

West Virginia Higher Education Policy Commission

West Virginia Council for Community and Technical College Education

**Affirmative Action Plan
for
Minorities and Women**

**May 1, 2013 through April 30, 2014
Plan Year**

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West Virginia Higher Education Policy Commission
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**AFFIRMATIVE ACTION PLAN
FOR
MINORITIES AND WOMEN**

**May 1, 2013 through April 30, 2014
PLAN YEAR**

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West Virginia Higher Education Policy Commission

**AFFIRMATIVE ACTION PLAN
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Introduction

West Virginia Higher Education Policy Commission (WVHEPC) has prepared this Affirmative Action Plan (AAP) for the period of May 1, 2013 through April 30, 2014, reaffirming its commitment to the spirit and letter of affirmative action law, including those administered by the U. S. Department of Labor's Office of Federal Contract Compliance Programs (OFCCP). Through the implementation of this plan WVHEPC continues its efforts to comply with appropriate government regulations and to make the best possible use of personnel while contributing to the betterment of society and the community.

In developing this plan WVHEPC recognizes its duty to ensure equal employment opportunity. The following statement of policy reinforces that belief.

Reaffirming Commitment to Equal Employment Opportunity

In setting forth this plan WVHEPC reaffirms its belief in equal employment opportunity for all employees and applicants for employment in all terms and conditions of employment.

Dr. Paul Hill, Chancellor of WVHEPC, designated Mark Toor as the Equal Employment Opportunity Administrator (EEO Administrator). Mark Toor oversees the plan development, modification, implementation, and reporting requirements and conducts management updates. The EEO Administrator also analyzes WVHEPC's selection process in order to further the principles of equal employment opportunity.

As part of WVHEPC's commitment to this overall process, it will seek to ensure affirmative action to provide equality of opportunity in all aspects of employment, and that all personnel activities, such as the recruitment, selection, training, compensation, benefits, discipline, promotion, transfer, layoff and termination processes remain free of illegal discrimination and harassment based upon age, ethnicity, disability status, national origin, race, religion, gender, sexual or gender orientation, marital status, and veteran status unless prohibited by law. Regular review by WVHEPC, as described in this AAP, helps to ensure compliance with this policy.

Internal Dissemination of EEO Policy

41 C.F.R. § 60-1.42

WVHEPC posts copies of the equal employment opportunity notices that comply with 41 C.F.R. § 60-1.42(a) in conspicuous places (including, where applicable, electronic websites) available to employees and applicants for employment. The following exemplify the methods and locations WVHEPC may use in its ongoing efforts to ensure continuing dissemination of its policy and plan, although WVHEPC may not always use each or any of the below methods, and it may use other methods not listed below:

1. Internal employee manuals contain the policy statement.
2. The policy statement is posted on bulletin boards accessible to employees.
3. WVHEPC references the policy and progress in its annual report, newspaper, magazine and other publications.
4. Orientation meetings for new employees and in-house employment-related training include references to WVHEPC's policy.
5. WVHEPC publications, if any, including those with photographs, generally feature individuals of diverse age, gender, race, color, national origin and sexual orientation where feasible.
6. Pertinent portions of WVHEPC's Affirmative Action Plan are available during regular business hours for inspection by employees and applicants for employment.

External Dissemination of EEO Policy

41 C.F.R. § 60-1.41; 41 C.F.R. § 60-1.5

1. In solicitations or advertisements for employees placed by or on its behalf, WVHEPC complies with at least one of the following methods regarding the dissemination of its equal employment opportunity clause:
 - a. WVHEPC states expressly in the solicitations or advertising that all qualified applicants will receive consideration for employment without regard to age, ethnicity, disability status, national origin, race, religion, gender, sexual or gender orientation, marital status, or veteran status unless prohibited by law. 41 C.F.R. § 1.41(a).
 - b. WVHEPC uses display or other advertising that includes an appropriate insignia prescribed by the Deputy Assistant Secretary, subject to the provisions of 18 U.S.C. § 701. 41 C.F.R. § 1.41(b).
 - c. WVHEPC uses a single advertisement, and the advertisement is grouped with other advertisements under a caption which clearly states that all employers in the group assure

all qualified applicants equal consideration for employment without regard to age, ethnicity, disability status, national origin, race, religion, gender, sexual or gender orientation, marital status, or veteran status unless prohibited by law. 41 C.F.R. § 1.41(c).

- d. WVHEPC uses a single advertisement in which appears in clearly-distinguishable type the phrase “an equal employment opportunity employer.” 41 C.F.R. § 1.41(d). When pictures are included in these media, where feasible, efforts will be made to include pictures of individuals of diverse gender, race, national origin, sexual orientation and age.
2. The following exemplify the methods and locations WVHEPC may use in its ongoing efforts to ensure continuing dissemination of its policy and plan, although WVHEPC may not always use all of the below methods, and it may use other methods not listed below:
 - a. WVHEPC notifies subcontractors, suppliers and vendors of the policy about both its obligations to equal employment opportunity and about WVHEPC’s plan.
 - b. WVHEPC advises recruitment sources, minority and female organizations, community agencies, leaders, secondary schools and colleges annually in writing of its commitment to this policy and plan. WVHEPC informs these sources that job applicants will be treated fairly without regard to their age, ethnicity, disability status, national origin, race, religion, gender, sexual or gender orientation, marital status, or veteran status.
 - c. WVHEPC communicates with the state employment security office in writing regarding the policy.
 - d. WVHEPC advises prospective employees of the existence of the AAP and makes pertinent portions of it available upon request, during regular business hours.
 3. In addition, WVHEPC incorporates by reference the equal employment opportunity and affirmative action clauses into each of its covered Government contracts and subcontracts, including Government bills of lading, transportation requests, contracts for deposit of Government funds, and contracts for issuing and paying U.S. savings bonds and notes and such other contracts and subcontracts as required by law, purchase orders, lease agreements, Government contracts, and other covered contracts (and modifications thereof if not included in the original contract) in accordance with 41. C.F.R. § 60-1.4 (a) – (c) (unless exempted under 41 C.F.R. § 60-1.5).

Establishment of Responsibility for Implementation of the Plan

41 C.F.R. § 60-2.17(a)

A. Identification and Responsibilities of EEO/AA Administrator

Overall responsibility for WVHEPC's plan rests with the EEO Administrator, Mark Toor. Mark Toor ensures that the plan complies with all applicable laws, orders and regulations, including but not limited to, Executive Orders 11246, 13496, and their progeny. Specifically, Mark Toor or the designated representative's duties include:

1. Developing, maintaining and, where appropriate, modifying WVHEPC's plan to ensure compliance with the EEO/AA law.
2. Developing, and where appropriate, modifying procedures for effectively communicating the plan and its elements both internally and externally.
3. Advising management on EEO/AA progress, reporting potential EEO/AA problem areas, and assisting management in finding equitable solutions, where feasible, to any identifiable EEO/AA problem areas.
4. Evaluating the effectiveness of WVHEPC's plan on a regular basis, and reporting to management.
5. Designing, implementing, and overseeing audit and reporting systems that periodically measure the effectiveness of the total affirmative action program. 41 C.F.R. § 2.17 (d)(1)-(4), identifying need for remedial action, and determining the degree to which objectives have been achieved.
6. Acting as the representative and liaison with any government agencies regarding this plan.
7. Monitoring the policies and procedures with regard to terms and conditions of employment to attempt to ensure compliance with affirmative action obligations.
8. Auditing the content of WVHEPC's bulletin board, and electronic policies, as appropriate, to ensure compliance information is posted and up to date.
9. Keeping management up to date on the latest developments in the areas of EEO and affirmative action.
10. Serving as a liaison between WVHEPC and organizations, such as minority organizations and women's organizations.
11. Assisting in the investigation, handling and disposition of employee harassment and discrimination complaints.
12. Discussing EEO/AA policies with all personnel, including management, to ensure that WVHEPC's policies and the need for their support are understood at all levels.

13. Reviewing WVHEPC's AAP for qualified women and minorities with all managers and supervisors to ensure the policy is understood and followed in all personnel actions.
14. Conducting periodic reviews of offices to ensure compliance in the areas of proper display of posters and notices, comparable facilities for both sexes, and opportunity for participation in college-sponsored recreational, educational and social activities.
15. Auditing training programs, hiring, and promotion patterns.

B. Management Responsibilities

Line and upper management share responsibility for the plan, including but not limited to the following:

1. Assisting in auditing plan progress, including identifying problem areas, formulating solutions, establishing appropriate goals, and developing necessary training programs.
2. Reviewing the qualifications of applicants and employees to ensure qualified individuals are treated in a nondiscriminatory manner in hiring, promotion, transfers, and termination actions.
3. Making available career counseling, when appropriate.
4. Reviewing the job performance of each employee to assess whether personnel actions are justified based on the employee and his or her duties.
5. Reviewing position descriptions of the jobs in the manager's area or department to see that they adequately reflect the job to be performed.
6. Assisting subordinates and upper management in the prevention of harassment.

Identification of Areas for Discussion

41 C.F.R. § 60-2.17(b)

WVHEPC's commitment to fully implement this policy and plan include periodic reviews of mission critical workforce factors in a number of ways, including performing an in-depth analysis of its total employment process to determine whether and where impediments to equal employment opportunity exist. These analyses include:

1. The workforce by organizational unit and job group of minority or female utilization and distribution;
2. Personnel activity to determine whether there are selection disparities;
3. Compensation systems to determine if there are gender-, race-, or ethnicity-based disparities;
4. Selection, recruitment, referral, and other personnel procedures to determine whether they result in employment or placement disparities of minorities or women; and,
5. Any other areas that might impact the success of the affirmative action program. 41 C.F.R. § 2.17 (b)(1)-(5), including, for example, WVHEPC's review of:
 - a. The workforce composition by race and sex to compare it to the availability of these groups;
 - b. WVHEPC's applicant flow compared to the availability for the protected groups;
 - c. A comparison of hires to applicants pertaining to minorities and women;
 - d. Compensation system(s) to determine whether there are gender-, race-, or ethnicity-based disparities;
 - e. Selection forms, such as applications for employment, to ensure they comply with federal and state employment laws;
 - f. Processes to ensure there are no artificially-created barriers or restrictive seniority provisions; and,
 - g. Training opportunities to ensure they are available to minorities and women without restrictions based on race, color, sex, religion, national origin, sexual orientation or age.

Identification of problem areas are discussed in next section titled Narrative Discussion of Goals.

