, but not limited to, job knowledge and skill requirements, interviews, assignment, training, and evaluation are consistent with college policies and Diversity & Inclusion objectives.
6. Periodically examine national and state data on demographics of students and faculty/staff.
7. Assist Human Resources with the recruitment and retention of a diverse faculty and staff (advertising, recruiting, upgrading opportunities, hiring, etc.)
8. Assure that managers, supervisors, and employees comply with equal employment opportunity and diversity training programs conducted by the college.

C. Responsibilities of Management Staff

(Faculty Department Chairs, Deans, Directors, Managers and Supervisors)

It is the responsibility of all management staff to adhere to and implement the equal employment opportunity policies and diversity & inclusion programs.

Management staff is responsible for:

1. Ensuring compliance with equal employment opportunity policies and implementing the Diversity & Inclusion initiative. Such responsibilities are recognized and are included in the employee's performance appraisal.
2. Assisting in implementation of the Diversity & Inclusion Plan by adhering to the established provisions of equal employment opportunity and diversity & inclusion goals.
3. Providing a fair and equitable opportunity for all qualified candidates and employees to be considered for position vacancies.
4. Preventing harassment and retaliation such as racial, age, ethnic, religious, sexual orientation discrimination and sexual harassment of employees or faculty, and ensuring a workplace free of discriminatory behavior.
5. Promptly addressing and resolving employee and student issues and concerns regarding harassment, discrimination, or of a similar nature.
6. Participating in, and ensuring the participation of employees in training programs provided.

D. Responsibilities of the Human Resources Department

The Human Resource Department, under the direction of the Executive Director of Human Resources, shares in the responsibility for the implementation and monitoring of JJC's Diversity & Inclusion Plan and compliance with equal opportunity and affirmative action requirements. Some of these responsibilities include, but are not limited to:

1. Ensuring that JJC complies with the appropriate federal and state equal employment opportunity laws and guidelines.
2. Ensuring that equal employment opportunity statements (e.g., non-discrimination) are included in all of JJC's job announcements, posters, etc.; and are publicly displayed throughout JJC's facilities.
3. Maintaining accurate and up-to-date employee data on race and gender composition of JJC's workforce and applicants.
4. Provide self-identification forms to all applicants.
5. Communication, diversity and inclusion and provide related materials to all new employees.
6. Maintaining accurate and up-to-date records on applicant flow data to be utilized for preparation of periodic reports.
7. Assisting in promotion of diversity & inclusion goals and objectives through active recruitment, identification, recommendation, selection and hiring of qualified minorities and females by ensuring that qualified minority group members and females are among the list of candidates provided to department chairs, directors, administrators and all other hiring authorities for promotional opportunities.

VIII. Demographics & JJC Student Population

The demographic characteristics of the District 525 populations must be studied more in-depth to better understand and prepare students for college; campus leaders must study demographic and characteristic trends of pre-admits (P-12 group) to get an understanding of what is important and necessary for them to succeed. Ignoring the trends will cause strains on all services at the College in both the academic and student service areas.

The minority population at JJC represented 40% of the total census headcount for fall 2016, which is a significant increase from 28.9% from the fall 2010 census. The overall minority population at JJC is higher than the overall minority population in Will County at 33.7%. The Hispanic population at JJC is 26%, which is substantially higher than the district at 16.6%. For the fall 2016 census, Black Non-Hispanic students represented 9% of the JJC population compared to 10.7% for the district. The White Non-Hispanic student population is 58% compared to the district's 66.2%.

IX. Multiple Barriers to Student Persistence

Many reasons are found to influence a student's decision to leave college before completing a program or degree including full-time employment, low grade-point average, being a member of an ethnic minority, obligations to family, financial reasons, and gender (Bonham & Luckie, 1993; Lewallen, 1993). To help JJC identify some of the key barriers our students face and to better understand them, JJC periodically participates in the Community College Survey of Student Engagement (CCSSE).

X. Student Retention

Overall fall-to-fall retention rates have fluctuated slightly between 2010-2011 and 2014-2015 with a five-year average of 42.9%. In the following summary, fall-to-fall *retention rates* are reflected as a percentage and are calculated for individuals that reenrolled in the next fall term while the *adjusted retention rate* includes students who re-enrolled the next fall plus those students that may have graduated in the intervening or returning year (adjustment is made since some certificate programs may be completed within one year). The adjusted retention rate is considered a more comprehensive reflection of retention.

- The overall fall-to-fall retention rate (2014-2015) was 41.4%. *(Not based on cohort, based on census data)*
- JJC has averaged a 42.9% rate of retention; this is over the past five fall-to-fall reporting periods. *(Based on information from the Fact Book 2015)*
- The fall (2015) retention rate for black students is 32.6% is a 1.7 percentage point decrease over the fall (2014) rate for of 34.3%. *(Based on information from the Fact Book 2015)*
- The fall-to-fall (2015) retention rate for Latinos was 41.2%; this most recent retention rate is an increase of 4.6 percentage points over the (2014) rate of 36.6%. *(Based on information from the Fact Book 2015)*
- Unknown/Refused to Indicate females were the most likely to continue at a rate of 47.4%, followed by White females at a rate of 44.0% and Asian males at 48.8% *(for counts greater than 30)*. *(Based on information from the Fact Book 2015)*
- Females at JJC were more likely to continue than males, females continued at a rate of 42.2% compared to 40.6% from males from fall 2014 to fall 2015. *(Based on information from the Fact Book 2015)*

The female rate of retention (42.2%) is an increase of 1.0 percentage points to the prior year's retention rate of 41.2%. *(Based on information from the Fact Book 2015)*

XI. Institutional Strategic Enrollment Plan

The college has adopted an Institutional Strategic Enrollment Plan (SEM) which targets enrollment, persistence, retention and completion measures. Included in the SEM 2.0 plan, is a detail of our efforts to increase the number of underrepresented students at JJC through culturally relevant outreach programs and activities. The college emphasizes the shared responsibility of student success is part of every department and employee's responsibilities.

