# AFFIRMATIVE ACTION PLAN

# 2010-2015

***Last revised: September 2013***

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Policy**: Affirmative Action** Policy Number: **I-1**
Responsible for Policy: Human Resources Most recent approval date: September 2013

**Policy Statement**
Finger Lakes Community College will comply with all relevant federal and state equal opportunity laws and regulations regarding affirmative action to ensure that minorities, women, veterans and persons with disabilities are given full consideration for employment, development and advancement within the College. Accordingly, the College maintains a written Affirmative Action Program (AAP).

It is the policy of the College that, under those circumstances where underrepresented individuals are well-qualified for a position, actions will be taken to redress existing employment inequities.

Overall responsibility for directing and implementing the policy and the College's Affirmative Action Plan (AAP) is the responsibility of the Director of Human Resources who will evaluate the AAP on an annual basis. Employees wishing to review the College's AAP may make requests to the Office of Human Resources.

**Reason for Policy**
In accordance with its Equal Employment Opportunity and Non-Discrimination/Non-Harassment Policy, Finger Lakes Community College is committed to making personnel decisions, including recruiting, hiring, promoting, and transferring employees, without regard to race, religion, color, sex, sexual orientation, national origin, age, disability, military service, marital status or any other characteristic protected by law.

FLCC is committed to taking positive steps within the bounds of a rigorous Equal Opportunity Employment effort to establish an equitable representation of minorities, women and other affected classes of individuals as College employees.

**Applicability of the Policy**
This policy is in accordance with Executive Order 11246, and applies to all College employees.

**Definition**
Affirmative Action: Affirmative Action refers to a positive attempt, within the bounds of a rigorous Equal Opportunity effort, to establish an equitable representation of minorities, women and other affected classes of individuals. It is expected that all individuals involved in professional staff recruitment will support and enact the College's Affirmative Action policy throughout all phases of the recruitment process. Of particular importance are the following: the issuance of affected class self-identification forms, contact between search committee and Human Resources Officer/Affirmative Action Committee, i.e. selection of interviewees, selection of finalists, and final selection of candidates by the President.

**Related Documents**
- Executive Order 11246
- FLCC Affirmative Action Plan
- FLCC Equal Employment Opportunity policy

**Forms/Online Processes**
- Affirmative Action Grievance form

**Review date/action taken (requires Board of Trustees approval):**
- October 2010: original approval date
- September 2012: revisions to policy
- September 2013: revisions to policy

**EQUAL EMPLOYMENT OPPORTUNITY**
**AFFIRMATIVE ACTION POLICY**

FLCC is committed to the fundamental principle of maintaining employment policies and practices which are fair to all employees and applicants and which promotes balanced campus programs and activities meeting the needs of a multi-cultural student body. A diverse staff which can serve as role models for FLCC's diverse student body improves the quality of education for our students.

It is the policy of FLCC to comply with applicable federal and state regulations and guidelines which guarantee equal employment opportunity to all applicants and employees without regard to race, creed, color, sex, age, religion, marital status, sexual orientation, national origin, disability, or veteran status.

While equal employment opportunity and affirmative action is everyone's responsibility, the Director of Human Resources has been assigned overall responsibility for the College's equal opportunity/affirmative action programs and has been designated as Affirmative Action Officer and Title IX Coordinator. The director can be contacted by telephone at 585-785-1451.

## DISSEMINATION OF THE AFFIRMATIVE ACTION POLICY AND PLAN

Basic to the effectiveness of this Affirmative Action Plan is the awareness of FLCC's commitment to equal employment and affirmative action and of its related goals. Awareness is achieved through a variety of means.

Internal Dissemination

The FLCC policy statement is included in the College Catalog and the Employee Handbook. New employees are informed during orientation that the Employee Handbook is on the intranet and they should review all of the College policies there. Other internal means of dissemination are the display of equal employment opportunity posters, statements on job postings, and internal advertisements of vacant positions. All state that the College is an equal employment opportunity affirmative action employer.