Narrative Discussion of Goals

The West Virginia Higher Education Policy Commission plan has 71 employees, including 7 minorities and 42 females. The following goals exist for minorities and/or women:

- 1 - Executive/Administrative/Managerial - This group consists of 15 employees, of whom none are minorities and 3 are females. There is a goal of 23.5% for minorities and a goal of 48.7% for females.
- 3 - Professional Non-Faculty - This group consists of 39 employees, of whom 3 are minorities and 25 are females. There is no underutilization present at this time for minorities or females.
- 4 - Clerical and Secretarial - This group consists of 9 employees, of whom 2 are minorities and 9 are females. There is no underutilization present at this time for minorities or females.
- 5 - Technical and Paraprofessional - This group consists of 8 employees, of whom 2 are minorities and 5 are females. There is no underutilization present at this time for minorities or females.

WVHEPC will use alternate recruitment sources when necessary to attract more qualified external applicants. In those instances where statistical adverse impact is indicated, WVHEPC will take action as outlined in the Action-Oriented Programs Section to monitor and eliminate any problem areas, as well as other similar actions.

Development & Execution of Action-Oriented Programs

41 C.F.R. § 60-2.17(c)

WVHEPC has instituted action-oriented programs designed to eliminate any problem areas, should they exist, in accordance with § 60-2.17(b), and to help achieve specific affirmative action goals. WVHEPC also makes a good-faith effort to remove identified barriers, expand employment opportunities, and produce measurable results. These programs may include items such as:

1. Conducting periodic reviews of job descriptions attempting to ensure they accurately reflect job-related duties and responsibilities.
2. Annually reviewing job qualifications by department and job title for job-relatedness, and using job performance criteria.
3. Making job descriptions and qualifications available to recruiting sources and to all members of management involved in the recruiting, screening, selection, and promotion processes.
4. Making good-faith efforts to select the most qualified candidates regardless of their age, ethnicity, disability status, national origin, race, religion, gender, sexual or gender orientation, marital status, or veteran status. WVHEPC recognizes the duty, should the need arise, to make good faith efforts to remedy any statistically significant underutilization of minorities and women. Accordingly, WVHEPC commits to evaluating the total selection process to ensure freedom from bias based on age, ethnicity, disability status, national origin, race, religion, gender, sexual or gender orientation, marital status, and veteran status through:
 - a. Reviewing the job applications and other pre-employment forms to ensure information requested is job-related;
 - b. Evaluating selection methods that may have a disparate impact to ensure that they are job-related and consistent with business necessity;
 - c. Providing assistance, such as training and guidance on proper interviewing techniques and EEO training, to employees, management, and supervisory staff, including, but not limited to, those who are involved in the recruitment, selection, discipline and other related processes, so that personnel actions remain neutral to age, ethnicity, disability status, national origin, race, religion, gender, sexual or gender orientation, marital status, and veteran status; and
 - d. Reviewing selection techniques and employment standards.
5. WVHEPC employs appropriate methods to attempt to improve recruitment and increase the flow of qualified minorities and women applicants in its recruiting process, including a number of the following actions:
 - a. Including the phrase, "Equal Opportunity/Affirmative Action Employer" in printed employment advertisements;

- b. Placing help-wanted advertisements, when appropriate, in local minority news media and women's interest media;
 - c. Disseminating information on job opportunities to organizations representing minorities, women, and employment development agencies when job opportunities occur;
 - d. Encouraging all employees to refer qualified applicants;
 - e. Actively recruiting in secondary schools, junior colleges, colleges and universities with predominantly minority or female enrollments where underutilization exists in such areas, and
 - f. Requesting employment agencies to refer qualified minorities and women.
 - g. WVHEPC considers using special employment programs designed to deal with underutilization. Business conditions and other feasibility matters remain the key factor in any decision to develop/implement such programs.
 - h. Whenever feasible and appropriate, WVHEPC participates in job fairs, career days, youth-motivation programs and other programs that foster exposure for qualified minorities and women.
 - i. WVHEPC encourages minorities and women to participate in college-sponsored activities and programs.
 - j. WVHEPC utilizes various community organizations and schools as referral sources.
6. WVHEPC reviews promotion criteria and procedures so that job qualifications form the basis for the promotional decisions without regard age, ethnicity, disability status, national origin, race, religion, gender, sexual or gender orientation, marital status, or veteran status. WVHEPC monitors promotion rates for minorities and women and, when necessary, may employ one or more of the following procedures:
- a. Maintaining an inventory of current minority and women employees to determine special job-related talents, skills and experience.
 - b. Providing job training, job-related courses or certificate programs.
 - c. Reviewing work specifications and job qualifications to ensure job-relatedness.
 - d. Reviewing promotion decisions for possible impact on women or minorities.
 - e. Conducting career counseling, where appropriate, during performance evaluations.
 - f. Informing employees about educational programs and other opportunities available to improve their employment prospects.

- g. Reviewing seniority practices for possible impact on women and minorities.
- h. Reviewing college-sponsored social and recreational activities to ensure non-discriminatory participation and availability.
- i. Ensuring that all employees are given equal employment for promotion. This is achieved by:
 - 1. Generally posting or otherwise announcing most promotional opportunities.
 - 2. Offering counseling to assist employees in identifying promotional opportunities, training and educational programs to enhance promotions and opportunities for job rotation or transfer; and
 - 3. Evaluating job requirements for promotion.

Internal Audit and Reporting System

41 C.F.R. § 60-2.17(d)

- 1. Mark Toor, WVHEPC's EEO/AA Administrator, maintains an internal audit system to attempt to oversee WVHEPC's Affirmative Action Plan and assess progress. The EEO Administrator is responsible for ensuring that the formal AAP documents are developed and prepared and for the effective AAP implementation; however, responsibility is likewise vested with each department manager and supervisor, depending upon the specific responsibility. The audit system is designed and implemented to measure the effectiveness of the total affirmative action program [41 C.F.R. § 2.17 (d)(1)-(4)], including:
 - a. Monitoring records of all personnel activity, including: referrals, placements, transfers, promotions, terminations, and compensation, at all levels, to ensure the nondiscriminatory policy is carried out,
 - b. Requiring internal reporting on a scheduled basis as to the degree to which equal employment opportunity and organizational objectives are attained,
 - c. Reviewing reports at all levels of management; and
 - d. Advising top management of the program's effectiveness and submitting recommendations to improve unsatisfactory performance. 41 C.F.R. § 2.17 (d)(1)-(4).
- 2. WVHEPC reviews various employment decisions, such as job referrals, hiring decisions, transfers, promotions, and terminations. WVHEPC maintains summary data where necessary and feasible, and conducts regular reviews at least annually.
- 3. There is no "de facto" (in practice without being officially established) segregation. Further, WVHEPC ensures that facilities, as broadly defined in 41 C.F.R. § 60-1.8, provided for

employees are provided in such a manner that segregation on the basis of age, ethnicity, disability status, national origin, race, religion, gender, sexual or gender orientation, marital status, or veteran status cannot result, provided that separate or single-user restrooms and necessary dressing or sleeping areas shall be provided to ensure privacy between the sexes.

4. WVHEPC complies with required records retention provisions set forth in 41 C.F.R. §60-1.12 and elsewhere in the applicable OFCCP regulations, and maintains a) employment applications (generally for two years); b) summary data of applicant flow by identifying, at least, total applicants, total minority applicants, and total female applicants, where necessary and feasible, and conducts regular reviews at least annually; c) applicant flow showing the name, race, sex, date of application, job title, interview status, and the action taken for all individuals applying for job opportunities, and the relevant applicant/hire decisions; d) summary data of external job offers and hires, promotions, resignations, terminations, and layoffs by job group and by sex and minority group identification; e) and records pertaining to its compensation system.
5. Provide needed reports to managers and supervisors regarding the results of the audit as well as WVHEPC's overall progress in the area of EEO/AA. Any recommended actions should be made as well. Reports shall be made to senior management on at least an annual basis.

Guidelines for Prevention of Sex Discrimination

41 C.F.R. § 60-20.1 et seq.

WVHEPC supports the promotion and ensuring of equal employment opportunity of its employees and applicants without regard to sex, and endorses and complies with the following policy statements.

1. WVHEPC employment advertisements do not express a sex preference nor does WVHEPC place advertisements in columns designated "males" or "females", unless sex is a bona fide occupation obligation. 41 C.F.R. §60-20.2(a).
2. Employees of both sexes at WVHEPC shall have an equal opportunity to any available job that he or she is qualified to perform, unless sex is a bona fide occupation obligation. 41 C.F.R. §60-20.2.
3. WVHEPC maintains gender-neutral personnel policies that expressly indicate that there shall be no gender discrimination against employees. The terms and conditions of any written collective bargaining agreements shall not be inconsistent with these guidelines. 41 C.F.R. §60-20.3(a).
4. WVHEPC makes no distinction based upon sex in employment opportunities, wages, hours, or other conditions of employment. 41 C.F.R. §60-20.3(c).
5. WVHEPC will not make any distinction between married and unmarried persons of one sex that is not made between married and unmarried persons of the opposite sex, or deny employment to women with young children unless it has the same exclusionary policies for men, or terminate the employment of an employee of one sex in a job classification upon reaching a certain age unless the same rule is applicable to members of the opposite sex. 41 C.F.R. § 60.20.3(d).

6. WVHEPC has policies and practices to ensure appropriate physical facilities to both sexes. 41 C.F.R. § 60-20.3(e).
7. WVHEPC will not deny a female employee the right to any job she is qualified to perform in reliance on a State “protective” law regarding, for example, prohibiting women from performing work such as a bartender, or for working at jobs requiring more than a certain number of hours or lifting above a certain weight. 41 C.F.R. § 60-20.3(f).
8. WVHEPC endorses and complies with the 1978 Pregnancy Discrimination Act, as it amended Title VII of the Civil Rights Act of 1964. WVHEPC applies any leave of absence policy uniformly, regardless of sex. 41 C.F.R. § 60-20.3(g).
9. WVHEPC must not specify any differences for male and female employees on the basis of sex in either mandatory or optional retirement age. 41 C.F.R. § 60-20.3(h).
10. WVHEPC's seniority lines and lists must not be based on sex. 41 C.F.R. § 60-20.4.
11. WVHEPC's wage schedules are not related to or based on the sex of an employee. 41 C.F.R. § 60-20.5(a). Further, WVHEPC does not discriminatorily restrict one sex to certain job classifications, and instead must take steps to make jobs available to all qualified employees in all classifications without regard to sex. 41 C.F.R. § 60-20.5(b).
12. When appropriate, WVHEPC makes affirmative efforts to increase the number and percentage of women in the workforce, including, but not limited to the following:
 - a. WVHEPC recruits women and encourages existing women employees to apply for positions historically labeled by society as "traditionally male".
 - b. WVHEPC guarantees equal, gender-neutral access to training and tuition reimbursement programs, including management training, and other types of workplace training programs.
 - c. WVHEPC informs management of its affirmative action responsibilities. 41 C.F.R § 60-20.6.

