



JOLIET

JUNIOR COLLEGE

1901

2020-2023

Diversity, Equity and Inclusion Plan

Presented by:



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PRESIDENT'S STATEMENT ON DIVERSITY, EQUITY AND INCLUSION



Dear campus community,

As we kick off our 118th year as the nation's first public community college, we continue to celebrate our proud history of innovation, advancement, and inclusion in higher education. What is critical to our success is a shared vision that Joliet Junior College (JJC) is an institution that remains affordable, accessible, and welcoming to all, a foundational principle of the community college movement.

This foundation provides the framework for our seven Core Values, one of which advocates respect and inclusion for every individual by demonstrating courtesy and civility in every interaction and endeavor. This value also emphasizes our pledge to promote and recognize the diverse strengths of our employees and students, and to value and celebrate the unique attributes, characteristics, and perspectives of all.

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

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

Throughout fiscal year 2019, the college made great strides to engage the campus community both internally and externally to better understand the perceptions about diversity at JJC. By administering an anonymous climate survey and focus groups to collect baseline data from our internal employees, we are now better able to address the areas of growth and opportunity with our new plan. Additionally, by hosting a Community Dinner in which community leaders attended to express their opinions, suggestions and areas of potential partnership, we can now fully move forward with a guided direction of how to meet the needs of our students, employees and those within our district.

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

Sincerely,

Dr. Judy Mitchell
President
Joliet Junior College

INTRODUCTION

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

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

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

Research indicates that promoting equity and valuing cultural differences can significantly improve organizational performance. Direct and indirect links to the bottom line include an increase in adaptability and flexibility, reduction of costs associated with turnover, reductions in absenteeism and low productivity, greater employee satisfaction and morale, and an increased effectiveness in serving an increasingly diverse college population.

JJC is an educational community that embraces diversity and promotes personal growth. Each year, more than 26,000 students find the diverse, comprehensive high quality educational experience they are looking for at JJC.

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



PRESIDENT'S DIVERSITY AND INCLUSION COUNCIL

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

Mission Statement

The President's Diversity & Inclusion Council advocates and champions diversity, equity and inclusion efforts that prioritize our commitment to the core values of respect and inclusion. The council will ensure the college community is a place where everyone feels welcomed, empowered and safe.

Vision Statement

Provide an environment that inspires acceptance, inclusion, and mutual respect.

Committee Functions:

- Create opportunities for JJC employees to engage in dialogue and gain knowledge about the meaning and importance of diversity and inclusion.
- Ensure leadership embraces and models the vision, values, and goals for diversity, equity and inclusion.
- Incorporate diversity into strategic planning for each academic area and support unit.
- Analyze effectiveness of the council's efforts through diversity and inclusion metrics.

Committee Values:

- Ensure the importance of institutional representation
- Demonstrate effective leadership as responsible agents of the college
- Serve as a vital resource regarding critical decisions and emerging issues that impact the college community
- Communicate in an open and transparent manner
- Complete work by internal and external timelines

DIVERSITY, EQUITY AND INCLUSION DEFINED

Diversity celebrates both similarities and differences. Moreover, diversity is broader than the traditional categories of age, disability, gender identity, sexual orientation, national origin, ethnicity, culture, religion, and veteran status. It also includes socioeconomic status, family background, language, academic preparedness, learning style and even the different communities from which our students, faculty and staff reside.

Inclusion is the appreciation of, and respect for, all of these distinct characteristics. Inclusion goes beyond numerical diversity and creates a climate where all feel valued, and where each member of the campus community is recognized as adding to our institution. It also means that barriers to inclusion, whether policy-based, in actual practice, or systematic, are reduced or eliminated, thereby allowing students, faculty and staff to thrive.

Equity is the fair treatment, access, opportunity, resources and advancement for everyone within a group, organization or society. It acknowledges that there are historically marginalized and underrepresented populations while striving to identify and eliminate barriers that have prevented the full participation of some groups.

Diversity, equity and inclusion are a vital part of the institutional fabric of Joliet Junior College. The college strategically supports efforts that recognize and celebrate diverse backgrounds and perspectives that make us unique as individuals but unified as a community. Diversity, equity and inclusion at Joliet Junior College are more than just recognition of what makes our community different, but rather a celebration of the cognitive and educational efforts that unite us.

COLLEGE MISSION, VISION & CORE VALUES

Mission Statement

Joliet Junior College inspires learning, strengthens communities, and transforms lives.

Vision Statement

Joliet Junior College is the first choice for learning, working, and cultivating pathways to prosperity.

Core Values

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

- **Respect and Inclusion**
Joliet Junior College advocates respect and inclusion for every individual by demonstrating courtesy and civility in every endeavor. The college pledges to promote and recognize the diverse strengths of its employees and students, and to value and celebrate the unique attributes, characteristics, and perspectives of every individual.
- **Integrity**
Joliet Junior College sees integrity as an integral component of all work done at the college. The college employees demonstrate responsible, accountable, and ethical professionalism. Also, the college models open, honest, and appropriate communication.
- **Collaboration**
Joliet Junior College promotes collaborative relationships as part of the scholarly process, including partnerships within the institution and with other learning communities. The college supports the personal and professional growth of employees and is committed to the advancement and support of intellectual growth, regardless of employment position at the college.
- **Humor and Well-Being**
Joliet Junior College recognizes humor as a means for employees and students to achieve collegial well-being, develop strong work teams, and promote self-rejuvenation. The college provides a healthy environment where creativity, humor, and enjoyment of work occur, including recognizing and celebrating success.