External Dissemination

Effective implementation of the Affirmative Action Plan also involves the external dissemination of the affirmative action policy. External dissemination is affected through some of the methods employed for internal dissemination as well as through special efforts to reach those outside the college. In all publications and electronic information sources where pictures of people appear, the pictures represent the full range of diversity. Publications, electronic media, and advertisements contain the non-discrimination statement. The College also notifies subcontractors, vendors, and suppliers of the College's obligations and requests appropriate action on their part.

## RESPONSIBILITY FOR IMPLEMENTATION

Responsibility for implementation of the College's Equal Opportunity Policy and Affirmative Action Program rests with all employees of the College. The President of the College has the ultimate authority for the College's Affirmative Action Program. The President may take such actions as deemed necessary to insure the implementation of policies that will successfully carry out the Affirmative Action Program. The Director of Human Resources has been specifically designated as responsible for administration of the Equal Employment/Affirmative Action Policy and the Affirmative Action Plan, and is the College's Affirmative Action Officer.

The responsibilities of the Affirmative Action Officer include:

1. Developing the College's Equal Employment Policy/Affirmative Action Policy statements and Affirmative Action Plans, for review by the Affirmative Action Committee and approval by the College Council.
2. Designing and implementing audit and reporting systems that will:
   a) measure the effectiveness of the College's programs;
   b) indicate the need for remedial action;
   c) determine the degree to which the College's goals and objectives have been met;
3. Serving as liaison between the College and enforcement agencies.
4. Serving as liaison between the College and minority organizations, female organizations and community action groups concerned with employment opportunities of minorities and females as needed.

5. Keeping FLCC officials informed of the latest developments in the equal opportunity/ affirmative action area.
6. Auditing the hiring, transfer and promotion patterns to identify obstacles to the attainment of the College's goals and objectives.
7. Reviewing the plan with all administrators to ensure that the policy is understood and is followed in all personnel activities.
8. Reviewing and recommending search procedures and examining the outcome of every hiring search.

The Responsibilities of the Cabinet include:

1. Assisting in the identification of problem areas, formulating solutions, and establishing departmental goals and objectives when necessary.

2. Communicating and supporting the College's commitment to the Affirmative Action Plan.

The Affirmative Action Committee performs the following functions:

1. Serve on search committees to identify and promote hiring qualified candidates representing diversity within the Departments and College. In this role they are voting members of the search committee.

2. Acts as an advocacy group for affirmative action on campus and advises the President and Affirmative Action Officer.

3. Reviews and recommends procedures for investigating discrimination-related complaints from all employees of the College.

4. Assists in the development and implementation of affirmative action workshops, in-service training and special efforts to promote affirmative action and multi-cultural understanding.

5. Insures that language and pictures of all College publications and electronic information sources represent a full range of diversity.

6. Compiles and periodically updates the Affirmative Action Plan.

7. Submits an annual report outlining the Committee's most recent accomplishments and current priorities.

The composition of the Affirmative Action Committee is as follows:

| | |
|---|---|
| Administrative | 2 |
| Academic | 4 |
| Professional | 3 |
| Affirmative Action Officer | 1 |

Appointed term of office for members is three (3) years.

**ORGANIZATIONAL PROFILE**
**As of November 1, 2011**
**Finger Lakes Community College's Full-Time Workforce**

| FLCC EMPLOYEES | | MALES | | | | | | | FEMALES | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| JOB CATEGORY | TOTAL EMPLOYEES | TOTAL | WHITE (NON-HISPANIC) | BLACK/AFRICAN AMERICAN | ASIAN/PACIFIC ISLANDER | AMERICAN INDIAN/ALASKAN NATIVE | HISPANIC | NON-RESIDENT ALIEN | TOTAL | WHITE (NON-HISPANIC) | BLACK/AFRICAN AMERICAN | ASIAN/PACIFIC ISLANDER | AMERICAN-INDIAN/ALASKAN NATIVE | HISPANIC |
| FACULTY | **120** | **61** | 58 | | 3 | | | | **59** | 59 | | | | |
| EXECUTIVE/ADMINISTRATIVE/MANAGEMENT | **25** | **12** | 12 | | | | | | **13** | 13 | | | | |
| OTHER PROFESSIONALS | **48** | **16** | 14 | 1 | | | 1 | | **32** | 30 | 1 | | | 1 |
| TECHNICAL/ PARAPROFESSIONALS | **40** | **19** | 19 | | | | | | **21** | 21 | | | | |
| CLERICAL/SECRETARIAL | **52** | **2** | 2 | | | | | | **50** | 50 | | | | |
| SKILLED/MAINTENANCE | **35** | **28** | 26 | 1 | | | 1 | | **7** | 7 | | | | |
| **TOTAL** | **320** | **138** | **131** | **2** | **3** | **0** | **2** | **0** | **182** | **180** | **1** | **0** | **0** | **1** |