Workforce Analysis

Contractors and subcontractors are required to include in their AAPs an organizational profile of their workforce using either a “workforce analysis” or “organizational display” that provides detailed data reflecting staffing patterns within the establishment. 41 C.F.R. § 60-2.11. An organizational profile shows the staffing pattern within a contractor’s establishment. This profile assists an employer in identifying where, in the workforce of its site which is the subject of this AAP, women or minorities are underrepresented or concentrated. A workforce analysis is used in this AAP, which lists each job title from the lowest paid to the highest paid within each department or similar organizational unit.

Workforce Analysis

Plan Date: 05/01/2013

West Virginia Higher Education Policy Commission

<i>Administrative Services Division</i>											
Title	EEO	Total	Male Female	White	Black	Hispanic	Asian	Native Hawaiian	Indian	Two or More	Minority
Director of Administrative Services	3	1	0	0	0	0	0	0	0	0	0
			1	1	0	0	0	0	0	0	0
Executive Vice Chancellor for Administration	1	1	1	1	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	0
Summary of Administrative Services Division		2	1	1	0	0	0	0	0	0	0
			1	1	0	0	0	0	0	0	0

Workforce Analysis

Plan Date: 05/01/2013

West Virginia Higher Education Policy Commission

<i>Division of Academic Affairs</i>											
Title	EEO	Total	Male Female	White	Black	Hispanic	Asian	Native Hawaiian	Indian	Two or More	Minority
Executive Administrative Assistant	4	1	0	0	0	0	0	0	0	0	0
			1	1	0	0	0	0	0	0	
Director of Statewide Academic Initiatives	3	1	0	0	0	0	0	0	0	0	0
			1	1	0	0	0	0	0	0	
Administrator, Office of Veteran's Education Programs	3	1	1	1	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	
Director of Academic Programming	3	1	1	1	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	
Director of Student and Educational Services	3	1	1	0	1	0	0	0	0	0	1
			0	0	0	0	0	0	0	0	
Summary of Division of Academic Affairs		5	3	2	1	0	0	0	0	0	1
			2	2	0	0	0	0	0	0	

Workforce Analysis

Plan Date: 05/01/2013

West Virginia Higher Education Policy Commission

Division of Finance and Facilities

Title	EEO	Total	Male Female	White	Black	Hispanic	Asian	Native Hawaiian	Indian	Two or More	Minority
Grant Resources Associate	5	1	0	0	0	0	0	0	0	0	0
			1	1	0	0	0	0	0	0	
Program Assistant II	4	1	0	0	0	0	0	0	0	0	0
			1	1	0	0	0	0	0	0	
Administrative Assistant Senior	4	1	0	0	0	0	0	0	0	0	0
			1	1	0	0	0	0	0	0	
Accountant Senior	3	2	0	0	0	0	0	0	0	0	0
			2	2	0	0	0	0	0	0	
Program Coordinator Senior	3	1	0	0	0	0	0	0	0	0	1
			1	0	1	0	0	0	0	0	
Budget Officer	3	1	0	0	0	0	0	0	0	0	0
			1	1	0	0	0	0	0	0	
Director of Finance	3	1	0	0	0	0	0	0	0	0	0
			1	1	0	0	0	0	0	0	
Senior Director of Facilities	1	1	1	1	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	
Vice Chancellor for Finance	1	1	1	1	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	
Interim Director of Operations, WV Regional Technology Park	1	1	1	1	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	
Summary of Division of Finance and Facilities		11	3	3	0	0	0	0	0	0	1
			8	7	1	0	0	0	0	0	

Workforce Analysis

Plan Date: 05/01/2013

West Virginia Higher Education Policy Commission

<i>Division of Financial Aid</i>											
Title	EEO	Total	Male Female	White	Black	Hispanic	Asian	Native Hawaiian	Indian	Two or More	Minority
Administrative Associate	4	1	0	0	0	0	0	0	0	0	0
			1	1	0	0	0	0	0	0	
Administrative Assistant Senior	4	1	0	0	0	0	0	0	0	0	0
			1	1	0	0	0	0	0	0	
Program Manager	3	1	0	0	0	0	0	0	0	0	0
			1	1	0	0	0	0	0	0	
Program Administrator Senior	3	1	0	0	0	0	0	0	0	0	0
			1	1	0	0	0	0	0	0	
Program Coordinator Senior	3	1	1	1	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	
Statewide Coordinator	3	1	0	0	0	0	0	0	0	0	0
			1	1	0	0	0	0	0	0	
Senior Director of Financial Aid	1	1	1	1	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	
Summary of Division of Financial Aid		7	2	2	0	0	0	0	0	0	0
			5	5	0	0	0	0	0	0	

Workforce Analysis

Plan Date: 05/01/2013

West Virginia Higher Education Policy Commission

<i>Division of Health Sciences</i>											
Title	EEO	Total	Male Female	White	Black	Hispanic	Asian	Native Hawaiian	Indian	Two or More	Minority
Director of Health Sciences Programs	3	1	0	0	0	0	0	0	0	0	0
			1	1	0	0	0	0	0	0	
Vice Chancellor for Health Sciences	1	1	1	1	0	0	0	0	0	0	0
			0	0	0	0	0	0	0		
Summary of Division of Health Sciences		2	1	1	0	0	0	0	0	0	0
			1	1	0	0	0	0	0	0	

Workforce Analysis

Plan Date: 05/01/2013

West Virginia Higher Education Policy Commission

<i>Division of Human Resources</i>											
Title	EEO	Total	Male Female	White	Black	Hispanic	Asian	Native Hawaiian	Indian	Two or More	Minority
Human Resources Representative Senior	3	1	0	0	0	0	0	0	0	0	1
			1	0	1	0	0	0	0	0	
Vice Chancellor for Human Resources	1	1	1	1	0	0	0	0	0	0	0
			0	0	0	0	0	0	0		
Summary of Division of Human Resources		2	1	1	0	0	0	0	0	0	1
			1	0	1	0	0	0	0	0	

Workforce Analysis

Plan Date: 05/01/2013

West Virginia Higher Education Policy Commission

Division of Policy and Planning

Title	EEO	Total	Male Female	White	Black	Hispanic	Asian	Native Hawaiian	Indian	Two or More	Minority
Institutional Research Analyst Senior	5	1	0	0	0	0	0	0	0	0	0
			1	1	0	0	0	0	0	0	
Senior Programmer/Developer	5	2	2	1	0	0	1	0	0	0	1
			0	0	0	0	0	0	0		
Research Fellow	3	1	1	1	0	0	0	0	0	0	0
			0	0	0	0	0	0	0		
Post Doctoral Research Analyst	3	1	0	0	0	0	0	0	0	0	0
			1	1	0	0	0	0	0		
Research and Policy Analyst	3	1	1	1	0	0	0	0	0	0	0
			0	0	0	0	0	0	0		
Director of Policy and Strategic Initiatives	3	1	1	1	0	0	0	0	0	0	0
			0	0	0	0	0	0	0		
Director of Planning and Research	3	1	0	0	0	0	0	0	0	0	0
			1	1	0	0	0	0	0		
Statewide Coordinator of Information Systems	3	1	1	1	0	0	0	0	0	0	0
			0	0	0	0	0	0	0		
Vice Chancellor for Policy and Planning	1	1	0	0	0	0	0	0	0	0	0
			1	1	0	0	0	0	0		
Summary of Division of Policy and Planning		10	6	5	0	0	1	0	0	0	1
			4	4	0	0	0	0	0		

Workforce Analysis

Plan Date: 05/01/2013

West Virginia Higher Education Policy Commission

Division of Science and Research/EPSCoR

Title	EEO	Total	Male Female	White	Black	Hispanic	Asian	Native Hawaiian	Indian	Two or More	Minority
Cyber Infrastructure Coordinator	5	1	1	1	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	
Graphic Design Manager	3	1	0	0	0	0	0	0	0	0	0
			1	1	0	0	0	0	0	0	
Communications Manager	3	1	1	1	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	
Manager, Fiscal and Administrative Services	3	1	0	0	0	0	0	0	0	0	0
			1	1	0	0	0	0	0	0	
Interim Program Director/Director of Science and Research	1	1	0	0	0	0	0	0	0	0	0
			1	1	0	0	0	0	0	0	
Summary of Division of Science and Research/EPSCoR		5	2	2	0	0	0	0	0	0	0
			3	3	0	0	0	0	0	0	

Workforce Analysis

Plan Date: 05/01/2013

West Virginia Higher Education Policy Commission

Division of Student Success and P-20 Initiatives/WV GEAR U

Title	EEO	Total	Male Female	White	Black	Hispanic	Asian	Native Hawaiian	Indian	Two or More	Minority
Research and Data Analyst	5	1	0	0	0	0	0	0	0	0	1
			1	0	1	0	0	0	0	0	
College Access Program Liaison	3	2	1	1	0	0	0	0	0	0	0
			1	1	0	0	0	0	0	0	
Regional Coordinator	3	2	0	0	0	0	0	0	0	0	0
			2	2	0	0	0	0	0	0	
Regional Coordinator	3	1	1	1	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	
Coordinator of Curriculum and Development	3	1	0	0	0	0	0	0	0	0	0
			1	1	0	0	0	0	0	0	
Assistant Director of Communications	3	1	0	0	0	0	0	0	0	0	0
			1	1	0	0	0	0	0	0	
Assistant Director of Fiscal and Administrative Services	3	1	1	1	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	
Senior Director of Student Success and P-20 Initiatives	1	1	1	1	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	
Summary of Division of Student Success and P-20 Initiatives/WV GEAR UP		10	4	4	0	0	0	0	0	0	1
			6	5	1	0	0	0	0	0	

Workforce Analysis

Plan Date: 05/01/2013

West Virginia Higher Education Policy Commission

<i>Legal Division</i>											
Title	EEO	Total	Male Female	White	Black	Hispanic	Asian	Native Hawaiian	Indian	Two or More	Minority
Office Administrator	4	1	0	0	0	0	0	0	0	0	1
			1	0	1	0	0	0	0	0	
General Counsel	1	1	1	1	0	0	0	0	0	0	0
			0	0	0	0	0	0	0		
Summary of Legal Division		2	1	1	0	0	0	0	0	0	1
			1	0	1	0	0	0	0	0	

Workforce Analysis

Plan Date: 05/01/2013

West Virginia Higher Education Policy Commission

<i>WV Council for Community and Technical College Education</i>											
Title	EEO	Total	Male Female	White	Black	Hispanic	Asian	Native Hawaiian	Indian	Two or More	Minority
Summary of WV Council for Community and Technical College Education		11	4	4	0	0	0	0	0	0	0
			7	7	0	0	0	0	0		