A written detailed plan is available at the following or upon request from the Vice President of Student Development's office.

[Strategic Enrollment Plan \(SEM\) 2.0](#)

XII. Fall 2016 JJC Workforce/Utilization Analysis, Summary and Actions

Introduction

The following information contains an assessment of the Joliet Junior College workforce as of November 2016. The Office of Institutional Research & Effectiveness conducted the Workforce/Utilization Analysis at the request of the Human Resources department. The overall intent is to assist JJC in determining whether females, minorities, and those 40 years of age or older are underrepresented in our workforce.

Methodology

The workforce/utilization analysis was conducted by comparing the JJC labor force with Civilian Labor Force availability data to help determine the utilization of females, ethnic minorities, and those 40 years of age or older. The analysis is based on the EEO-1 classifications cross-walked with internal JJC job group classifications and EEO categories as follows:

Occupational Crosswalk

EEO-1 Job Code Classification	JJC Classification	Internal EEO Category
01 – Officials & Managers	Administrators	1, 2, 2B1, and IV1
02 – Professional/Technical	Professional	2B2, 2B4, IV3, IV4, and IV6
02 – Professional/Technical	Faculty/Counselors/Librarians	2A1, 2A2, 2A3, and IV2
05 – Administrative Support Workers	Clerical	2B3 and IV5
06/09 – Craft Workers/Service Workers*	Physical Plant & Maintenance	2B5, 2B6, IV7, and IV8

**EEO-1 Job Code 06 and 09 were combined due to limited internal Craft Workers, Please see Appendix A for Internal Job Classification Crosswalk for ICCB Category Reporting Requirements*

The Civilian Labor Force counts were calculated utilizing the Census 2000 Special EEO Tabulation Occupational Crosswalk <http://www.census.gov/hhes/www/eoindex/jobgroups.pdf>. The availability of workforce for the JJC area is based on the Civilian Labor Force of *Will County*

and is defined as follows: All members of the population aged 16 or over in the county who are not in the military or institutions such as prisons or mental hospitals and who are either employed or are unemployed and actively seeking and available for work. Every month, the U.S. Department of Labor releases the unemployment rate, which is the percentage of the civilian labor force that is unemployed. The Labor Department also releases the percentage of the civilian non-institutional population who are employed.

The overall utilization was calculated using two methods - the 80% Rule and Two Standard Deviations Analysis. The 80% Rule, also known as Impact Ratio Analysis/Disparate Impact Testing, compares the percentage of women, minorities, and older (40 or above) workers employed to each internal job group category to the percentage of women, minorities, and older age group (40 or above) available in each job group category for Will County; if the number employed is less than 80% of the number available, an underutilization would exist. The Two Standard Deviations Analysis considers the number of employees in each job group category and determines if the number of standard deviations results in plus or minus 2 standard deviations of the expected mean, if the standard deviation exceeds plus or minus 2 standard deviations the result is considered underutilized.

In addition, groups deemed under-utilized also include additional Variance/Gap Analysis as a beginning stage for improvement efforts.

Sources: U.S. Census Bureau – www.census.gov and ICCB C1 File Submission

Summary of Findings

The utilization of females, ethnic minority groups, and those aged 40 years or above was determined by comparing their representation in the JJC workforce against the availability in the labor market for Will County. The analysis conducted indicates JJC employees from racial minorities, females, and older age groups (40 or above) are represented by the expected availability among Officials & Managers (JJC Administrators), Professional (JJC Professionals – minus faculty/counselors/librarians), Administrative Support Workers (JJC Clerical), and Craft Workers/Service Workers (JJC Physical Plant & Maintenance). However, underutilization was found for female employees and those from racial minorities among Professional (JJC/Faculty/Counselors/Librarians). This may be an indicator more aggressive efforts might be considered in order to have a workforce which is representative of the demographic profile of available workers among the Professional (JJC Faculty/Counselors/Librarians) category.

Total EEO 1 Job Code JJC Workforce

Underutilization was found using the 2 Standard Deviation test for the minority population within the JJC workforce. Further analysis of the JJC workforce shows the areas within the workforce of underutilization in comparison of participation rates mainly for minorities relevant to the current labor market. Variance in the availability and the participation rates seem evident for Black females, as well as, Hispanic or Latino males within the total JJC workforce.

EEO 1 Job Code 01 Officials & Managers: JJC Administrators

No underutilization was found using either the 80% or the 2 Standard Deviation tests, but variance within the availability and participation rates are evident for both Asian males and females.

EEO 1 Job Code 02 Professional: JJC Professional (Minus Faculty/Counselors/Librarians)

No underutilization was found using either the 80% Rule or 2 Standard Deviation Rule tests, but variance within the availability and participation rates are evident for White females and Asian males.