- **Innovation**
Joliet Junior College supports and encourages innovation and the pursuit of excellence. The college values, respects, and rewards both creative risk-taking and the enthusiastic pursuit of new ideas with foresight and follow-through.
- **Quality**
Joliet Junior College supports quality in the workplace and its educational programming by continually reflecting, evaluating, and improving on programs and services. The college is built upon a foundation of quality programs and services, while also implementing continuous improvement in order to ensure excellence.
- **Sustainability**
Joliet Junior College recognizes that true sustainability involves a commitment to environmental, social, and economic improvement. The college encourages planning, solutions, and actions that provide benefits for students, employees, and the community.

COMMUNICATION AND DISSEMINATION OF DIVERSITY AND INCLUSION PLAN

Internal Dissemination

1. **Viewing of the Diversity, Equity and Inclusion Plan**
The Diversity, Equity and Inclusion Plan will be available for employee review upon request in either his/her respective department or the President's Office. The policy statements can be viewed at: <http://jjc.edu/about-jjc/diversity-inclusion>
2. **Employee and Management Orientation**
The Diversity, Equity and Inclusion Plan will be shared with management personnel, particularly those responsible for activities, such as hiring, selection, promotion, and separation of personnel. The orientation is to provide a better understanding of the intent of the Diversity, Equity and Inclusion Plan, its goals and timetables, as well as individual responsibilities and roles in ensuring successful implementation of the Diversity, Equity and Inclusion Plan.

JJC employees and management are provided equal employment opportunity, sexual harassment and cultural diversity training.
3. **Internal Complaint Procedure**
JJC has an internal complaint procedure designed to address and resolve complaints of discrimination and harassment. Employees are made aware of the procedures through EEO posters which are displayed at all JJC campuses and discussed at employee orientations. The complaint process and procedures can also be found in JJC's policy, procedures manual, and the employee handbook.
4. **Meetings on Diversity, Equity and Inclusion Plan**
Periodic meetings will be held with the Executive Director, Human Resources, Chair of the President's Diversity and Inclusion Council, Administrative personnel, and Diversity,

Equity and Inclusion Plan stakeholders to discuss the status of the goals and objectives of the Diversity, Equity and Inclusion Plan.

5. Union Relations

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

External Dissemination

1. Recruitment Sources/Minority and Female Organizations

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

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

In addition, it is essential that academic departments support and participate in recruitment initiatives of faculty and adjunct faculty. Departmental engagement in the recruitment and hiring process is necessary for internal and external events and job fairs.

2. Employment Applications and other Notices

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

JJC utilizes search committees for all job searches. Each search committee is diverse with representation and includes staff that closely work with that position. Search committees are tasked with reviewing all position requirements and providing detailed reports indicating why candidates were or were not selected for hire.

3. Review of the Diversity, Equity and Inclusion Plan

A copy of the Diversity, Equity and Inclusion Plan will be available on JJC's Diversity and Inclusion web page for public viewing. All EEO policy statements can be viewed on the internet at:

<https://www.jjc.edu/about-jjc/college-leadership/administration/human-resources>

4. Community Outreach

Joliet Junior College is committed to various community outreach groups and initiatives. A few of our collaborations include but are not limited to the Joliet Chamber of Commerce, Spanish Center and Harvey Brooks Foundation in which we provide support, education and career opportunities for the community. Our work in the communities we

serve is ongoing and our President's Ambassadors and Community Outreach Team builds upon our external partnerships each year.

RESPONSIBILITIES FOR IMPLEMENTATION

President's Diversity and Inclusion Council

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

President's Cabinet

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

Specifically, the Cabinet shall:

1. Assure that managers, supervisors, employees and faculty comply with federal, state, local laws, and government regulations regarding equal employment opportunity.

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

Management Staff (*Faculty Department Chairs, Deans, Directors, Managers and Supervisors*)

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

Management staff is responsible for:

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

6. Participating in, and ensuring the participation of employees in training programs provided.

Human Resources Department

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

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

Faculty and Staff

It is the responsibility of all faculty and staff to adhere to and implement the Diversity, Equity and Inclusion Plan, by accepting shared responsibility for participating and accomplishing progress towards the goals and objectives.

To effectively implement the Diversity, Equity and Inclusion Plan, all JJC employees should:

1. Participate in employee engagement and campus climate surveys and respond as openly and honestly as possible.

2. Engage in the diversity effort through trainings, workshops, guest lectures, volunteer opportunities, etc.
3. Improve cultural competency by taking the time to learn about different cultures, races, religions, backgrounds, etc. represented by individuals at JJC.
4. Treat others respectfully while welcoming ideas that are different from your own.
5. Commit to continuous improvement by being willing to learn from others, accepting constructive feedback, and listening to the concerns of others.
6. Communicate and educate others to understand that changing the campus climate is a journey, not a destination. It will take time, patience and perseverance and it is important to remind others of the value and importance of diversity at JJC.