Workforce Analysis

Plan Date: 05/01/2013

West Virginia Higher Education Policy Commission

<i>WV Higher Education Policy Commission</i>											
Title	EEO	Total	Male Female	White	Black	Hispanic	Asian	Native Hawaiian	Indian	Two or More	Minority
Events & Operations Assistant	5	1	0	0	0	0	0	0	0	0	0
			1	1	0	0	0	0	0	0	
Executive Secretary to the Chancellor	4	1	0	0	0	0	0	0	0	0	1
			1	0	0	0	0	0	0	1	
Senior Director of Board and Public Relations	3	1	0	0	0	0	0	0	0	0	0
			1	1	0	0	0	0	0	0	
Chancellor for WV Higher Education Policy Commission	1	1	1	1	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	
Summary of WV Higher Education Policy Commission		4	1	1	0	0	0	0	0	0	1
			3	2	0	0	0	0	0	1	

Workforce Analysis

Plan Date: 05/01/2013

West Virginia Higher Education Policy Commission

Title	Total	Male Female	White	Black	Hispanic	Asian	Native Hawaiian	Indian	Two or More	Minority
<i>Summary</i>	71	29	27	1	0	1	0	0	0	7
		42	37	4	0	0	0	0	1	

Job Group Analysis

Contractors and subcontractors are required to include in their AAPs a “job group analysis” by combining jobs at the establishment with similar content, wage rates, and opportunities to form job groups. 41 C.F.R. § 60-2.12. The job group analysis is a contractor’s first comparison of the representation of minorities and women in its workforce with the estimated availability of minorities and women to be employed. The job group is created by first sorting the various jobs at the establishment into job groups, which is a collection of jobs in an organization with similar job content (field of work and/or skill level), similar promotional opportunities, and similar compensation. The job groups then are developed to fit the unique characteristics of each organizational unit, taking into account the size, type, and complexity of the work performed. Contractors, after combining the job titles for the job group analysis, must then separately provide the percentage of minorities and the percentage of women they employ in each job group.

Job Group Analysis

Plan Date: 05/01/2013

West Virginia Higher Education Policy Commission

<i>1 - Executive/Administrative/Managerial</i>										
Title	Total	Male Female	White	Black	Hispanic	Asian	Native Hawaiian	Indian	Two or More	Minority
Executive Vice Chancellor for Administration	1	1	1	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	
Chancellor for WV Council for Community & Technical College Education	1	1	1	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	
Chancellor for WV Higher Education Policy Commission	1	1	1	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	
Summary of 1 - Executive/Administrative/Managerial	15	12	12	0	0	0	0	0	0	0
		3	3	0	0	0	0	0	0	

Job Group Analysis

Plan Date: 05/01/2013

West Virginia Higher Education Policy Commission

3 - Professional Non-Faculty										
Title	Total	Male Female	White	Black	Hispanic	Asian	Native Hawaiian	Indian	Two or More	Minority
Statewide Coordinator	1	0	0	0	0	0	0	0	0	0
		1	1	0	0	0	0	0	0	
Director of Finance	1	0	0	0	0	0	0	0	0	0
		1	1	0	0	0	0	0	0	
Manager, Fiscal and Administrative Services	1	0	0	0	0	0	0	0	0	0
		1	1	0	0	0	0	0	0	
Director of Administrative Services	1	0	0	0	0	0	0	0	0	0
		1	1	0	0	0	0	0	0	
Director of Planning and Research	1	0	0	0	0	0	0	0	0	0
		1	1	0	0	0	0	0	0	
Statewide Coordinator of Information Systems	1	1	1	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	
Director of Academic Programming	1	1	1	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	
Senior Director of Board and Public Relations	1	0	0	0	0	0	0	0	0	0
		1	1	0	0	0	0	0	0	
Director of Financial Aid for Community and Technical College	1	0	0	0	0	0	0	0	0	0
		1	1	0	0	0	0	0	0	
Director of Student and Educational Services	1	1	0	1	0	0	0	0	0	1
		0	0	0	0	0	0	0	0	
Summary of 3 - Professional Non-Faculty	39	14	13	1	0	0	0	0	0	3
		25	23	2	0	0	0	0	0	

Job Group Analysis

Plan Date: 05/01/2013

West Virginia Higher Education Policy Commission

<i>4 - Clerical and Secretarial</i>										
Title	Total	Male Female	White	Black	Hispanic	Asian	Native Hawaiian	Indian	Two or More	Minority
Office Administrator	1	0	0	0	0	0	0	0	0	1
		1	0	1	0	0	0	0	0	
Administrative Associate	2	0	0	0	0	0	0	0	0	0
		2	2	0	0	0	0	0	0	
Program Assistant II	1	0	0	0	0	0	0	0	0	0
		1	1	0	0	0	0	0	0	
Executive Secretary to the Chancellor	1	0	0	0	0	0	0	0	0	1
		1	0	0	0	0	0	0	1	
Administrative Assistant Senior	2	0	0	0	0	0	0	0	0	0
		2	2	0	0	0	0	0	0	
Executive Administrative Assistant	1	0	0	0	0	0	0	0	0	0
		1	1	0	0	0	0	0	0	
Executive Administrative Assistant	1	0	0	0	0	0	0	0	0	0
		1	1	0	0	0	0	0	0	
Summary of 4 - Clerical and Secretarial	9	0	0	0	0	0	0	0	0	2
		9	7	1	0	0	0	0	1	

Job Group Analysis

Plan Date: 05/01/2013

West Virginia Higher Education Policy Commission

<i>5 - Technical and Paraprofessional</i>										
Title	Total	Male Female	White	Black	Hispanic	Asian	Native Hawaiian	Indian	Two or More	Minority
Events & Operations Assistant	1	0	0	0	0	0	0	0	0	0
		1	1	0	0	0	0	0	0	
Grants Administrator	1	0	0	0	0	0	0	0	0	0
		1	1	0	0	0	0	0	0	
Grant Resources Associate	1	0	0	0	0	0	0	0	0	0
		1	1	0	0	0	0	0	0	
Research and Data Analyst	1	0	0	0	0	0	0	0	0	1
		1	0	1	0	0	0	0	0	
Institutional Research Analyst Senior	1	0	0	0	0	0	0	0	0	0
		1	1	0	0	0	0	0	0	
Senior Programmer/Developer	2	2	1	0	0	1	0	0	0	1
		0	0	0	0	0	0	0	0	
Cyber Infrastructure Coordinator	1	1	1	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	
Summary of 5 - Technical and Paraprofessional	8	3	2	0	0	1	0	0	0	2
		5	4	1	0	0	0	0	0	

Job Group Analysis

Plan Date: 05/01/2013

West Virginia Higher Education Policy Commission

Title	Total	Male Female	White	Black	Hispanic	Asian	Native Hawaiian	Indian	Two or More	Minority
<i>Summary</i>	71	29	27	1	0	1	0	0	0	7
		42	37	4	0	0	0	0	1	

Availability Analysis

Contractors and subcontractors, after aggregating individual jobs into job groups, are then required to determine the availability of women and minorities for those job groups. 41 C.F.R. § 60-2.14. “Availability” is a percentage estimate of the women and minorities who have the skills required to perform the jobs within the job groups. To determine the availability percentages, contractors are required to consider two factors: 1) factors reflecting the availability outside the contractor’s workforce (such as people in the immediate labor area or reasonable recruitment area); and, 2) factors affecting the availability inside the contractor’s own workforce (such as people who are qualified and available by transfer, promotion, or training). Contractors typically rely on the most current U.S. Census data to develop their external availability factors, and on their own workforce numbers to develop their internal availability factors. Both external and internal factors must be considered, but contractors may “weight” each of the two factors according to each factor’s relevance to the job group in question. Such weighting is included in the following availability statistics for each job group.

After a contractor has formulated job groups and determined the minority and female availability percentages for each job group, it must then compare the actual utilization of minorities and women in each job group with their estimated availability, and identify those job groups where the percentage of women and/or minorities employed is less than would reasonably be expected given their availability. 41 C.F.R. § 60-2.15.

Availability Analysis

Plan Date 05/01/2013

West Virginia Higher Education Policy Commission

1 - Executive/Administrative/Managerial								
Factor	Description	Raw Statistics			Weighted Factor		Source of Statistics	Reason for Weighting
		Minority	Female	Weight	Minority	Female		
1	The percentage of minorities or women with requisite skills in the RRA. The RRA is defined as the geographical area from which the contractor usually seeks or reasonably could seek workers to fill the positions in question.	24.4	47.8	95	23.2	45.4	2010 Census EEO Special File for appropriate Occupational Titles. See supporting documents.	Reasonable recruiting practices and business necessity. Consideration given to past practices and current demands.
2	The percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization. Trainable refers to those employees that, with reasonably provided training, become qualified during the AAP year.	7.7	64.1	5	0.4	3.2	Incumbent work force for those Job Groups that constitute "feeders" to this Job Group.	Reasonable recruiting practices and business necessity. Consideration given to past practices and current demands.
Job Group Size: 15		100						
		Final Availability (%)		23.5	48.7			

Availability Analysis

Plan Date 05/01/2013

West Virginia Higher Education Policy Commission

1 - Executive/Administrative/Managerial

Factor 1: External Availability

External Availability from the RRA

Census Areas for RRA		Value					
United States		1					
Census Codes used for RRA			Raw Statistics (%)		Value		
			Minority	Female			
0010	Chief executives and legislators		13.6	22.2	1		
0100	Administrative services managers		22.7	34.8	1		
0120	Financial managers		24.0	53.8	1		
0136	Human resources managers		27.8	59.4	1		
0230	Education administrators		25.1	63.8	1		
0310	Food service managers		34.3	46.9	1		
0420	Social and community service managers		25.8	67.0	1		
0430	Miscellaneous managers, including funeral service		21.7	34.8	1		
			Raw Statistics (%)		Weight	Weighted Factor (%)	
			Minority	Female		Minority	Female
Final Statistics for External Availability			24.4	47.8	95%	23.2	45.4

Factor 2: Internal Availability

Source Description	Raw Statistics (%)		Value
	Minority	Female	
3 - Professional Non-Faculty	7.7	64.1	3

Availability Analysis

Plan Date 05/01/2013

West Virginia Higher Education Policy Commission

1 - Executive/Administrative/Managerial

	Raw Statistics (%)		Weight	Weighted Factor (%)	
	Minority	Female		Minority	Female
Final Statistics for Internal Availability	7.7	64.1	5%	0.4	3.2