EEO 1 Job Code 02 Professional: JJC Faculty/Counselors/Librarians

Underutilization was found using the both the 2 Standard Deviation Rule and 80% Rule tests for both female and minority groups within this employee category. Further analysis of the JJC workforce shows areas within JJC's workforce of underutilization in comparison of participation rates of minorities and women relevant to the current labor market and show variance within the availability and participation rates for White and Black females, as well as, Asian and Black males.

EEO 1 Job Code 05 Administrative Support Workers: Clerical

No underutilization was found using either the 80% Rule or 2 Standard Deviation Rule tests, but variance within the availability and participation rates are evident for Black and Hispanic or Latino males – reflected above.

EEO- 1 Job Code 06/09 – Craft Workers/Service Workers: Physical Plant & Maintenance

No underutilization was found using either the 80% Rule or 2 Standard Deviation Rule tests, but variance within the availability and participation rates are evident for Hispanic or Latino and Asian males – reflected above.

The pages that follow provide a breakdown and interpretation of the utilization calculations by each of the following categories, as well as, additional Variance/Gap Analysis within the working categories only where under- utilization is found:

- EEO-1 Job Code 01-Officials & Managers: JJC Administrators.
- EEO-1 Job Code 02 - Professional: JJC Professional
- EEO-1 Job Code 02 - Professional: JJC Faculty/Counselors/Librarians
- EEO-1 Job Code 05 - Administrative Support Workers: Clerical
- EEO-1 Job Code 06/09 – Craft Workers/Service Workers: Physical Plant & Maintenance

Sources: U.S. Census Bureau – www.census.gov and ICCB C1 File Submission

JJC Workforce Analysis

Employees by EEO-1/ICCB Classification and Full-time/Part-time Status

01 – Officials & Managers Total (EEO Category)	
Administrative (ICCB Description)	
Full-time	33
Part-time	0
Subtotal	33
02 – Professional/Technical Total (EEO Category)	
Professional/Technical Total (ICCB Description)	
Full-time	164
Part-time	143
Subtotal	307
02 – Professional/Technical - Faculty/Counselors/Librarians Total (EEO Category)	
Teaching Faculty Total (ICCB Description)	
Full-time	216
Part-time	473
Subtotal	689
05 – Administrative Support Workers Total (EEO Category)	
Clerical Total (ICCB Description)	
Full-time	87
Part-time	79
Subtotal	166
06/09 – Craft Workers/Service Workers Total (EEO Category)	
Custodial/Maintenance Total (ICCB Description)	
Full-time	81
Part-time	26
Subtotal	107
Grand Total	1,302

Sources: U.S. Census Bureau – www.census.gov and ICCB C1 File Submission

Employees by EEO- 1 Classification and Full- time/Part- time Status

EEO-1 Classification	Full-time	Part-time	Total
01 – Officials & Managers Total (EEO Category)	33	0	33
02 – Professional/Technical Total (EEO Category)	164	143	307
02 – Professional/Technical - Faculty/Counselors/Librarians Total (EEO Category)	216	473	689
05 – Administrative Support Workers Total (EEO Category)	87	79	166
06/09 – Craft Workers/Service Workers Total (EEO Category)	81	26	107
Grand Total	581	721	1,302

Employees by ICCB Classification* and Full- time/Part- time Status

ICCB Classification	Full-time	Part-time	Total
Administrators	33	0	33
Teaching Faculty	216	473	691
Professional/Technical	164	143	307
Clerical	87	79	166
Custodial/Maintenance	81	26	107
Grand Total	581	721	1,302

* Please Reference Appendix - EEO Conversion to ICCB Employment Classification Table for Classification Breakdowns

Employees by Race/Ethnicity, Gender, and Full- time/Part- time Status

Race/Ethnicity	Full-time			Part-time			Total
	Female	Male	Subtotal	Female	Male	Subtotal	
Asian/Pacific Islander	7	7	14	11	9	20	34
American Indian/Alaskan Native	0	0	0	2	0	2	2
Black Non-Hispanic	23	26	49	31	20	51	100
Hispanic or Latino	24	10	34	31	17	48	82
White Non-Hispanic	263	201	464	302	219	521	985
Nonresident Alien	0	0	0	0	0	0	0
Refuse to Indicate/Unknown	13	7	20	28	51	78	99
Grand Total	330	251	581	405	316	721	1,302

Employees by Age Category

Age Category	Full-time	Part-time	Total
Under 40 Years of Age	124	214	338
40 Years of Age or Older	457	507	964
Unknown	0	0	0
Grand Total	581	721	1,302

Sources: U.S. Census Bureau – www.census.gov and ICCB C1 File Submission

JJC Total Workforce by Gender and Race/Ethnicity

JJC Workforce						
Race/Ethnicity	Female	% of Grand Total	Male	% of Grand Total	Male and Female	% of Total
Asian/Pacific Islander	18	1.4%	16	1.2%	34	2.6%
American Indian/Alaskan Native	2	0.2%	0	0.0%	2	0.2%
Black Non-Hispanic	54	4.1%	46	3.5%	100	7.7%
Hispanic or Latino	55	4.2%	27	2.1%	82	6.3%
White Non-Hispanic	565	43.4%	420	32.3%	985	75.7%
Non-Resident Alien	0	0.0%	0	0.0%	0	0.0%
Unknown	41	3.1%	58	4.5%	99	7.6%
Total	735	56.5%	567	43.5%	1,302	100.0%