DEMOGRAPHICS AND STUDENT POPULATION

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



The minority population at JJC represented 42% of the total student census headcount for fall 2019, which is a significant increase from 38% represented on the fall 2015 census. The overall minority student population at JJC is higher than the overall minority population represented in the JJC district of 32%. The Hispanic population of JJC students is 29%, substantially higher than the district representation of 18%. For the fall 2019 student census, Black Non-Hispanic students represented 10% of the JJC student population compared to 9% for the district. White Non-Hispanic students represented 55% of the JJC student census compared to the district's 67%.

Multiple Barriers to Student Persistence

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

Student Retention

Overall fall-to-fall retention rates have increased when looking at the five-year average from 2014-2015 to 2018-2019. While the five-year average has increased, retention rates from 2017-2018 to 2018-2019 have slightly decreased. In the following summary, fall-to-fall retention rates are reflected as a percentage and are calculated for individuals that reenrolled in the next fall term.

- The fall (2018-2019) retention rate for black students is 34.8% which is a 2.2 percentage point decrease over the fall (2017-2018) rate of 37%.
- The fall-to-fall (2018-2019) retention rate for Hispanic/Latino students was 44.7%; this most recent retention rate is slightly lower than the 2017-2018 rate of 45%.
- Females at JJC were more likely to continue than males, females returned at a rate of 42.7% compared to 41.6% of males from fall 2018 to fall 2019.

STRATEGIC ENROLLMENT MANAGEMENT PLAN

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

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

2019 JJC WORKFORCE/UTILIZATION ANALYSIS

Introduction

The following report contains an assessment of the Joliet Junior College workforce as of October 2019. Each year the Office of Institutional Research & Effectiveness conducts a Workforce/Utilization Analysis intent on assisting JJC in determining whether females, minorities, and those 40 years of age or older are underrepresented within the JJC workforce.

Methodology

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

Occupational Crosswalk

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

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

The Civilian Labor Force counts were calculated utilizing the Census 2000 Special EEO Tabulation Occupational Crosswalk - <http://www.census.gov/hhes/www/eoindex/jobgroups.pdf>. The availability of workforce for the JJC area is based on the Civilian Labor Force of *Will County* and is defined as follows: All members of the population aged 16 or over in the county who are not in the military or institutions such as prisons or mental hospitals and who are either employed or are unemployed and actively seeking and available for work. Every month, the U.S. Department of Labor releases the unemployment rate, which is the percentage of the civilian labor force that are unemployed. The Labor Department also releases the percentage of the civilian non-institutional population who are employed.

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

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

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

Summary of Findings

The utilization of females, ethnic minority groups, and those aged 40 years or above was determined by comparing their representation in the JJC Total workforce against the availability in the labor market for Will County.

The analysis conducted indicates JJC employees from racial minorities, females, and older age groups (40 or above) are represented by the expected availability among the following groups:

- Officials & Managers (JJC Administrators)
- Administrative Support Workers (JJC Clerical)

However, underutilization was found for minority groups within the following JJC categories:

- Professional (Minus Faculty/Counselors/Librarians)
- JJC Faculty/Counselors/Librarians
- Craft Workers/Service Workers (Physical Plant & Maintenance)

In addition, the analysis indicated females were underrepresented in the following JJC work groups:

- JJC Faculty/Counselors/Librarians

This may be an indicator more aggressive efforts might be considered in order to have a workforce which is representative of the demographic profile of available workers among the JJC Faculty/Counselors/Librarians, Professional (Minus Faculty/Counselors/Librarians) category. The following table represents JJC work groups where underutilization was found; areas of improvements can be further drilled down by focusing on the additional gap analysis included within each JJC Classification/Work Group section.

JJC Classification	JJC Work Classes Underrepresented		
	Females	Ethnic Minority Groups	Those Aged 40 Years or Above
Officials & Managers: JJC Administrators	No	No	No
Professional: JJC Professional (Minus Faculty/Counselors/Librarians)	No	Yes	No
Professional: JJC Faculty/Counselors/Librarians	Yes	Yes	No
Administrative Support Workers: Clerical	No	No	No
Craft Workers/Service Workers: Physical Plant & Maintenance	No	Yes	No

Total EEO-1 Job Code-JJC Total Workforce

Overall, no under-utilization was found using either the 80% or 2-Standard Deviation test for the females or the 40 year or older populations within the JJC total workforce. However, under-utilization was found using either the 80% Rule or 2 Standard Deviation Rule tests for minority groups for the overall total JJC workforce. Further analysis shows 3 areas within the JJC workforce of underutilization in comparison of participation rates for minorities - Craft Workers/Service Workers 2, JJC Professional (Minus JJC Faculty/Counselors/Librarians), and JJC Faculty/Counselors/Librarians. Variances in the availability and the participation rates are evident for all minority male and female groups except for White females within the JJC total workforce.