RRA = Reasonable Recruitment Area

Availability Analysis

Plan Date 05/01/2013

West Virginia Higher Education Policy Commission

3 - Professional Non-Faculty

Factor	Description	Raw Statistics			Weighted Factor		Source of Statistics	Reason for Weighting
		Minority	Female	Weight	Minority	Female		
1	The percentage of minorities or women with requisite skills in the RRA. The RRA is defined as the geographical area from which the contractor usually seeks or reasonably could seek workers to fill the positions in question.	8.5	58.1	85	7.2	49.4	2010 Census EEO Special File for appropriate Occupational Titles. See supporting documents.	Reasonable recruiting practices and business necessity. Consideration given to past practices and current demands.
2	The percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization. Trainable refers to those employees that, with reasonably provided training, become qualified during the AAP year.	16.6	68.2	15	2.5	10.2	Incumbent work force for those Job Groups that constitute "feeders" to this Job Group.	Reasonable recruiting practices and business necessity. Consideration given to past practices and current demands.
Job Group Size: 39		100						
		Final Availability (%)		9.7	59.7			

Availability Analysis

Plan Date 05/01/2013

West Virginia Higher Education Policy Commission

3 - Professional Non-Faculty

Factor 1: External Availability

External Availability from the RRA

Census Areas for RRA		Value					
Charleston WV		54					
Census Codes used for RRA			Raw Statistics (%)		Value		
			Minority	Female			
0230 Education administrators			9.6	45.2	1		
0630 Human resources workers			2.9	55.3	1		
2000 Counselors			18.5	81.5	1		
2016 Social and human service assistants			28.0	64.0	1		
2025 Miscellaneous community and social service special			0.0	54.5	1		
2050 Directors, religious activities and education			0.0	10.0	1		
2430 Librarians			15.6	68.8	1		
2550 Other education, training, and library workers			0.0	60.0	1		
2720 Athletes, coaches, umpires, and related workers			10.5	42.1	1		
2860 Miscellaneous media and communication workers			0.0	100	1		
Final Statistics for External Availability			Raw Statistics (%) Minority	Raw Statistics (%) Female	Weight	Weighted Factor (%) Minority	Weighted Factor (%) Female
			8.5	58.1	85%	7.2	49.4

Availability Analysis

Plan Date 05/01/2013

West Virginia Higher Education Policy Commission

3 - Professional Non-Faculty

Factor 2: Internal Availability

Source Description	Raw Statistics (%)		Value	Weighted Factor (%)	
	Minority	Female		Minority	Female
4 - Clerical and Secretarial	22.2	100	2		
5 - Technical and Paraprofessional	25.0	62.5	6		
3 - Professional Non-Faculty	7.7	64.1	7		
Final Statistics for Internal Availability	16.6	68.2	15%	2.5	10.2

RRA = Reasonable Recruitment Area

Availability Analysis

Plan Date 05/01/2013

West Virginia Higher Education Policy Commission

4 - Clerical and Secretarial

Factor	Description	Raw Statistics		Weight	Weighted Factor		Source of Statistics	Reason for Weighting	
		Minority	Female		Minority	Female			
1	The percentage of minorities or women with requisite skills in the RRA. The RRA is defined as the geographical area from which the contractor usually seeks or reasonably could seek workers to fill the positions in question.	5.0	88.1	70	3.5	61.7	2010 Census EEO Special File for appropriate Occupational Titles. See supporting documents.	Reasonable recruiting practices and business necessity. Consideration given to past practices and current demands.	
2	The percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization. Trainable refers to those employees that, with reasonably provided training, become qualified during the AAP year.	22.2	100	30	6.7	30.0	Incumbent work force for those Job Groups that constitute "feeders" to this Job Group.	Reasonable recruiting practices and business necessity. Consideration given to past practices and current demands.	
Job Group Size: 9		100							
		Final Availability (%)		10.2	91.7				

Availability Analysis

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West Virginia Higher Education Policy Commission

4 - Clerical and Secretarial

Factor 1: External Availability

External Availability from the RRA

Census Areas for RRA		Value					
Charleston WV		54					
Census Codes used for RRA			Raw Statistics (%)		Value		
			Minority	Female			
2440	Library technicians		15.4	100	1		
5000	First-line supervisors of office and administrativ		4.6	66.5	1		
5320	Library assistants, clerical		0.0	86.7	1		
5360	Human resources assistants, except payroll and tim		0.0	100	1		
5400	Receptionists and information clerks		5.8	93.8	1		
5700	Secretaries and administrative assistants		8.4	95.4	1		
5810	Data entry keyers		2.5	86.3	1		
5860	Office clerks, general		5.1	86.5	1		
5940	Miscellaneous office and administrative support wo		3.1	78.1	1		
			Raw Statistics (%)		Weight	Weighted Factor (%)	
			Minority	Female		Minority	Female
Final Statistics for External Availability			5.0	88.1	70%	3.5	61.7

Factor 2: Internal Availability

Source Description	Raw Statistics (%)		Value
	Minority	Female	
4 - Clerical and Secretarial	22.2	100	1

RRA = Reasonable Recruitment Area

Availability Analysis

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West Virginia Higher Education Policy Commission

4 - Clerical and Secretarial

	Raw Statistics (%)		Weight	Weighted Factor (%)	
	Minority	Female		Minority	Female
Final Statistics for Internal Availability	22.2	100	30%	6.7	30.0

RRA = Reasonable Recruitment Area

Availability Analysis

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West Virginia Higher Education Policy Commission

<i>5 - Technical and Paraprofessional</i>								
Factor	Description	<u>Raw Statistics</u>			<u>Weighted Factor</u>		Source of Statistics	Reason for Weighting
		Minority	Female	Weight	Minority	Female		
1	The percentage of minorities or women with requisite skills in the RRA. The RRA is defined as the geographical area from which the contractor usually seeks or reasonably could seek workers to fill the positions in question.	4 . 9	88 . 4	70	3 . 4	61 . 9	2010 Census EEO Special File for appropriate Occupational Titles. See supporting documents.	Reasonable recruiting practices and business necessity. Consideration given to past practices and current demands.
2	The percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization. Trainable refers to those employees that, with reasonably provided training, become qualified during the AAP year.	23 . 6	81 . 3	30	7 . 1	24 . 4	Incumbent work force for those Job Groups that constitute "feeders" to this Job Group.	Reasonable recruiting practices and business necessity. Consideration given to past practices and current demands.
Job Group Size: 8		100						
		Final Availability (%)		10 . 5	86 . 3			

Availability Analysis

Plan Date 05/01/2013

West Virginia Higher Education Policy Commission

5 - Technical and Paraprofessional

Factor 1: External Availability

External Availability from the RRA

Census Areas for RRA		Value			
Charleston WV		54			
Census Codes used for RRA			Raw Statistics (%)		Value
			Minority	Female	
2000 Counselors			18.5	81.5	1
2825 Public relations specialists			0.0	80.0	1
5320 Library assistants, clerical			0.0	86.7	1
5360 Human resources assistants, except payroll and tim			0.0	100	1
5400 Receptionists and information clerks			5.8	93.8	1
			Raw Statistics (%)		Weight
			Minority	Female	
			4.9	88.4	70%
			Weighted Factor (%)		
			Minority	Female	
			3.4	61.9	

Final Statistics for External Availability

Factor 2: Internal Availability

Source Description			Raw Statistics (%)		Value
5 - Technical and Paraprofessional			25.0	62.5	1
4 - Clerical and Secretarial			22.2	100	1
			Raw Statistics (%)		Weight
			Minority	Female	
			23.6	81.3	30%
			Weighted Factor (%)		
			Minority	Female	
			7.1	24.4	

Final Statistics for Internal Availability

Utilization Analysis

Contractors and subcontractors are required to perform a utilization analysis that includes the placement of the contractor's employees into the job groups, the determination of the availability for employment of minorities and women, and a comparison of their incumbency in the job groups to their availability. 41 C.F.R. § 60-2.13 to 60.2.15. Contractors must create the utilization analysis so that they can identify whether or not there is underutilization of minorities or women in any of the job groups. When the percentage of minorities or women in a job group is less than would be reasonably expected given their availability, contractors are required to establish placement goals, which also serve as reasonably attainable objectives to measure progress toward achieving equal employment opportunity. 41 C.F.R. § 60-2.16.

The term "underutilization" is used to refer to the presence of fewer minorities or women in a particular job group than would reasonably be expected given their availability. Contractors may use a number of methods to determine whether their actual representation rates are lower than would reasonably be expected, including: 1) declaring underutilization when there is any difference between the availability percentage and the utilization percentage; 2) concluding that underutilization exists when the number of minority or female incumbents is at least one whole person lower than the number predicted by the availability percentages; 3) using an "80 percent rule" by declaring underutilization only when the actual representation is less than 80 percent of availability (which is the expected representation); or, 4) using a "two standard deviation" rule and test whether the difference between the actual and expected representation is statistically significant. Any reasonable method, as long as it is uniformly applied, is acceptable to the OFCCP.

Placement goals are established as a percentage of the annual placement rate, (e.g., a goal of hiring women for 25 percent of the vacancies in a job group), and are used to measure progress toward achieving equal employment opportunity. 41 C.F.R. § 60-2.16. The placement goal must be at least equal to the availability percentage for women and/or minorities, as applicable, for the underutilized job group. Contractors may establish higher goals if they desire. **Although a contractor is required to make good faith efforts to meet its goals, the goals are not allowed under law to be quotas (with the exception of a few circumstances, such as when there is a consent decree, and therefore no sanctions are imposed solely for failure to meet them.)**

Utilization Analysis

Plan Date 05/01/2013

West Virginia Higher Education Policy Commission

Job Group	Group Size	Employment		Availability		Underutilization		Annual Goal	
		Minority	Female	Minority	Female	Minority	Female	Minority	Female
1 - Executive/Administrative/Manage	15	0.0	20.0	23.5	48.7	Yes ¹	Yes ¹	23.5	48.7
3 - Professional Non-Faculty	39	7.7	64.1	9.7	59.7	No ^{* 1}	No ²		
4 - Clerical and Secretarial	9	22.2	100	10.2	91.7	No ¹	No ¹		
5 - Technical and Paraprofessional	8	25.0	62.5	10.5	86.3	No ¹	No ^{* 1}		

* Underutilized by less than a whole person
 1 - 80% Rule
 2 - Two Standard Deviations

Adverse Impact Analysis

Contractors and subcontractors are required to include personnel activity (applicant flow, hires, terminations, promotions, and any other personnel actions) to determine whether there are selection disparities. 41 C.F.R. § 60-2.17 (b) (2).

The Adverse Impact Analysis is a tool to measure the statistical relationship between two selected groups. The following report identifies whether the rates of those hired, promoted, or terminated are similar without regard to race or gender.