## PLACEMENT OF INCUMENTS IN JOB GROUPS - 2011
## Finger Lakes Community College's Minority Workforce

| JOB CATEGORY | TOTAL # INCUMBENTS | # OF MINORITIES | % MINORITY INCUMBENCY |
|---|---|---|---|
| FACULTY | 120 | 3 | 3% |
| EXECUTIVE/ADMINISTRATIVE/MANAGEMENT | 25 | 0 | 0% |
| OTHER PROFESSIONALS | 48 | 4 | 8% |
| TECHNICAL/PARAPROFESSIONALS | 40 | 0 | 0% |
| CLERICAL/SECRETARIAL | 52 | 0 | 0% |
| SKILLED/MAINTENANCE | 35 | 2 | 6% |

## DETERMINING AVAILABILITY

Based on the number of minority candidates who applied for jobs at FLCC in 2010/11

| JOB CATEGORY | MINORITY AVAILABILITY | |
|---|---|---|
| | ACTUAL % OF WORKFORCE | % OF MINORITY APPLICANTS |
| FACULTY | 3% | 14% |
| EXECUTIVE/ADMINISTRATIVE/MANAGEMENT | 0% | 10% |
| OTHER PROFESSIONALS | 8% | 10% |
| TECHNICAL/PARAPROFESSIONALS | 0% | 5% |
| CLERICAL/SECRETARIAL | 0% | No Data for 2010 |
| SKILLED/MAINTENANCE | 6% | No Data for 2010 |

Source: Interview Exchange, FLCC data from 2010/11

**DEMOGRAPHIC MIX OF SURROUNDING COUNTIES**
**Census Data 2010**

| County | Total Population | White | Black or African American | American Indian & Alaska Native | Asian | Native Hawaiian & Other Pacific Islander | Hispanic or Latino | Other | Two or More Races |
|---|---|---|---|---|---|---|---|---|---|
| Cayuga | 80,026 | 74,984 | 1,841 | 240 | 800 | - | 1,921 | - | 1,440 |
| Livingston | 65,393 | 61,339 | 1,569 | 196 | 785 | - | 1,831 | - | 916 |
| Monroe | 744,344 | 566,446 | 113,140 | 2,233 | 24,563 | - | 54,337 | - | 19,353 |
| Onondaga | 467,026 | 378,758 | 51,373 | 3,736 | 14,478 | - | 18,681 | - | 13,077 |
| Ontario | 107,931 | 101,131 | 2,482 | 324 | 1,079 | - | 3,670 | - | 1,835 |
| Seneca | 35,251 | 32,607 | 1,622 | 106 | 247 | - | 952 | - | 458 |
| Wayne | 93,772 | 87,114 | 2,907 | 281 | 469 | - | 3,470 | - | 1,782 |
| Yates | 25,348 | 24,638 | 203 | 25 | 101 | - | 431 | - | 279 |
| **Average** | **202,386** | **165,877** | **21,892** | **893** | **5,315** | **-** | **10,661** | **-** | **4,892** |