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

No underutilization was found using either the 80% or the 2 Standard Deviation tests, but variances within availability and participation rates are present for Hispanic/Latino, Asian, and Black males.

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

Under-utilization was found using either the 80% Rule or 2 Standard Deviation Rule tests for minority groups within this employee category. Further analysis of this category shows variances in comparison of participation rates of Black females, Hispanic males and females, and Asian males and females.

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

Under-utilization was found in relation to the 2 Standard Deviation Rule for females within this category; in addition under-utilization was found using either the 80% Rule or 2 Standard Deviation Rule tests for minority groups within this employee category. Further analysis of the JJC Faculty/Counselors/Librarians shows variances in participation rates of male and female minority groups in comparison to the current labor market.

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

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

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

Under-utilization was found for both the 80% Rule and 2 Standard Deviation Rule for females within this category in relation to the Utilization of minorities. Variances in the availability and participation rates are evident for Hispanic/Latino-Latina males and females, as well as, Asian males and males.

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

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

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

JJC Workforce Analysis

Employees by EEO-1/ICCB Classification and Full-time/Part-time Status	
01 – Officials & Managers Total (EEO Category)	
Administrative (ICCB Description)	
Full-time	35
Part-time	0
Subtotal	35
02 – Professional/Technical Total (EEO Category)	
Professional/Technical Total (ICCB Description)	
Full-time	178
Part-time	144
Subtotal	322
02 – Professional/Technical - Faculty/Counselors/Librarians Total (EEO Category)	
Teaching Faculty Total (ICCB Description)	
Full-time	211
Part-time	630
Subtotal	841
05 – Administrative Support Workers Total (EEO Category)	
Clerical Total (ICCB Description)	
Full-time	91
Part-time	68
Subtotal	159
06/09 – Craft Workers/Service Workers Total (EEO Category)	
Custodial/Maintenance Total (ICCB Description)	
Full-time	92
Part-time	29
Subtotal	121
Grand Total	1,478

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

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

EEO-1 Classification	Full-time	Part-time	Total
01 – Officials & Managers Total (EEO Category)	35	0	35
02 – Professional/Technical Total (EEO Category)	178	144	322
02 – Professional/Technical - Faculty/Counselors/Librarians Total (EEO Category)	211	630	841
05 – Administrative Support Workers Total (EEO Category)	91	68	159
06/09 – Craft Workers/Service Workers Total (EEO Category)	92	29	121
Grand Total	607	871	1,478

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

ICCB Classification	Full-time	Part-time	Total
Administrators	35	0	35
Teaching Faculty	211	630	841
Professional/Technical	178	144	322
Clerical	91	68	159
Custodial/Maintenance	92	29	121
Grand Total	607	871	1,478

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

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

Race/Ethnicity	Full-time			Part-time			Total
	Female	Male	Subtotal	Female	Male	Subtotal	
American Indian/Alaskan Native	0	0	0	2	0	2	2
Asian/Pacific Islander	10	5	15	13	7	20	35
Black Non-Hispanic	28	17	45	36	17	53	98
Hispanic or Latino	36	13	49	39	19	58	107
Native Hawaiian or Other Pacific Islander	0	0	0	0	0	0	0
Refuse to Indicate/Unknown	15	8	23	52	94	146	169
White Non-Hispanic	268	207	475	349	243	592	1,067
Grand Total	357	250	607	491	380	871	1,478

Employees by Age Category

Age Category	Full-time	Part-time	Total
Under 40 Years of Age	461	618	1,079
40 Years of Age or Older	146	252	398
Unknown	0	1	1
Grand Total	607	871	1,478

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

JJC Total Workforce by Gender and Race/Ethnicity

JJC Workforce						
Race/Ethnicity	Female	% of Grand Total	Male	% of Grand Total	Male and Female	% of Total
American Indian/Alaskan Native	2	0.1%	0	0.0%	2	0.1%
Asian/Pacific Islander	23	1.6%	12	0.8%	35	2.4%
Black Non-Hispanic	64	4.3%	34	2.3%	98	6.6%
Hispanic or Latino	75	5.1%	32	2.2%	107	7.2%
Native Hawaiian or Other Pacific Islander	0	0.0%	0	0.0%	0	0.0%
Unknown	67	4.5%	102	6.9%	169	11.4%
White Non-Hispanic	617	41.7%	450	30.4%	1,067	72.2%
Total	848	57.4%	630	42.6%	1,478	100.0%

JJC Administrators by Gender and Race/Ethnicity

EEO-1 Job Code 01-Officials & Managers: JJC Administrators						
Race/Ethnicity	Female	% of Grand Total	Male	% of Grand Total	Male and Female	% of Total
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian/Pacific Islander	1	2.9%	0	0.0%	1	2.9%
Black Non-Hispanic	4	11.4%	0	0.0%	4	11.4%
Hispanic or Latino	1	2.9%	1	2.9%	2	5.7%
Native Hawaiian or Other Pacific Islander	0	0.0%	0	0.0%	0	0.0%
Unknown	1	2.9%	2	5.7%	3	8.6%
White Non-Hispanic	14	40.0%	11	31.4%	25	71.4%
Total	21	60.0%	14	40.0%	35	100.0%