Adverse Impact Analysis

Date Range: May 1, 2012 through April 30, 2013

West Virginia Higher Education Policy Commission

Hires - Female Job Group	Total Hires	Total Apps w/ Sex	Unknown Apps	Female Hires	Female Apps	Male Hires	Male Apps	IRA	2SD *	Adverse Impact
1 - Executive/Administrative/M	2	51	32	0	27	2	24	0.00	1.53	No
3 - Professional Non-Faculty	2	6	5	0	2	2	4	0.00	1.22	No
5 - Technical and Paraprofessi	1	6	5	1	6	0	0	--	N/A	No
TOTAL	5	63	42	1	35	4	28	--	--	--

* Calculated only if the IRA is less than .8
 * Only indicates job groups in which hires occurred

Adverse Impact Analysis

Date Range: May 1, 2012 through April 30, 2013

West Virginia Higher Education Policy Commission

Hires - Minority Job Group	Total Hires	Total Apps w/ Race	Unknown Apps	Minority Hires	Minority Apps	White Hires	White Apps	IRA	2SD *	Adverse Impact
1 - Executive/Administrative/M	2	50	33	0	12	2	38	0.00	0.81	No
3 - Professional Non-Faculty	2	6	5	0	1	2	5	0.00	0.77	No
5 - Technical and Paraprofessi	1	6	5	1	2	0	4	--	N/A	No
TOTAL	5	62	43	1	15	4	47	--	--	--

* Calculated only if the IRA is less than .8
 * Only indicates job groups in which hires occurred

Adverse Impact Analysis

Date Range: May 1, 2012 through April 30, 2013

West Virginia Higher Education Policy Commission

<i>Promotions - Female</i> Job Group	Total Promos	Total Pool	Female Promos	Female Pool	Male Promos	Male Pool	IRA	2SD *	Adverse Impact
1 - Executive/Administrative/Manage	1	12	0	2	1	10	0.00	0.47	No
3 - Professional Non-Faculty	9	40	8	28	1	12	3.43	N/A	No
4 - Clerical and Secretarial	7	4	7	4	0	0	--	N/A	No
5 - Technical and Paraprofessional	3	13	1	11	2	2	0.09	2.81	Yes
TOTAL	20	69	16	45	4	24	--	--	--

* Calculated only if the IRA is less than .8
 Promotions identified from the job group
 The pool consists of those employees present in the job group on 05/01/2012

Adverse Impact Analysis

Date Range: May 1, 2012 through April 30, 2013

West Virginia Higher Education Policy Commission

Promotions - Minority Job Group	Total Promos	Total Pool	Minority Promos	Minority Pool	White Promos	White Pool	IRA	2SD *	Adverse Impact
1 - Executive/Administrative/Manage	1	12	0	0	1	12	--	N/A	No
3 - Professional Non-Faculty	9	40	1	4	8	36	1.13	N/A	No
4 - Clerical and Secretarial	7	4	1	1	6	3	0.50	86.61	Yes
5 - Technical and Paraprofessional	3	13	1	3	2	10	1.67	N/A	No
TOTAL	20	69	3	8	17	61	--	--	--

* Calculated only if the IRA is less than .8
 Promotions identified from the job group
 The pool consists of those employees present in the job group on 05/01/2012

Adverse Impact Analysis

Date Range: May 1, 2012 through April 30, 2013

West Virginia Higher Education Policy Commission

<i>Terminations - Female</i> Job Group	Total Terms	Total Pool	Female Terms	Female Pool	Male Terms	Male Pool	IRA	2SD *	Adverse Impact
3 - Professional Non-Faculty	1	40	1	28	0	12	0.00	0.66	No
5 - Technical and Paraprofessional	2	13	2	11	0	2	0.00	0.66	No
TOTAL	3	53	3	39	0	14	--	--	--

* Calculated only if the IRA is less than .8

The pool consists of those employees present in the job group on 05/01/2012

Adverse Impact Analysis

Date Range: May 1, 2012 through April 30, 2013

West Virginia Higher Education Policy Commission

<i>Terminations - Minority</i> Job Group	Total Terms	Total Pool	Minority Terms	Minority Pool	White Terms	White Pool	IRA	2SD *	Adverse Impact
3 - Professional Non-Faculty	1	40	0	4	1	36	--	N/A	No
5 - Technical and Paraprofessional	2	13	1	3	1	10	0.30	0.98	No
TOTAL	3	53	1	7	2	46	--	--	--

* Calculated only if the IRA is less than .8

The pool consists of those employees present in the job group on 05/01/2012

West Virginia Higher Education Policy Commission

West Virginia Council for Community and Technical College Education

**Affirmative Action Plan
for
Individuals with Disabilities and Covered Veterans**

**May 1, 2013 through April 30, 2014
Plan Year**


CONFIDENTIAL, TRADE SECRET, AND PRIVATE MATERIAL


For the purposes of this report, the term West Virginia Higher Education Policy Commission includes any of its divisions or subsidiaries. This Affirmative Action Plan contains confidential, trade secret, commercial, and private information of WVHEPC which is protected from disclosure by the Office of Federal Contract Compliance Programs pursuant to the Trade Secrets Act, 18 U.S.C. § 1905. The release of this information could cause substantial harm to WVHEPC or its employees within the meaning of the Freedom of Information Act ("FOIA"), 5 U.S.C. §§ 552 (b)(3), (4), and (7) and the Trade Secrets Act. FOIA protects information in this document from mandatory disclosure to FOIA requestors. See, e.g., *Chrysler v. Brown*, 441 U.S. 281 (1979). Furthermore, release of any trade secret, confidential statistical or commercial information would be arbitrary and capricious in violation of the Administrative Procedure Act. See, e.g., *CNA Financial Corp. v. Donovan*, 830 F.2d 1132, 1144 (D.C. Cir.), cert. denied, 485 U.S. 977 (1988).

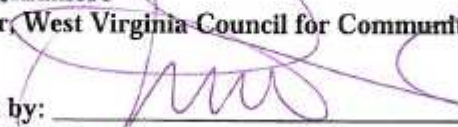
West Virginia Higher Education Policy Commission
West Virginia Council for Community and Technical College Education

AFFIRMATIVE ACTION PLAN
FOR
INDIVIDUALS WITH DISABILITIES AND COVERED VETERANS

May 1, 2013 through April 30, 2014
PLAN YEAR

AAP Approved by: 
Dr. Paul Hill
Chancellor, West Virginia Higher Education Policy Commission

AAP Approved by: 
James L. Skidmore
Chancellor, West Virginia Council for Community and Technical College Education

AAP Prepared and Approved by: 
Mark Toor
EEO Administrator

West Virginia Higher Education Policy Commission

**AFFIRMATIVE ACTION PLAN
FOR
INDIVIDUALS WITH DISABILITIES AND COVERED VETERANS**

**May 1, 2013 through April 30, 2014
Plan Year**

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Introduction

West Virginia Higher Education Policy Commission sets forth this affirmative action plan for the year from May 1, 2013 through April 30, 2014, reaffirming its commitment to the spirit and letter of affirmative action law. Through the implementation of this plan WVHEPC continues its efforts to comply with appropriate government regulations and to make the best possible use of personnel while contributing to the betterment of society and the community.

In developing this plan WVHEPC recognizes its duty to ensure equal employment opportunity. The following statement of policy reinforces that belief.

Equal Employment Opportunity Policy Statement

41 C.F.R. § 60-300.44(a); § 60-250.44(a); § 60-741.44(a)

In setting forth this plan WVHEPC reaffirms its belief and commitment in equal employment opportunity for all employees and applicants for employment in all terms and conditions of employment. Mark Toor as the EEO Administrator oversees the plan development, modification, implementation, and reporting requirements and conducts management updates.

As part of WVHEPC's commitment to this overall process, it will seek to ensure that all aspects of employment, including recruitment, selection, job assignment, training, compensation, benefits, discipline, promotion, transfer, layoff and termination processes remain free of illegal discrimination based upon disability (as defined under Section 503 of the Rehabilitation Act of 1973) or Covered Veteran status (as defined below or by applicable VEVRAA regulations). Regular review helps to ensure compliance with this policy.

WVHEPC maintains an audit and reporting system to determine overall compliance with its equal employment opportunity mandates and to respond to any specific complaints applicants or employees file with its EEO office. Overall responsibility for WVHEPC's EEO/AA programs is assigned to Mark Toor. The college invites any employee to review the its written Affirmative Action Plans. These plans are available for inspection upon request during normal business hours at the Human Resources office.

WVHEPC will ensure that employees and applicants shall not be subjected to harassment due to their status described above, or any harassment, intimidation, threats, coercion or discrimination because they have engaged in or may engage in any of the following activities: (1) filing a complaint with the college or with federal, state, or local agencies regarding status covered under this AAP; (2) assisting or participating in any investigation, compliance review, hearing, or any other activity related to the administration of any federal, state, or local equal employment opportunity or affirmative action statute pertaining to the status covered under this AAP; (3) opposing any act or practice made unlawful by section 503 and/or VEVRAA; and (4) exercising any other right protected by section 503 and/or VEVRAA or its implementing regulations in this part.

Definitions. For the purposes of this plan the term “Covered Veteran” shall include, for contracts prior to December 1, 2003, those veterans covered by the Vietnam Era Veterans’ Readjustment Assistance Act of 1974 and its progeny including disabled veterans, veterans of the Vietnam Era. For contracts on or after December 1, 2003, the following definitions shall apply in this Affirmative Action Plan (“AAP”) under 41 C.F.R. § 60-250.1(a); 60-300.1(a):

Disabled Veteran means:

1. A veteran of the U. S. military, ground, naval, or air service who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the secretary of Veterans Affairs, or
2. A person who was discharged or released from active duty because of a service-connected disability.

Other Protected Veteran means a veteran who served on active duty in the U. S. military, ground, naval, or air service during a war or in a campaign or expedition for which a campaign badge has been authorized, under the laws administered by the U. S. Department of Defense.

Recently-Separated Veteran means any veteran during the three-year period beginning on the date of such veteran’s discharge or release from active duty in the U.S. military, ground, naval, or air service.

Armed Forces Service Medal Veteran means any veteran who, while serving on active duty in the U.S. military, ground, naval, or air service, participated in a United States military operation to which an Armed Forces service medal was awarded pursuant to Executive Order 12985.