| County | Total Population | White | Black or African American | American Indian & Alaska Native | Asian | Native Hawaiian & Other Pacific Islander | Hispanic or Latino | Other | Two or More Races |
|---|---|---|---|---|---|---|---|---|---|
| Cayuga | 80,026 | 94% | 2% | 0% | 1% | 0% | 2% | 0% | 2% |
| Livingston | 65,393 | 94% | 2% | 0% | 1% | 0% | 3% | 0% | 1% |
| Monroe | 744,344 | 76% | 15% | 0% | 3% | 0% | 7% | 0% | 3% |
| Onondaga | 467,026 | 81% | 11% | 1% | 3% | 0% | 4% | 0% | 3% |
| Ontario | 107,931 | 94% | 2% | 0% | 1% | 0% | 3% | 0% | 2% |
| Seneca | 35,251 | 93% | 5% | 0% | 1% | 0% | 3% | 0% | 1% |
| Wayne | 93,772 | 93% | 3% | 0% | 1% | 0% | 4% | 0% | 2% |
| Yates | 25,348 | 97% | 1% | 0% | 0% | 0% | 2% | 0% | 1% |
| **Average** | **202,386** | **90%** | **5%** | **0%** | **1%** | **0%** | **4%** | **0%** | **2%** |

Source: www.census.gov

## COMPARING INCUMBENCY TO AVAILABILITY AND ANNUAL PLACEMENT GOALS

Numbers in parenthesis are actual numbers of employees in each category – 2010/11

| JOB CATEGORY | % MINORITY INCUMBENCY | % MINORITY AVAILABILITY | ESTABLISH GOAL? YES/NO | IF YES, GOAL FOR MINORITIES* |
|---|---|---|---|---|
| FACULTY (120) | 3% (3) | 14% | YES | 6% (8) |
| EXECUTIVE/ADMINISTRATIVE/MANAGEMENT(25) | 0% (0) | 10% | YES | 8% (2) |
| OTHER PROFESSIONALS (48 | 8% (4) | 10% | YES | 10% (5) |
| TECHNICAL/PARAPROFESSIONALS (40) | 0% (0) | 5% | YES | 4% (2) |
| CLERICAL/SECRETARIAL (52) | 0% (1) | N/A | YES | 4% (2) |
| SKILLED/MAINTENANCE (35) | 6% (2) | N/A | YES | 8% (3) |

## IDENTIFICATION OF PROBLEM AREAS

**Area of Concern:**

Percentage of minorities that are hired does not reflect the goals for positions in all job categories. Percentage of minority applicants has actually dropped in the last 2 years.

**Corrective Action:**

- No later than January 1, 2011 collaborate with local organizations including but not limited to the Rochester Ibero-American Action League, Urban League of Greater Rochester, Action for a Better Community, VESID, the Ontario County Workforce Development Offices and local churches. Request their assistance in identifying candidates and mentoring them for appropriate civil service tests.
- No later than January 1, 2011 recruit candidates recently graduated from colleges and universities in NYS with a significant percentage of minority students. Use National Center for Education Statistics as reference.
- Advertise college vacancies through on-line recruitment sources such as NAACP (Monster.com is the official partner for employee recruitment for the NAACP) and diversitysearch.com. Continue to post positions through “Black Issues in Higher Education”, “Hispanic Outlook” and “INSIGHT Into Diversity”.
- No later than January 1, 2011 track FLCC minority graduates and recruit them back once they earn higher degrees.
- Track sources of successful applicants and continue to grow the list of places to post jobs to continue to seek a diverse workforce.
- No later than January 1, 2011, work with the County of Ontario to track civil service applicants based on Minority status.

* Based on the number of searches

## AFFIRMATIVE ACTION PLAN
## Action-Oriented Programs

The College maintains compliance with current government regulations concerning equal employment opportunity. As with most management objectives, a systematic plan based on sound organizational analysis and problem identification is crucial to the accomplishment of affirmative action objectives.

FLCC has instituted herein action programs to eliminate identified problem areas and help to achieve specific affirmative action goals.

**A) Job Advertisement**

Before the College places employment ads in newspapers, professional journals, or other publications, including those directed toward protected classes, the following steps must followed:

1. All employment ads are reviewed by the Affirmative Action Officer.
2. All ads are worded to accurately describe job related requirements.
3. All ads include the Colleges' Equal Opportunity/Affirmative Action Employer statement to encourage qualified minorities and females to apply.

**B) Employment Selection**

FLCC's employment and selection processes are based on the strengths and qualifications of each candidate and are intended to be free of bias based on an applicant's or employee's race, creed, gender, sexual orientation, color, religion, national origin, age, marital status, veteran status or disability. Belonging to a traditionally underrepresented employee group will be considered a strength.