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

EEO-1 Job Code 02 - Professional: JJC Professional (<i>Minus Faculty/Counselors/Librarians</i>)						
Race/Ethnicity	Female	% of Grand Total	Male	% of Grand Total	Male and Female	% of Total
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian/Pacific Islander	4	1.2%	3	0.9%	7	2.2%
Black Non-Hispanic	12	3.7%	13	4.0%	25	7.8%
Hispanic or Latino	21	6.5%	11	3.4%	32	9.9%
Native Hawaiian or Other Pacific Islander	0	0.0%	0	0.0%	0	0.0%
Unknown	6	1.9%	3	0.9%	9	2.8%
White Non-Hispanic	164	50.9%	85	26.4%	249	77.3%
Total	207	64.3%	115	35.7%	322	100.0%

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

EEO-1 Job Code 02 - Professional: JJC Faculty/Counselors/Librarians						
Race/Ethnicity	Female	% of Grand Total	Male	% of Grand Total	Male and Female	% of Total
American Indian/Alaskan Native	1	0.1%	0	0.0%	1	0.1%
Asian/Pacific Islander	14	1.7%	9	1.1%	23	2.7%
Black Non-Hispanic	22	2.6%	8	1.0%	30	3.6%
Hispanic or Latino	23	2.7%	16	1.9%	39	4.6%
Native Hawaiian or Other Pacific Islander	0	0.0%	0	0.0%	0	0.0%
Unknown	56	6.7%	95	11.3%	151	18.0%
White Non-Hispanic	312	37.1%	285	33.9%	597	71.0%
Total	428	50.9%	413	49.1%	841	100.0%

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

EEO-1 Job Code 05 - Administrative Support Workers: Clerical						
Race/Ethnicity	Female	% of Grand Total	Male	% of Grand Total	Male and Female	% of Total
American Indian/Alaskan Native	1	0.6%	0	0.0%	1	0.6%
Asian/Pacific Islander	3	1.9%	0	0.0%	3	1.9%
Black Non-Hispanic	20	12.6%	3	1.9%	23	14.5%
Hispanic or Latino	24	15.1%	0	0.0%	24	15.1%
Native Hawaiian or Other Pacific Islander	0	0.0%	0	0.0%	0	0.0%
Unknown	3	1.9%	0	0.0%	3	1.9%
White Non-Hispanic	98	61.6%	7	4.4%	105	66.0%
Total	149	93.7%	10	6.3%	159	100.0%

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

EEO-1 Job Code 06/09 – Craft Workers/Service Workers: Physical Plant & Maintenance						
Race/Ethnicity	Female	% of Grand Total	Male	% of Grand Total	Male and Female	% of Total
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian/Pacific Islander	1	0.8%	0	0.0%	1	0.8%
Black Non-Hispanic	6	5.0%	10	8.3%	16	13.2%
Hispanic or Latino	6	5.0%	4	3.3%	10	8.3%
Native Hawaiian or Other Pacific Islander	0	0.0%	0	0.0%	0	0.0%
Unknown	1	0.8%	2	1.7%	3	2.5%
White Non-Hispanic	29	24.0%	62	51.2%	91	75.2%
Total	43	35.5%	78	64.5%	121	100.0%

Total EEO-1 Job Code-JJC Total Workforce

Total Workforce	Count	% of Civilian Labor Force
Civilian Labor Force	111,701	100.0%
Females in Labor Force	55,243	49.5%
Minorities in Labor Force	36,360	32.6%
Older (40 or above)	61,549	55.1%

All JJC Employees	Count	% of Total JJC Job Group
Total JJC Employees	1,478	100.0%
Female JJC Employees	848	57.4%
Total Minority JJC Employees	242	16.3%
Older (40 or above) JJC Employees	1,079	73.0%

Utilization Analysis of Female Employees

Females in JJC job group	% Female in JJC Workforce	% Female in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
848	57.4%	49.5%	732	585	No	No

Total JJC Employees*% of Female Civilian Labor Force = Expected Value: $1,478 * 0.495 = 731.6$

Expected Value*0.80=80% Value: $731.6 * 0.80 = 585.3$

Interpretation

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

Utilization Analysis of Minority Employees

Minorities in JJC job group	% Minorities in JJC Workforce	% Minorities in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
242	16.3%	32.6%	482	481	Yes	Yes

Total JJC Employees*% of Minorities Civilian Labor Force = Expected Value: $1,478 * 0.326 = 481.8$

Expected Value*0.80=80% Value: $481.8 * 0.80 = 385.4$

Interpretation

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

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

Older in JJC job group	% Older in JJC Workforce	% Older in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
1,079	73.0%	55.1%	814	652	No	No

Total JJC Employees*% of Older Civilian Labor Force = Expected Value: $1,478 * 0.551 = 814.4$