Review of Personnel Processes

41 C.F.R. § 60-250.5, 250.44(b); 60-300.5, 300.44(b); 60-741.5, 741.44(b)

1. WVHEPC ensures its personnel processes provide for careful, thorough, and systematic consideration of the job qualifications of applicants and employees with known disabilities and for covered Veterans for job vacancies filled either by hiring or promotion, and for all training opportunities offered or available.
2. WVHEPC also ensures its personnel processes do not stereotype individuals with disabilities or Covered Veterans in a manner which limits their access to jobs for which they are qualified, or otherwise discriminate against such individuals in violation of either Section 503 or VEVRAA, in any aspect of employment. WVHEPC takes affirmative action to employ, advance in employment, and otherwise treat qualified individuals without discrimination based on their status as individuals with disabilities and/or Covered Veterans in all employment practices, including the following:
 - a. Recruitment, advertising, and job application procedures;
 - b. Hiring, upgrading, promotion, award of tenure, demotion, transfer, layoff, termination, right of return from layoff and rehiring;
 - c. Rates of pay or any other form of compensation and changes in compensation;
 - d. Job assignments, job classifications, organizational structures, position descriptions, lines of progression, and seniority lists;
 - e. Leaves of absence, sick leave, or any other leave;
 - f. Fringe benefits available by virtue of employment, whether or not administered by WVHEPC;
 - g. Selection and financial support for training, including apprenticeship, and on-the-job training under 38 U.S.C. 3687, professional meetings, conferences, and other related activities, and selection for leaves of absence to pursue training;
 - h. Activities sponsored by WVHEPC, including social and recreational programs; and
 - i. Any other term, condition, or privilege of employment.
3. WVHEPC also periodically reviews its processes and makes any necessary modifications to ensure these obligations are carried out. The following procedures facilitate a review of the implementation of these requirements and are drawn from, among other things, Appendix C of the OFCCP's Regulations implementing Section 503 of the Rehabilitation Act of 1973.

- a. WVHEPC invites those offered jobs and incumbent employees to self-identify as disabled or as a Covered Veteran. These self-identification forms are expeditiously-retrievable for review by both the Department of Labor and by WVHEPC officials for use in investigations, compliance reviews, and internal compliance activities.
 - b. The personnel and/or application records of each individual with a known disability or Covered Veteran include: a) identification of each promotion for which the employee with a disability or Covered Veteran was considered; and, b) the identification of each training program for which the individual with a disability or Covered Veteran was considered.
 - c. In each case in which an employee or applicant with a known disability and/or Covered Veteran is rejected for employment, promotion, or training, WVHEPC appends a statement with the reason for rejection to the personnel file or application form (as applicable), as well as a description of any accommodations considered if disability was the reason for rejection. WVHEPC makes this statement available to the applicant or employee concerned upon request by that individual.
 - d. The application form or other record (outside of the personnel file) contains a description of any accommodations which made it possible for WVHEPC to place an individual with a disability or a Covered Veteran in a job.
4. WVHEPC also takes the following steps to ensure compliance:
- a. Its selection forms, such as applications for employment, comply with federal and state employment laws regarding individuals with disabilities and Covered Veterans.
 - b. Periodically, WVHEPC reviews its job descriptions to ensure that they properly reflect the actual functions and duties of the position.
 - c. WVHEPC encourages persons with a disability and Covered Veterans to participate in college-sponsored activities and programs.
 - d. WVHEPC advises vendors, suppliers and subcontractors about WVHEPC's plan and of its EEO/AA responsibilities as described in the OFCCP regulations.
 - e. WVHEPC prominently displays Equal Employment Opportunity posters in all appropriate places in the workplace.

Physical and Mental Job Qualifications

41 C.F.R. § 60-741.44(c); 41 C.F.R. §60-250.44(c); 41 C.F.R. § 300.23 and 44(c)

1. WVHEPC reviews all physical and mental job qualifications requirements with line management and supervisors involved in the job selection process to ensure that, to the extent qualifications screen out or tend to screen out qualified individuals with disabilities or Covered Veterans, they are job related and consistent with business necessity and the safe performance of the job.
2. WVHEPC reviews its job descriptions and qualifications to ensure they accurately reflect job duties and responsibilities. This review is conducted, but not limited to:
 - a. Annually;
 - b. As new job qualifications are established; and/or,
 - c. When new equipment is installed.
3. To the extent that physical or mental job qualification requirements screen out or tend to screen out qualified individuals with disabilities or Covered Veterans in the selection of employees or applicants for employment or other changes in employment status such as promotion or training, WVHEPC ensures such requirements are related to the specific job for which the individual is being considered, and are job related and consistent with business necessity.
4. No pre-employment physical examinations or questionnaires are used by WVHEPC prior to a job offer contingent on such examinations and other requirements.
5. When WVHEPC conducts a medical examination or inquiry of a Covered Veteran or a person with a disability, it will do so according to the terms and conditions of the Federal Regulations implementing Section 503 and VEVRAA, and the results of such an examination or inquiry are kept confidential according to federal regulations, which includes the following exceptions:
 - a. Supervisors and managers may be informed regarding restrictions on the work or duties of the applicant or employee and necessary accommodations;
 - b. First aid and safety personnel may be informed, when appropriate, if the disability might require emergency treatment; and,
 - c. Government officials engaged in enforcing the laws administered by the OFCCP regarding individuals with disabilities or Covered Veterans, or enforcing The Americans with Disabilities Act and The Americans with Disabilities Act Amendment Act of 2008, shall be provided relevant information on request.
6. WVHEPC only considers relevant that portion of a Covered Veteran's military record related to the precise job qualifications for the job for which the Covered Veteran is being considered, and

shall otherwise comply with its OFCCP obligations regarding any medical examination or inquiry for a Covered Veteran.

Reasonable Accommodation

41 C.F.R. § 60-741.44(d); 41 C.F.R. §60-250.44(d); 41 C.F.R. §60-300.44(d)

1. It is WVHEPC's policy to make reasonable accommodation to the known physical and mental limitations of all otherwise qualified employees with a disability, qualified applicants, or Covered Veterans, unless it can demonstrate that the accommodation would impose an undue hardship on WVHEPC's business, in accordance with the terms and conditions of Section 503 of the Rehabilitation Act of 1973 regulations. Undue hardship will be determined by assessing whether the requested regulations would cause significant difficulty or expense as set forth in the Section 503 regulations.
2. If an employee, including a Covered Veteran with a known disability is having significant difficulty performing his or her job and it is reasonable to conclude that the performance problem may be related to the known disability, WVHEPC notifies the employee of the performance problem and inquires whether the problem is related to the employee's disability.
3. If the employee responds affirmatively, WVHEPC confidentially inquires whether the employee is in need of a reasonable accommodation. In determining the extent of WVHEPC's accommodation obligations, WVHEPC will consider whether the accommodation would cause an undue hardship on the operation of its business, as well as whether the employee poses a direct threat to the health and safety of the individual or others in the workplace.

Harassment Prevention

41 C.F.R. § 60-741.44(e); 41 C.F.R. §60--250.44(e); 41 C.F.R. § 60-300.44(e)

WVHEPC has developed and implemented procedures to ensure its employees with disabilities and Covered Veterans are not harassed based on their disability or Covered Veteran status.

1. When WVHEPC offers employment or promotion to qualified individuals with a disability or covered veterans, WVHEPC does not reduce the amount of compensation offered because of disability income, pension, or other benefit the person with a disability or the qualified covered veteran receives from another source.
2. WVHEPC prohibits harassment based on an employee's status as a protected class member.

External Dissemination of Policy, Outreach, and Positive Recruitment

41 C.F.R. § 60-741.5, 741.44(f); 41 C.F.R. §60-250.5, 250.44(f); 41 C.F.R. §60-300.5, 300.44(f)

1. WVHEPC undertakes appropriate outreach and positive recruitment activities such as some of those listed below that are reasonably designed to effectively recruit qualified individuals with disabilities and Covered Veterans. The policies to which this and other AAP sections refers can be found at 41 C.F.R. § 60-741.5; 41 C.F.R. §60-250.5; 41 C.F.R. §60-300.5.
 - a. Includes the phrase "AA/EEO" on employment applications, in newspaper advertisements and other external advertisements. The scope of WVHEPC's efforts shall depend upon all of the circumstances.
 - b. Incorporates the equal employment opportunity and affirmative action clauses into covered purchase orders, lease agreements and other covered contracts.
 - c. Communicates with the state employment security office in writing regarding the policy.
 - d. Listing all external job openings with the state employment service office, with the exception of: a) executive and top management; b) those positions that will be filled from within WVHEPC's organization; and, c) positions lasting three days or less.
 - e. Advising prospective employees of the existence of the plan and makes pertinent portions of it available upon request, during regular business hours, so they may avail themselves of its benefits.
2. In addition, WVHEPC conducts other methods in its good faith effort regarding the recruitment and promotion of individuals with disabilities and Covered Veterans. It is not contemplated that WVHEPC will necessarily undertake all of the activities listed below. The scope of WVHEPC's efforts shall depend on its size and resources and the extent to which its existing employment practices are adequate. Some of the methods WVHEPC may use are as follows:
 - a. Enlisting the assistance and support of recruiting sources such as the local Veterans' Employment Representative in the local employment service office, the Department of Veterans Affairs Regional Office nearest to WVHEPC's establishment, veterans' counselors on college campuses, and other veterans' groups in recruiting and developing on-the-job training opportunities for Covered Veterans.
 - b. Conducting formal briefing sessions with representatives from the above-mentioned sources, preferably on WVHEPC's premises, including site tours and literature, to explain current and future job openings, position descriptions, and the job selection process, with formal arrangements made for applicant referral, follow up with sources, and feedback on the disposition of applicants.
 - c. Advising recruitment sources, organizations supporting individuals with disabilities and Covered Veterans, community agencies, business leaders, secondary schools and colleges

annually in writing of its commitment to its policy and plan, and informing these sources that job applicants will be treated without regard to disability or veteran status.

- d. Incorporating special recruiting efforts to reach students who are disabled and/or Covered Veterans at educational institutions, as well as participating in work-study programs with the Department of Veterans Affairs rehabilitation facilities which specialize in training or educating disabled veterans.
- e. Establishing meaningful contacts with organizations serving individuals with disabilities and/or Covered Veterans.
- f. Should pictures be used in advertisements and other publications, they should include persons with disabilities and Covered Veterans in consumer, promotional, or help-wanted advertising.
- g. Including, where feasible, the participation of individuals with disabilities in career days, youth motivation programs, and related community activities.
- h. Attempting to notify subcontractors, suppliers and vendors of its policy and requesting appropriate action on their parts.
- i. Establishing meaningful contacts with appropriate social service agencies, organizations of and for individuals with known disabilities and Covered Veterans, and vocational rehabilitation agencies or facilities, for such purpose as advice, technical assistance, and referral of potential employees. Technical assistance from the resources described in this paragraph consists of advice on proper placement, recruitment, training and accommodations, but no resource providing technical assistance has the authority to approve or disapprove the acceptability of WVHEPC's affirmative action programs.
- j. Taking positive actions to attract qualified individuals with known disabilities and Covered Veterans not currently in the workforce who have the requisite skills and can be recruited through affirmative action measures. WVHEPC locates these individuals through local chapters of organizations of and for individuals with disabilities and Covered Veterans.
- k. Considering, when making hiring decisions, individuals with known disabilities and Covered veterans for available positions when the position for which they have applied is unavailable.