JJC Administrators by Gender and Race/Ethnicity

EEO-1 Job Code 01-Officials & Managers: JJC Administrators						
Race/Ethnicity	Female	% of Grand Total	Male	% of Grand Total	Male and Female	% of Total
Asian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Black Non-Hispanic	1	3.0%	5	15.2%	6	18.2%
Hispanic or Latino	1	3.0%	1	3.0%	2	6.1%
White Non-Hispanic	12	36.4%	11	33.3%	23	69.7%
Non-Resident Alien	0	0.0%	0	0.0%	0	0.0%
Unknown	1	3.0%	1	3.0%	2	6.1%
Total	15	45.5%	18	54.5%	33	100.0%

JJC Professionals (Minus Faculty/Counselors/Librarians) by Gender and Race/Ethnicity

EEO-1 Job Code 02 - Professional: JJC Professional (Minus Faculty/Counselors/Librarians)						
Race/Ethnicity	Female	% of Grand Total	Male	% of Grand Total	Male and Female	% of Total
Asian/Pacific Islander	0	0.0%	6	2.0%	6	2.0%
American Indian/Alaskan Native	1	0.3%	1	0.3%	2	0.7%
Black Non-Hispanic	6	2.0%	17	5.5%	23	7.5%
Hispanic or Latino	17	5.5%	17	5.5%	34	11.1%
White Non-Hispanic	82	26.7%	152	49.5%	234	76.2%
Non-Resident Alien	0	0.0%	0	0.0%	0	0.0%
Unknown	2	0.7%	6	2.0%	8	2.6%
Total	108	35.2%	199	64.8%	307	100.0%

JJC Professional: Faculty/Counselors/Librarians by Gender and Race/Ethnicity

EEO-1 Job Code 02 - Professional: JJC Faculty/Counselors/Librarians						
Race/Ethnicity	Female	% of Grand Total	Male	% of Grand Total	Male and Female	% of Total
Asian/Pacific Islander	9	1.3%	9	1.3%	18	2.6%
American Indian/Alaskan Native	1	0.1%	0	0.0%	1	0.1%
Black Non-Hispanic	18	2.6%	12	1.7%	30	4.4%
Hispanic or Latino	16	2.3%	13	1.9%	29	4.2%
White Non-Hispanic	269	39.0%	259	37.6%	528	76.6%
Non-Resident Alien	0	0.0%	0	0.0%	0	0.0%
Unknown	31	4.5%	52	7.5%	83	12.0%
Total	344	49.9%	345	50.1%	689	100.0%

JJC Administrative Support Workers: Clerical: by Gender and Race/Ethnicity

EEO-1 Job Code 05 - Administrative Support Workers: Clerical						
Race/Ethnicity	Female	% of Grand Total	Male	% of Grand Total	Male and Female	% of Total
Asian/Pacific Islander	3	1.8%	2	1.2%	5	3.0%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Black Non-Hispanic	12	7.2%	4	2.4%	16	9.6%
Hispanic or Latino	18	10.8%	1	0.6%	19	11.4%
White Non-Hispanic	112	67.5%	10	6.0%	122	73.5%
Non-Resident Alien	0	0.0%	0	0.0%	0	0.0%
Unknown	3	1.8%	1	0.6%	4	2.4%
Total	148	89.2%	18	10.8%	166	100.0%

JJC Administrative Support Craft Workers/Service Workers: Physical Plant & Maintenance by Gender and Race/Ethnicity

EEO-1 Job Code 06/09 – Craft Workers/Service Workers: Physical Plant & Maintenance						
Race/Ethnicity	Female	% of Grand Total	Male	% of Grand Total	Male and Female	% of Total
Asian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Black Non-Hispanic	6	5.6%	14	13.1%	20	18.7%
Hispanic or Latino	3	2.8%	4	3.7%	7	6.5%
White Non-Hispanic	20	18.7%	58	54.2%	78	72.9%
Non-Resident Alien	0	0.0%	0	0.0%	0	0.0%
Unknown	0	0.0%	2	1.9%	2	1.9%
Total	29	27.1%	78	72.9%	107	100.0%

Total EEO-1 Job Code-JJC Workforce

Total Workforce	Count	% of Civilian Labor Force
Civilian Labor Force	117,401	100.0%
Females in Labor Force	56,708	48.3%
Minorities in Labor Force	22,154	18.9%
Older (40 or above)	56,508	48.1%

All JJC Employees	Count	% of Total JJC Job Group
Total JJC Employees	1,302	100.0%
Female JJC Employees	735	56.5%
Total Minority JJC Employees	218	16.7%
Older (40 or above) JJC Employees	964	74.0%

Utilization Analysis of Female Employees

Females in JJC job group	% Female in JJC Workforce	% Female in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
735	56.5%	48.3%	629	503	No	No

Total JJC Employees*% of Female Civilian Labor Force = Expected Value:

1,302*0.483=628.9 Expected Value*0.80=80% Value: 628.9*0.80=503.1

Interpretation

No Under-utilization was found using either of the two above tests.

Utilization Analysis of Minority Employees

Minorities in JJC job group	% Minorities in JJC Workforce	% Minorities in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
218	16.7%	18.9%	246	197	No	Yes

Total JJC Employees*% of Minorities Civilian Labor Force = Expected Value:

1,302*0.188=246.1 Expected Value*0.80=80% Value: 246.1*0.80=196.9

Interpretation

Under-utilization was found using the 2-Standard Deviation Rule.