Expected Value*0.80=80% Value: $814.4 * 0.80 = 651.5$

Interpretation

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

Total JJC Workforce Gap Analysis

<i>Total EEO-1 Job Code-JJC Total Workforce</i>			
Race/Ethnicity/Gender	Availability	JJC Participation Rate	Variance
White Female	32.5%	41.7%	9.2%
Black Female	5.5%	4.3%	-1.2%
Black Male	5.8%	2.3%	-3.5%
Hispanic or Latina Female	7.9%	5.1%	-2.8%
Hispanic or Latino Male	8.3%	2.2%	-6.1%
Asian Female	2.1%	1.6%	-0.5%
Asian Male	2.2%	0.8%	-1.4%

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

EEO-1 Category: Officials & Managers	Count	% of Civilian Labor Force
Civilian Labor Force	16,935	100.0%
Females in Labor Force	6,234	36.8%
Minorities in Labor Force	3,963	23.4%
Older (40 or above)	11,340	67.0%

JJC Administrators	Count	% of Total JJC Job Group
Total JJC Administrators	35	100.0%
Female JJC Administrators	19	54.3%
Total Minority JJC Administrators	8	22.9%
Older (40 or above) JJC Administrators	29	82.9%

Utilization Analysis of Female Employees

Females in JJC job group	% Female in JJC Workforce	% Female in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
19	54.3%	36.8%	13	10	No	No

Total Administrators*% of Female Civilian Labor Force = Expected Value: $35 * 0.368 = 12.9$

Expected Value*0.80=80% Value: $12.9 * 0.80 = 10.3$

Interpretation

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

Utilization Analysis of Minority Employees

Minorities in JJC job group	% Minorities in JJC Workforce	% Minorities in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
8	22.9%	23.4%	12	10	No	No

Total Administrators*% of Minorities Civilian Labor Force = Expected Value: $35 * .234 = 11.9$

Expected Value*0.80=80% Value: $11.9 * 0.80 = 9.5$

Interpretation

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

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

Older in JJC job group	% Older in JJC Workforce	% Older in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
29	82.9%	67.0%	19	16	No	No

Total Administrators*% of Older Civilian Labor Force = Expected Value: $35 \times 0.670 = 19.4$

Expected Value*0.80=80% Value: $19.4 \times 0.80 = 15.5$

Interpretation

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

Total JJC Administrators Gap Analysis

<i>EEO-1 Job Code 01-Officials & Managers: JJC Administrators</i>			
Race/Ethnicity/Gender	Availability	JJC Participation Rate	Variance
White Female	36.8%	40.0%	3.2%
Black Female	2.9%	11.4%	8.5%
Black Male	1.8%	0.0%	-1.8%
Hispanic or Latina Female	3.7%	2.9%	-0.8%
Hispanic or Latino Male	6.4%	2.9%	-3.5%
Asian Female	1.5%	2.9%	1.4%
Asian Male	2.7%	0.0%	-2.7%

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

EEO-1 Category: Professional	Count	% of Civilian Labor Force
Civilian Labor Force	22,314	100.0%
Females in Labor Force	14,149	63.4%
Minorities in Labor Force	6,093	27.3%
Older (40 or above)	12,880	57.7%

JJC Professional	Count	% of Total JJC Job Group
Total JJC Professional	322	100.0%
Female JJC Professional	207	64.3%
Total Minority JJC Professional	65	20.2%
Older (40 or above) JJC Professional	178	55.3%

Utilization Analysis of Female Employees

Females in JJC job group	% Female in JJC Workforce	% Female in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
207	64.3%	63.4%	131	105	No	No

Total JJC Professional*% of Female Civilian Labor Force=Expected Value: $322*0.643=131.2$

Expected Value*0.80=80% Value: $131.2*0.80=105.0$

Interpretation

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

Utilization Analysis of Minority Employees

Minorities in JJC job group	% Minorities in JJC Workforce	% Minorities in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
65	20.2%	27.3%	88	70	Yes	Yes

Total JJC Professional*% of Minorities Civilian Labor Force=Expected Value: $322*0.273=87.9$

Expected Value*0.80=80% Value: $87.9*0.80=70.3$

Interpretation

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

Utilization Analysis of Older Employees (40 or Above)

Older in JJC job group	% Older in JJC Workforce	% Older in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
178	55.3%	57.7%	186	149	No	No

Total JJC Professional*% of Older Civilian Labor Force=Expected Value: $322*0.577=185.8$

Expected Value*0.80=80% Value: $185.8*0.80=148.6$

Interpretation

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

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

<i>EEO-1 Job Code 02 - Professional: JJC Professional (Minus Faculty/Counselors/Librarians)</i>			
Race/Ethnicity/Gender	Availability	JJC Participation Rate	Variance
White Female	46.1%	50.9%	4.8%
Black Female	6.2%	3.7%	-2.5%
Black Male	3.6%	4.0%	0.4%
Hispanic or Latina Female	6.7%	6.5%	-0.2%
Hispanic or Latino Male	3.9%	3.4%	-0.5%
Asian Female	3.5%	1.2%	-2.3%
Asian Male	2.0%	0.9%	-1.1%