Internal Dissemination of Policy

41 C.F.R. § 60-741.44(g); 41 C.F.R. § 60--250.44(g); 41 C.F.R. § 60--300.44(g)

1. WVHEPC recognizes that even a strong outreach program for individuals with disabilities and Covered Veterans may be ineffective without adequate internal support from its supervisors and employees. Therefore, to ensure greater employee cooperation and participation in WVHEPC's efforts regarding individuals with disabilities and Covered Veterans, it has developed the following internal procedures to communicate its obligations to engage in affirmation action efforts in this regard.
2. These procedures are designed to foster understanding, acceptance, and support among WVHEPC's executives, management, supervisory, and other employees and to encourage such individuals take the necessary actions to aid WVHEPC in meeting its obligations. WVHEPC undertakes appropriate outreach and positive recruitment activities such as some of those listed below that are reasonably designed to effectively recruit qualified individuals with disabilities and Covered Veterans. It is not contemplated that WVHEPC will necessarily undertake all of the activities listed below. The scope of WVHEPC's efforts shall depend on its size and resources and the extent to which its existing employment practices are adequate. Some of the methods WVHEPC may use are as follows:
 - a. Including the policy statement on equal employment opportunity, affirmative action, anti-discrimination, and anti-harassment in its employee reference manuals and websites.
 - b. Informing employees and prospective employees of WVHEPC's commitment to engage in affirmative action to increase employment opportunities for individuals with disabilities and Covered Veterans.
 - c. Periodically scheduling special meetings with employees to discuss the policy and explain individual employee responsibilities.
 - d. Publicizing policy in WVHEPC's newspaper, magazine, annual report, and other media.
 - e. Conducting special meetings with executive, management, and supervisory personnel to explain the intent of the policy as well as the AAP and individual responsibility for effective implementation, making clear the chief executive officer's positive attitude.
 - f. Discussing the policy thoroughly in both employee orientation and management training meetings, as well as during in-house employment-related training.
 - g. Meeting with union officials and/or employee representatives to inform them of WVHEPC's policy, and requesting their cooperation.
 - h. Including articles on accomplishments of individuals with disabilities and Covered Veterans in WVHEPC's publications, and when employees are featured in employee handbooks and similar publications, including individuals with disabilities and Covered Veterans.

- i. The policy statement is posted on bulletin boards accessible to employees and applicants. Special efforts will be made to ensure that those with known visual or other sight limiting disabilities are informed of the contents of the notice.
- j. WVHEPC references the policy and progress in its annual report, newspaper, magazine and other publications.
- k. WVHEPC publications, if any, including those with photographs, feature persons with disabilities and covered veterans where feasible, and will include articles on the accomplishments of individuals with disabilities or Covered Veterans.
- l. Pertinent portions of the AAP are available during regular business hours for inspection by employees and applicants for employment so that they may avail themselves of the plan's benefits.
- m. WVHEPC generally invites individuals with disabilities, after an offer of employment but before work has begun, to identify themselves to management and request any reasonable accommodation. This opportunity remains available. Any person who avails him/herself will be free from retaliation based upon the self-identification. Further, efforts will be made to keep confidential that identification except for those who are authorized due to their job responsibilities to have that information.

Audit and Reporting System

41 C.F.R. § 60-741.44(h); 41 C.F.R. § 60--250.44(h); 41 C.F.R. § 60--300.44(h)

Mark Toor, WVHEPC's EEO/AA Administrator, maintains an audit system that:

1. Measures the effectiveness of the WVHEPC's affirmative action program.
2. Indicates any need for remedial action.
3. Determines the degree to which WVHEPC's AA objectives have been attained.
4. Determines whether persons with known disabilities or Covered Veterans have had the opportunity to participate in all college-sponsored educational, training, recreational and social activities.
5. Measures WVHEPC's compliance with the affirmative action programs specific obligations.
6. Where WVHEPC, upon its review, finds its affirmative action program to need further progress in certain areas it will take necessary action to do so.

Responsibility for Implementation of the Plan

A. Identification and Responsibilities Of EEO/AA Administrator

41 C.F.R. § 60-741.44(i); 41 C.F.R. § 60--250.44(i); 41 C.F.R. § 60--300.44(i)

In furtherance of WVHEPC's commitment to Affirmative Action and Equal Employment Opportunity, overall responsibility for implementing WVHEPC's AAP rests with its EEO/AA Administrator, whose identity should appear on all internal and external communications regarding WVHEPC's AAP. The EEO/AA Administrator shall be given top management support and staff to manage the implementation of this program as it pertains to all applicable laws, orders and regulations. Including but not limited to the Rehabilitation Act of 1973, the Vietnam Era Veterans Assistance Act of 1974 and their progeny. Specifically, Mark Toor or the designated representative's duties include:

1. Developing, maintaining and, where appropriate, modifying WVHEPC's AAP for individuals with disabilities and Covered Veterans, policy statements, personnel policies, internal and external communication techniques including discussions with managers, supervisors and employees to ensure WVHEPC's policies are followed, and monitoring the effectiveness of these actions.
2. Advising supervisors that they are responsible to prevent employees harassment due to their status as an individual with a disability or a Covered Veteran.
3. Identifying problem areas with line management in the implementation of the program, and helping management develop solutions to any identifiable problem area.

4. Designing, implementing and overseeing an audit and reporting system to monitor the progress of the college and the AAP's effectiveness, including auditing the contents of WVHEPC's electronic and hard copy bulletin boards on a regular basis to ensure that compliance information that is posted is up to date.
5. Serving as liaison between WVHEPC and governmental enforcement agencies, community groups, vocational rehabilitation organizations, and organizations for individuals with disabilities and Covered Veterans.
6. Evaluating the effectiveness of WVHEPC's plan on a regular basis, and reporting to management.
7. Monitoring policies and procedures including the selection, evaluation, promotion and training process with regard to the various terms and conditions of employment to attempt to ensure compliance with affirmative action obligations.
8. Assisting in ensuring that WVHEPC has processes and procedures: a) to ensure that career counseling for employees with known disabilities and Covered Veterans, when requested and appropriate; and, b) to review personnel actions, policies, procedures, and employee and applicants' qualifications to ensure individuals with disabilities and Covered Veterans are treated in accordance with anti-discrimination laws when hiring, promotion, transfer, and termination actions occur.
9. Keeping management up to date on the latest developments in the areas of EEO and affirmative action.
10. Assisting in the investigation, handling and disposition of employee discrimination and harassment complaint.
11. Conducting periodic reviews of offices to ensure compliance in the areas of proper display of posters and notices, and opportunity for participation in college-sponsored recreational, educational and social activities.

B. Management Responsibilities

41 C.F.R. § 60-741.44(i); 41 C.F.R. § 60--250.44(i); 41 C.F.R. §60--300.44(i)

Line and upper management are advised of their responsibilities for WVHEPC's AAP regarding individuals with disabilities and Covered Veterans within his or her area of responsibility, including but not limited to their obligations to:

1. Review WVHEPC's AAP for individuals with disabilities and Covered Veterans with subordinate managers and supervisors to ensure they are aware of the policy, understand their obligation to comply with it in all personnel actions and the need for support are understood at all levels.

2. Assist in the auditing of plan progress, identification of problem areas, formulation of solutions, establishment of departmental goals and objectives, and development of training programs, when appropriate.
3. Review the qualifications of applicants and employees in their area of responsibility to ensure qualified individuals with disabilities and Covered Veterans are treated in a nondiscriminatory manner when hire, promotion, transfer, and termination actions occur; and
4. Review employees' performance to ensure that illegal discrimination regarding individuals with disabilities and Covered Veterans does not occur.
5. Making available career counseling to employees with known disabilities and Covered Veterans, when so requested, and as appropriate.
6. Reviewing position descriptions to see that they adequately reflect the job to be performed.
7. Auditing training programs, hiring, and promotion patterns.
8. Assisting subordinates and upper management in the prevention of harassment.

Training to Ensure AAP Implementation

41 C.F.R. § 60-741.44(j); 41 C.F.R. § 60--250.44(j); 41 C.F.R. §60--300.44(j)

WVHEPC provides training and guidance to employees who are involved in the recruitment, screening, selection, promotion, disciplinary and other related processes to ensure that its Affirmative Action Program commitments are implemented.

Policy with Respect to Religion/National Origin

41 C.F.R. § 60-50.1 et seq.

Pursuant to the guidelines prohibiting discrimination on the basis of religion or national origin, 41 C.F.R. § 60-50.1, et seq., WVHEPC hereby reaffirms that it does not discriminate against employees, or applicants for employment, because of religion or national origin. WVHEPC takes affirmative action to seek to ensure that employees or applicants for employment are treated without regard to their religion or national origin in all aspects of the terms and conditions of employment, such as upgrading, demotion, transfer, recruitment, recruitment advertising, layoff, termination, rates of pay (or other forms of compensation), and selection for training.

WVHEPC has reviewed its employment practices and determined that its employees, including those who belong to religious or ethnic groups, have received fair consideration for job opportunities. Based upon its review, and depending upon the circumstances, WVHEPC will undertake appropriate actions, which may include one or more of the following activities:

1. Issuing a policy directive to employees reaffirming the WVHEPC's obligation to provide equal employment opportunity without regard to religion or national origin. This policy will be communicated in such a manner as to foster understanding, acceptance, and support among executives, managers, supervisors, and other employees, and to encourage such persons to take the necessary action to aid WVHEPC in meeting its obligations.
2. Developing internal procedures to seek to ensure that WVHEPC's obligation to provide equal employment opportunity, without regard to religion or national origin, is being fully implemented. Specifically, employment activities are reviewed by the EEO Administrator.
3. Informing management annually of its commitment to equal employment opportunity, without regard to religion or national origin.
4. Enlisting the assistance and support of recruitment sources for this commitment.

WVHEPC acknowledges its responsibility to make reasonable accommodations for the religious observances and practices of its existing or prospective employees under the terms of Title VII of the Civil Rights Act of 1964. An accommodation for religious purposes will be denied should WVHEPC determine that it would have to suffer undue hardship. During this accommodation evaluation, the following factors will continue to be considered by WVHEPC:

1. Business necessity;
2. Financial costs and expenses; and
3. Resulting personnel problems.