Utilization Analysis of Older Employees (40 Years of Age or Older)

Older in JJC job group	% Older in JJC Workforce	% Older in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
964	74.0%	48.1%	626	501	No	No

Total JJC Employees*% of Older Civilian Labor Force = Expected Value: 1,302*0.740=626.3

Expected Value*0.80=80% Value: 626.3*0.80=501.0

Interpretation

No Under-utilization was found using either of the two above tests.

Total Workforce Gap Analysis

Total Workforce			
Race/Ethnicity/Gender	Availability	JJC Participation Rate	Variance
White Female	39.6%	43.4%	3.8%
Black Female	4.8%	4.1%	-0.7%
Black Male	3.4%	3.5%	0.1%
Hispanic or Latina Female	2.7%	4.2%	1.5%
Hispanic or Latino Male	5.1%	2.1%	-3.0%
Asian Female	0.7%	1.4%	0.7%
Asian Male	1.1%	1.2%	0.1%

EEO-1 Job Code 01-Officials & Managers: JJC Administrators

EEO-1 Category: Officials & Managers	Count	% of Civilian Labor Force
Civilian Labor Force	15,228	100.0%
Females in Labor Force	5,689	37.4%
Minorities in Labor Force	1,775	11.7%
Older (40 or above)	9,197	60.4%

JJC Administrators	Count	% of Total JJC Job Group
Total JJC Administrators	33	100.0%
Female JJC Administrators	15	45.5%
Total Minority JJC Administrators	8	24.2%
Older (40 or above) JJC Administrators	29	87.9%

Utilization Analysis of Female Employees

Females in JJC job group	% Female in JJC Workforce	% Female in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
15	45.5%	37.4%	12	10	No	No

Total Administrators*% of Female Civilian Labor Force = Expected Value: $33*0.374=12.3$

Expected Value*0.80=80% Value: $12.3*0.80=9.8$

Interpretation

No Under-utilization was found using either of the two above tests.

Utilization Analysis of Minority Employees

Minorities in JJC job group	% Minorities in JJC Workforce	% Minorities in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
8	24.2%	11.7%	4	3	No	No

Total Administrators*% of Minorities Civilian Labor Force = Expected Value: $33*.117=3.9$

Expected Value*0.80=80% Value: $3.9*0.80=3.1$

Interpretation

No Under-utilization was found using either of the two above tests.

Utilization Analysis of Older Employees (40 Years of Age or Older)

Older in JJC job group	% Older in JJC Workforce	% Older in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
29	87.9%	60.4%	20	16	No	No

Total Administrators*% of Older Civilian Labor Force = Expected Value: $33*0.602=19.9$

Expected Value*0.80=80% Value: $19.9*0.80=15.9$

Interpretation

No Under-utilization was found using either of the two above tests.

Total JJC Administrators Gap Analysis

No under-utilization recorded for this working group Gap Analysis therefore not conducted.

EEO-1 Job Code 02 - Professional: JJC Professional (Minus Faculty/Counselors/Librarians)

EEO-1 Category: Professional	Count	% of Civilian Labor Force
Civilian Labor Force	23,987	100.0%
Females in Labor Force	14,064	58.6%
Minorities in Labor Force	3,128	13.0%
Older (40 or above)	12,629	52.6%

JJC Professional	Count	% of Total JJC Job Group
Total JJC Professional	307	100.0%
Female JJC Professional	199	64.8%
Total Minority JJC Professional	65	21.2%
Older (40 or above) JJC Professional	177	57.6%

Utilization Analysis of Female Employees

Females in JJC job group	% Female in JJC Workforce	% Female in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
199	64.8%	58.6%	180	144	No	No

Total JJC Professional*% of Female Civilian Labor Force=Expected Value: $307*0.586=179.9$

Expected Value*0.80=80% Value: $179.9*0.80=143.9$

Interpretation

No Under-utilization was found using either of the two above tests.

Utilization Analysis of Minority Employees

Minorities in JJC job group	% Minorities in JJC Workforce	% Minorities in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
65	21.2%	13.0%	40	32	No	No

Total JJC Professional*% of Minorities Civilian Labor Force=Expected Value: $307*0.130=39.9$

Expected Value*0.80=80% Value: $39.9*0.80=31.9$

Interpretation

No Under-utilization was found using either of the two above tests.

Utilization Analysis of Older Employees (40 or Above)

Older in JJC job group	% Older in JJC Workforce	% Older in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
177	57.6%	52.6%	162	129	No	No

Total JJC Professional*% of Older Civilian Labor Force=Expected Value: $307*0.526=161.5$

Expected Value*0.80=80% Value: $161.5*0.80=129.2$

Interpretation

No Under-utilization was found using either of the two above tests.

Total JJC Professional (Minus Faculty/Counselors/Librarians) Gap Analysis

No under-utilization recorded for this working group Gap Analysis therefore not conducted.