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

EEO-1 Category: Professional	Count	% of Civilian Labor Force
Civilian Labor Force	2,240	100.0%
Females in Labor Force	1,280	57.2%
Minorities in Labor Force	547	24.4%
Older (40 or above)	1,239	55.3%

JJC Faculty/Counselors/Librarians	Count	% of Total JJC Job Group
Total JJC Faculty/Counselors/Librarians	841	100.0%
Female JJC Faculty/Counselors/Librarians	428	50.9%
Total Minority JJC faculty/Counselors/Librarians	93	11.1%
Older (40 or above) JJC Faculty/Counselors/Librarians	678	80.1%

Utilization Analysis of Female Employees

Females in JJC job group	% Female in JJC Workforce	% Female in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
428	50.9%	57.2%	481	385	No	Yes

Total JJC Faculty/Counselors/Librarians *% of Female Civilian Labor Force=Expected Value:
 $841 * 0.572 = 481.1$

Expected Value * 0.80 = 80% Value: $481.1 * 0.80 = 384.8$

Interpretation

Under-utilization was found for the 2 Standard Deviation Rule test.

Utilization Analysis of Minority Employees

Minorities in JJC job group	% Minorities in JJC Workforce	% Minorities in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
93	11.1%	24.4%	205	164	Yes	Yes

Total JJC Faculty/Counselors/Librarians % of Minorities Civilian Labor Force=Expected Value:
 $841 \times 0.244 = 205.2$

Expected Value*0.80=80% Value: $205.2 \times 0.80 = 164.2$

Interpretation

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

Utilization Analysis of Older Employees (40 or Above)

Older in JJC job group	% Older in JJC Workforce	% Older in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
678	80.1%	55.3%	465	372	No	No

Total JJC Faculty/Counselors/Librarians % of Older Civilian Labor Force=Expected Value: $841 \times 0.553 = 465.1$

Expected Value*0.80=80% Value: $465.1 \times 0.80 = 372.1$

Interpretation

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

Total JJC Professional Faculty/Counselors/Librarians Analysis

EEO-1 Job Code 02 - Professional: Faculty/Counselors/Librarians			
Race/Ethnicity/Gender	Availability	JJC Participation Rate	Variance
White Female	43.2%	37.1%	-6.1%
Black Female	3.8%	2.6%	-1.2%
Black Male	2.8%	1.0%	-1.8%
Hispanic or Latina Female	4.6%	2.7%	-1.9%
Hispanic or Latino Male	3.4%	1.9%	-1.5%
Asian Female	4.7%	1.7%	-3.0%
Asian Male	3.5%	1.1%	-2.4%

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

EEO-1 Category: Administrative Support	Count	% of Civilian Labor Force
Civilian Labor Force	26,099	100.0%
Females in Labor Force	17,898	68.6%
Minorities in Labor Force	9,227	35.4%
Older (40 or above)	12,647	48.6%

JJC Clerical	Count	% of Total JJC Job Group
Total JJC Clerical	159	100.0%
Female JJC Clerical	149	93.7%
Total Minority JJC Clerical	51	32.4%
Older (40 or above) JJC Clerical	115	72.3%

Utilization Analysis of Female Employees

Females in JJC job group	% Female in JJC Workforce	% Female in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
149	93.7%	68.6%	109	87	No	No

Total JJC Clerical*% of Female Civilian Labor Force=Expected Value: $159*0.686=109.1$

Expected Value*0.80=80% Value: $109.1*0.80=87.3$

Interpretation

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

Utilization Analysis of Minority Employees

Minorities in JJC job group	% Minorities in JJC Workforce	% Minorities in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
51	32.4%	35.4%	56	45	No	No

Total JJC Clerical*% of Minorities Civilian Labor Force=Expected Value: $159*0.354=56.3$

Expected Value*0.80=80% Value: $56.3*0.80=45.0$

Interpretation

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

Utilization Analysis of Older Employees (40 or Above)

Older in JJC job group	% Older in JJC Workforce	% Older in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
115	72.3%	48.6%	77.3	62	No	No

Total JJC Clerical*% of Older Civilian Labor Force=Expected Value: $159*0.486=77.3$

Expected Value*0.80=80% Value: $77.3*0.80=61.8$

Interpretation

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

Total JJC Administrative Support Workers-Clerical Analysis

<i>EEO-1 Job Code 05 - Administrative Support Workers: Clerical</i>			
Race/Ethnicity/Gender	Availability	JJC Participation Rate	Variance
White Female	44.3%	61.6%	17.3%
Black Female	10.5%	12.6%	2.1%
Black Male	4.8%	1.9%	-2.9%
Hispanic or Latina Female	10.8%	15.1%	4.3%
Hispanic or Latino Male	4.9%	0.0%	-4.9%
Asian Female	2.1%	1.9%	-0.2%
Asian Male	1.0%	0.0%	-1.0%

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

EEO-1 Category: Craft Workers	Count	% of Civilian Labor Force
Civilian Labor Force	44,113	100.0%
Females in Labor Force	15,682	35.6%
Minorities in Labor Force	16,530	37.4%
Older (40 or above)	23,443	53.1%