**C) Training**

Most job-related training at FLCC is given on the job. Supervisors provide such training for all aspects of the job, regardless of the employee's race, gender, color, creed, age, sexual orientation, national origin, religion, marital status, veteran status, or disability. Additionally, any training opportunities outside the College are offered on a non-discriminatory basis. The College actively encourages professional development activities for all employees on a non-discriminatory basis.

**D) Evaluation**

Evaluations are objective, uniformly applied, non-discriminatory, and job-related. Evaluations are administered on a formal basis by supervisors in accordance with collective bargaining agreements and Civil Service regulations to:

1. Determine how well the employee is meeting the requirements of the job description.
2. Communicate to the employee what he/she is doing well and what areas require improvement.

**E) Promotion**

Promotions are awarded based on individual merit, competitive performance, and individual

qualifications regardless of race, creed, sex, sexual orientation, religion, color, national origin, race, marital status, veteran status or disability.

**F) Transfers**

Each employee hired by the College represents an investment of College resources. To maximize the return from these investments, the College is interested in retaining its employees for as long as practical. Transfer to another position in the College may be appropriate. Any transfer or internal promotion is conducted in accordance with established employment practices and policies.

**G) Employee Benefits**

The College's employee benefits are made available to all employees without regard to race, creed, sex, sexual orientation, religion, national origin, age, marital status, veteran status or disability.

**H) Termination**

There are various situations which may result in termination of employment with the College.
When termination occurs, an exit interview is conducted by the Director of Human Resources to:

1. Communicate the reason(s) for the termination; and
2. Identify reasons for cessations of employment for the purpose of correcting any problems.

**I) Insuring Non-Discriminatory Attitudes in the Workplace**

The objectives of the College's Affirmative Action Plan are to:

1. Maintain an employment environment free of unlawful discrimination; and
2. Provide employment opportunities based on individual merit, competitive performance and individual qualifications.
3. Create a diverse employee population that better represents the diversity of the student body.

Every employee, regardless of race, creed, sex, sexual orientation, national origin, color, religion, age, marital status, veteran status, or disability has a responsibility to aid the College in accomplishing these objectives. Therefore, the College takes steps to assure that employees adopt the attitude of the College in regards to these objectives.

## INTERNAL AUDITING AND REPORTING SYSTEM

FLCC has designed and implemented an internal auditing and reporting system to measure the effectiveness of its Affirmative Action Plan. This system is designed to monitor applicant flow in terms of race, sex, disability and veteran status. Additionally, the auditing and reporting system monitors all personnel changes and developments involving current employees. The Affirmative Action Officer is responsible for overseeing the system.

Each hiring decision for all employee groups must be reviewed by the Affirmative Action Officer before an offer is made. The Affirmative Action Officer advises top administration of the Plan's effectiveness and submits recommendations to the College President to address problem areas.

An analysis of the Affirmative Action Plan progress will be completed by the Affirmative Action Officer at the conclusion of each academic year during the term of this plan and attached to the AAP (see progress report on next page). This progress review will include an analysis of good faith efforts. An availability analysis is next completed in 2011.

## ANALYSIS OF AFFIRMATIVE ACTION PROGRAM PROGRESS: 2011

| JOB CATEGORY | MINORITY NUMBERS | GOAL % | ACTUAL % | ANALYSIS OF GOOD FAITH EFFORTS |
|---|---|---|---|---|
| FACULTY | 3 | 6% | 3% | Affirmative Action members sit on all search committees. Jobs are posted to diversity job boards. Still, the surrounding counties have low minority numbers and that is reflected in the number of minorities that apply for positions. We need to continue to promote our open positions to minority candidates. |
| EXECUTIVE/ ADMINISTRATIVE/ MANAGEMENT | 0 | 8% | 0% | See above |
| OTHER PROFESSIONALS | 4 | 10% | 8% | See above |
| TECHNICAL/ PARAPROFESSIONALS | 0 | 4% | 0% | See above |
| CLERICAL/ SECRETARIAL | 1 | 4% | 0% | We do not track minority candidates that apply through the county. |
| SKILLED/ MAINTENANCE | 2 | 8% | 6% | See above |