EEO-1 Job Code 02 - Professional: JJC Faculty/Counselors/Librarians

EEO-1 Category: Professional	Count	% of Civilian Labor Force
Civilian Labor Force	2,336	100.0%
Females in Labor Force	1,507	64.5%
Minorities in Labor Force	497	21.3%
Older (40 or above)	1,452	62.2%

JJC Faculty/Counselors/Librarians	Count	% of Total JJC Job Group
Total JJC Faculty/Counselors/Librarians	689	100.0%
Female JJC Faculty/Counselors/Librarians	344	49.9%
Total Minority JJC faculty/Counselors/Librarians	77	11.3%
Older (40 or above) JJC Faculty/Counselors/Librarians	568	82.4%

Utilization Analysis of Female Employees

Females in JJC job group	% Female in JJC Workforce	% Female in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
344	49.9%	64.5%	444	356	Yes	Yes

Total JJC Faculty/Counselors/Librarians *% of Female Civilian Labor Force=Expected Value:
 $689 * 0.645 = 444.4$ Expected Value $* 0.80 = 80\% \text{ Value: } 444.4 * 0.80 = 355.5$

Interpretation

Under-utilization was found using both the 80% Rule and 2 Standard Deviation Rule tests.

Utilization Analysis of Minority Employees

Minorities in JJC job group	% Minorities in JJC Workforce	% Minorities in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
77	11.3%	21.3%	147	117	Yes	Yes

Total JJC Faculty/Counselors/Librarians *% of Minorities Civilian Labor Force=Expected Value: $689 * 0.213 = 146.8$
Expected Value $* 0.80 = 80\% \text{ Value: } 146.8 * 0.80 = 117.4$

Interpretation

Under-utilization was found using both the 80% Rule and 2 Standard Deviation Rule tests.

Utilization Analysis of Older Employees (40 or Above)

Older in JJC job group	% Older in JJC Workforce	% Older in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
568	82.4%	62.2%	429	343	No	No

Total JJC Faculty/Counselors/Librarians *% of Older Civilian Labor Force=Expected Value: $689 * 0.622 = 428.6$
Expected Value $* 0.80 = 80\% \text{ Value: } 428.6 * 0.80 = 342.2$

Interpretation

No Under-utilization was found using either of the two above tests.

Fall 2016 JJC Workforce/Utilization Analysis

Total JJC Professional Faculty/Counselors/Librarians Analysis

EEO-1 Job Code 02 - Professional: Faculty/Counselors/Librarians			
Race/Ethnicity/Gender	Availability	JJC Participation Rate	Variance
White Female	51.4%	39.0%	-12.4%
Black Female	10.6%	2.6%	-8.0%
Black Male	2.9%	1.7%	-1.1%
Hispanic or Latina Female	2.3%	2.3%	0.0%
Hispanic or Latino Male	1.8%	1.9%	0.0%
Asian Female	0.0%	1.3%	1.3%
Asian Male	2.1%	1.3%	-0.7%

EEO-1 Job Code 05 - Administrative Support Workers: Clerical

EEO-1 Category: Administrative Support	Count	% of Civilian Labor Force
Civilian Labor Force	26,754	100.0%
Females in Labor Force	20,715	77.4%
Minorities in Labor Force	5,121	19.1%
Older (40 or above)	13,028	48.7%

JJC Clerical	Count	% of Total JJC Job Group
Total JJC Clerical	166	100.0%
Female JJC Clerical	148	89.2%
Total Minority JJC Clerical	40	24.1%
Older (40 or above) JJC Clerical	119	71.7%

Utilization Analysis of Female Employees

Females in JJC job group	% Female in JJC Workforce	% Female in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
148	89.2%	77.4%	128	103	No	No

Total JJC Clerical*% of Female Civilian Labor Force=Expected Value: $166*0.774=128.5$

Expected Value*0.80=80% Value: $128.5*0.80=102.8$

Interpretation

No Under-utilization was found using either of the two above tests.

Utilization Analysis of Minority Employees

Minorities in JJC job group	% Minorities in JJC Workforce	% Minorities in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
40	24.1%	19.1%	32	25	No	No

Total JJC Clerical*% of Minorities Civilian Labor Force=Expected Value: $166*0.191=31.7$

Expected Value*0.80=80% Value: $31.7*0.80=25.4$

Interpretation

No Under-utilization was found using any of the two above tests.

Utilization Analysis of Older Employees (40 or Above)

Older in JJC job group	% Older in JJC Workforce	% Older in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
119	71.7%	48.7%	81	65	No	No

Total JJC Clerical*% of Older Civilian Labor Force=Expected Value: $166*0.487=80.8$

Expected Value*0.80=80% Value: $80.8*0.80=64.6$

Interpretation

No Under-utilization was found using either of the two above tests.

Total JJC Administrative Support Workers-Clerical Analysis

No under-utilization recorded for this working group Gap Analysis therefore not conducted.

EEO-1 Job Code 06/09 – Craft Workers/Service Workers: Physical Plant & Maintenance

EEO-1 Category: Craft Workers	Count	% of Civilian Labor Force
Civilian Labor Force	49,096	100.0%
Females in Labor Force	14,733	30.0%
Minorities in Labor Force	11,633	23.7%
Older (40 or above)	20,202	41.1%

JJC Physical Plant & Maintenance	Count	% of Total JJC Job Group
Total JJC Physical Plant & Maintenance	107	100.0%
Female JJC Physical Plant & Maintenance	29	27.1%
Total Minority JJC Physical Plant & Maintenance	27	25.2%
Older (40 or above) JJC Physical Plant & Maintenance	71	66.3%

Utilization Analysis of Female Employees

Females in JJC job group	% Female in JJC Workforce	% Female in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
29	27.1%	30.0%	32	26	No	No

**Total JJC Physical Plant & Maintenance % of Female Civilian Labor Force=Expected Value: $107 \times 0.300 = 32.1$
Expected Value $\times 0.80 = 80\%$ Value: $32.1 \times 0.80 = 25.7$**

Interpretation

No Under-utilization was found using any of the two above tests.

Utilization Analysis of Minority Employees

Minorities in JJC job group	% Minorities in JJC Workforce	% Minorities in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
29	27.1%	23.7%	25	20	No	No

**Total JJC Physical Plant & Maintenance % of Minorities Civilian Labor Force=Expected Value: $107 \times 0.237 = 25.4$
Expected Value $\times 0.80 = 80\%$ Value: $25.4 \times 0.80 = 20.3$**

Interpretation

No Under-utilization was found using any of the two above tests.

Utilization Analysis of Older Employees (40 or Above)

Older in JJC job group	% Older in JJC Workforce	% Older in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
71	66.3%	41.1%	44	35	No	No

**Total JJC Physical Plant & Maintenance % of Older Civilian Labor Force=Expected Value: $107 \times 0.411 = 44.0$
Expected Value $\times 0.80 = 80\%$ Value: $44.0 \times 0.80 = 35.2$**

Interpretation

No Under-utilization was found using any of the two above tests.

Total JJC Craft Workers/Service Workers: Physical Plant & Maintenance Analysis

No under-utilization recorded for this working group Gap Analysis therefore not conducted.

Appendix

EEO Conversion to ICCB Employment Classification Table Sorted by EEO Category

EEO Category	EEO Category Description	ICCB Category	ICCB Classification Description
1	Executive/Administrative and Managerial	3	Administrative
2	Other Administrative	3	Administrative
2A1	9-10 Month Contract Salaries	1	Teaching Faculty (PCS 11 to 19)
2A2	Less Than 9-10 Month Contracts	1	Teaching Faculty (PCS 11 to 19)
2A3	11-12 Month Contract Salaries	1	Teaching Faculty (PCS 11 to 19)
2B1	Executive/Administrative /Manage	3	Administrative
2B2	Other Professionals (Service/Support)	5	Professional/Technical
2B3	Secretarial/Clerical	6	Clerical
2B4	Technical/Paraprofessional	5	Professional/Technical
2B5	Skilled Craft	(IF JJC.PRI.POS = "PF" or "PP") Coded as 5	Professional/Technical
2B5	Skilled Craft	(IF JJC.PRI.POS = "BF" or "BP") Coded as 7	Custodial/Maintenance
2B6	Service/Maintenance	7	Custodial/Maintenance
IV1	Pt Exec/Admin/Managerial	3	Administrative
IV2	Faculty	1	Teaching Faculty (PCS 11 to 19)
IV3	Instr/Research Assistants/Med Interns	5	Professional/Technical
IV4	Other Professionals (support/Services)	5	Professional/Technical
IV5	Secretarial/Clerical	6	Clerical
IV6	Technical/Paraprofessional	5	Professional/Technical
IV7	Skilled Craft	(IF JJC.PRI.POS = "SF" or "SP" or "PF" or "PP") Coded as 5	Professional/Technical
IV7	Skilled Craft	(IF JJC.PRI.POS = "BF" or "BP") Coded as 7	Custodial/Maintenance
IV7	Skilled Craft	(IF JJC.PRI.POS = "CF" or "CP") Coded as 6	Clerical
IV8	Service/Maintenance	7	Custodial/Maintenance

PF=Police Full-time, PP=Police Part-time, BF=Facilities Plant Full-time, BP=Facilities Plant Part- time,
 SF=Support Full-time, SP=Support Part-time, CF=Clerical Full- time, and CP= Clerical Part- time

Overview of Utilization Analysis

The purpose of a utilization analysis is to identify those job categories where there is an underutilization and/or concentration of minorities and females in relation to their availability in JJC's relevant labor market. In practical terms, the utilization analysis is the result of comparison of two distinct analyses: a workforce analysis and an availability analysis. By comparing these two analyses JJC is able to identify job categories where there is an underutilization or concentration of minorities or women in relation to their availability in JJC's relevant labor market.

Also, the utilization analysis serves as the basis of establishing JJC's affirmative action goals and timetables, and to correct employment practices that contribute to any identified absences, underutilization or concentration of minorities or women in JJC's workforce.

JJC's utilization analysis reviews JJC's total workforce and also a breakdown of seven job categories. Underutilization is identified in those instances where actual participation in JJC's workforce is less than the availability identified in the labor market. Based on where underutilization is determined, appropriate actions, goals and timetables are then developed to remedy those areas of underutilization.

The utilization analysis is comprised of the:

- ☐ Workforce Analysis
- ☐ Availability Analysis
- ☐ Identification of Underutilization

Workforce Analysis

The workforce analysis is the first step in the underutilization analysis. The analysis consists first of a review of JJC's total workforce, with employee participation rates for each EEO group represented in JJC's workforce. Charts are also provided identifying the race and gender breakdown within JJC's major job categories and an overview of minority and women representation within the Managers job category. Additionally, the analysis includes a review of the different JJC departments.

Availability Analysis

Availability means the percentage of available minorities and women with the skills required to perform in a specific job group. An availability analysis is a comparison of the participation rates of minorities and women at various levels in JJC's workforce with their relevant labor markets. It is used to determine whether JJC is adequately utilizing minorities and women in job groups. It is also used to determine whether minorities or women have a higher representation (concentration) in job groups as compared to their representation in the relevant market.

Identification of Underutilization

Following the development of JJC's workforce analysis and corresponding availability analysis, JJC was able to identify the areas of underutilization in its workforce. Areas of underutilization were identified with JJC's workforce by identifying those areas where actual participation in JJC's workforce is less than the availability identified in the relevant labor market. Put another way, the negative variance resulting from comparing the relevant market availability to JJC's participation rate of each EEO group within JJC's workforce and within each job category, demonstrates an area of underutilization and suggests that appropriate goals and timetables to remedy the situation be established.

Faculty, Counselors, Librarians

Underutilization in this category was found with females and minorities. The following action items will be established to increase utilization in this area:

- Collaborate with the President's Diversity and Inclusion Council to conduct efforts to build qualified female and minority candidate pools.
- Strengthen search training and processes to include more focus on EEO and diversity and inclusion
- Evaluate effectiveness of current recruitment sources and seek new sources to meet the objectives for diverse candidate pools
- Engage current incumbents, including union officials, to actively partner and facilitate efforts to increase awareness and attracting qualified candidates
- Establish community based partnerships which will aid in the promotion and communication of employment opportunities at the college
- Establish metrics which allow for monitoring the effectiveness of recruitment strategies
- Targeted "special" recruitment sources to increase minority applicant pool.

College-wide Action Plans

1. Establish the Foundation for Diversity and Inclusiveness

The College is committed to adhering to the Board policies on discrimination, harassment and religious observance in the following areas:

a) Compliance with Equal Opportunity Laws and Regulations

All students, faculty, and staff will be expected to conform to policies and all relevant local, state and national laws regarding affirmative action and equal opportunity. Discriminatory behavior will not be tolerated and will result in disciplinary action up to and including termination. President's Cabinet, Deans and Directors will have an open door to anyone with a concern.

b) Compliance Training

The Executive Director of Human Resources and the President's Diversity and Inclusion Council will ensure that all faculty and staff are trained in the areas of equal

opportunity, diversity, inclusion, and affirmative action.

c) **Complaint Procedures**

Policies and procedures for addressing discrimination issues are outlined in the employee handbook, that is available to all JJC employees in hard-copy and electronically.

2. JJC's Recruitment Efforts

The Executive Director of Human Resources, or designee, will work with JJC departments, department chairs, deans, and unions to ensure that JJC:

- Employs diversity & inclusion principles in the areas of recruiting, hiring and promoting women, minorities, individuals with disabilities, and veterans
- Works to achieve the annual affirmative action goals for women and minorities by regularly monitoring the progress in achieving these goals
- Considers relevant and transferable skills for all opportunities, valuing traditional and non-traditional staff qualifications and assets

JJC's workforce, as of November 2016, consisted of 1,302 employees. Of these, 56.5% are women and 16.7% are minorities.

JJC commits to making good faith efforts to have racial and gender diversity in every selection and will identify job groups to aggressively target for outreach to diverse applicants. Furthermore, search committee training is required for all employees participating on a search committee. This training includes EEO, diversity, and fair and consistent selection practices for all candidates.

To carry out this commitment, JJC hiring supervisors will:

- Diligently review position descriptions for accuracy in the position responsibilities, minimum and preferred qualifications
- Post the primary position or resulting vacancy
- Become proactive in recruitment efforts through ongoing networks and outreach (associations, contacts, colleagues, etc.)
- Utilize diversity recruitment strategies and sources to develop strong diverse pools

JJC's hiring supervisors will collaborate with the Executive Director, Human Resources, and HR staff, in recruiting and hiring diverse staff. This will be accomplished by developing recruitment plans for positions including ensuring efforts have been made to diversify candidate pools. Jobs will not be offered until every effort has been made to diversify the candidate pool. Active recruitment and the use of targeted internet and print advertisements will be used to increase the diversity of pools.

3. Retention Strategies

Equally important to support diversity and inclusion, is the retention, engagement and overall well-being of employees at JJC. Efforts to support retention include:

- Designated employee reward and service recognition programs
- Utilizing a model of shared governance and communication
- Providing tuition waivers for eligible employees and their dependents
- Encouraging employees to actively participate in diversity sub-groups, college committees and community/civic opportunities
- Offering professional development training and opportunities
- Utilizing an annual staff satisfaction survey
- Reviewing exit interviews for trends, to make organizational adjustments, if needed
- Utilizing training and employee assistance programs
- Utilizing employee wellness committee and establishing related programs

4. Disability Accommodations

The college is committed to a climate of mutual respect and full participation by providing an accessible experience for all students, staff, faculty, and community members. The college has established an Office of Disability Services to assist and proactively address students' needs and encourage and support equal access to college programs and services. Human Resources works individually with applicants and employees in need of an accommodation.

XIII. Policy Statements

The College's board of trustees has adopted written policy statements, which include, but are not limited to:

- Equal Employment Opportunity
- Gender Discrimination
- Race Discrimination
- Age Discrimination
- Persons with Disabilities (ADA)
- Religious and National Origin Discrimination
- Workplace Harassment
- Sexual Harassment, Violence and Misconduct
- Retaliation

Policies are available on the college's website and portal. Corresponding institutional procedures, including a complaint form and detailed processes can be found on the employee portal.

XIV. Contact Information

For questions regarding this document, please contact the Human Resources Department at 815-280-2266 or email HR@jjc.edu