JJC Physical Plant & Maintenance	Count	% of Total JJC Job Group
Total JJC Physical Plant & Maintenance	121	100.0%
Female JJC Physical Plant & Maintenance	43	35.5%
Total Minority JJC Physical Plant & Maintenance	27	22.3%
Older (40 or above) JJC Physical Plant & Maintenance	76	62.8%

Utilization Analysis of Female Employees

Females in JJC job group	% Female in JJC Workforce	% Female in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
43	35.5%	35.6%	43	35	No	No

Total JJC Physical Plant & Maintenance *% of Female Civilian Labor Force=Expected Value: $121 * 0.356 = 43.1$

Expected Value*0.80=80% Value: $43.1 * 0.80 = 34.5$

Interpretation

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

Utilization Analysis of Minority Employees

Minorities in JJC job group	% Minorities in JJC Workforce	% Minorities in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
27	22.3%	37.4%	45	36	Yes	Yes

Total JJC Physical Plant & Maintenance *% of Minorities Civilian Labor Force=Expected Value:
 $121 * 0.374 = 45.3$

Expected Value*0.80=80% Value: $45.3 * 0.80 = 36.2$

Interpretation

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

Utilization Analysis of Older Employees (40 or Above)

Older in JJC job group	% Older in JJC Workforce	% Older in Labor Force (Availability)	Expected Value	80% Value	Violates 80% Rule	Violates 2-Std Dev Rule
76	62.8%	53.1%	64	51	No	No

Total JJC Physical Plant & Maintenance *% of Older Civilian Labor Force=Expected Value: $121 * 0.531 = 64.3$

Expected Value*0.80=80% Value: $64.3 * 0.80 = 51.4$

Interpretation

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

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

<i>EEO-1 Job Code 05 - Administrative Support Workers: Clerical</i>			
Race/Ethnicity/Gender	Availability	JJC Participation Rate	Variance
White Female	22.2%	24.0%	1.8%
Black Female	4.2%	5.0%	0.8%
Black Male	7.6%	8.3%	0.7%
Hispanic or Latina Female	7.5%	5.0%	-2.5%
Hispanic or Latino Male	13.6%	3.3%	-10.3%
Asian Female	1.1%	0.8%	-0.3%
Asian Male	2.0%	0.0%	-2.0%

Appendix
EEO Conversion to ICCB Employment Classification Table Sorted by EEO Category

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

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

2019 PROGRESS

During fiscal year 2019, the college made significant strides to strengthen diversity, equity and inclusion on campus. The President’s Diversity and Inclusion Council adopted a logo which is now used for branding and marketing of diversity and inclusion related events and initiatives. In addition, the college hosted several events and initiatives to obtain feedback, understand the perceptions on campus and to raise awareness of cultural issues. Both the college and the President’s Diversity and Inclusion Council understand the importance of providing an inclusive environment at the institution and the communities we serve. The efforts include but are not limited to:

1. Climate Survey/Needs Assessment

The college conducted an anonymous diversity and inclusion climate assessment for all students, faculty and staff. The climate assessment was administered by the Walker-Thomas Group and consisted of a survey, focus groups and interview. This assessment serves as a baseline analysis which has helped to develop the College’s 2020-2023 Diversity, Equity and Inclusion Plan.

In addition, the President’s Diversity and Inclusion Council hosted a Community Dinner with the theme of *Diversity, Unity and Community*. While the climate assessment provided feedback from our internal stakeholders, the Community Dinner provided feedback from external constituents.



2. Awareness on Cultural Sensitivity and Diversity

The college hosted diverse and cultural events throughout fiscal year 2019. In addition to the events and activities hosted by diversity subcommittees and organizations, the President’s Diversity and Inclusion Council hosted a guest speaker to present on “Supporting Students with Autism Spectrum Disorder,” as well as a diversity training webinar on how to engage confidently with other cultures.

While these trainings were not restricted to a specific audience (i.e. supervisors/managers), the Human Resources Department also administered mandatory cultural competency training through the Safe Colleges Learning Module. Communication was sent to college leaders emphasizing the importance of compliance with detailing disciplinary action for those that are not in compliance with training requirements.

3. **Measurement Criteria to Evaluate Diversity and Inclusivity Progress Throughout the College**

The Human Resources Department collects metrics related to demographic data of new hires, applicants and retention. This information is shared in the HR Metrics Report bi-annually. Sharing this data with college administration, the President's Diversity and Inclusion Council, and other stakeholders throughout the college provides a way for us to track our efforts in reaching more diverse candidates. This data will continue to be monitored as we work to improve our diversity among faculty and senior leadership on campus.

4. **Professional Development Opportunities Centered Around Diversity and Inclusivity Topics**

Professional development opportunities were offered in the form of webinars during fiscal year 2019. The college understands that professional development opportunities are critical to promoting diversity, equity and inclusion efforts across campus.

The college has recently partnered with the Illinois Diversity Council to obtain resources for professional development in diversity, equity and inclusion related topics. These resources will be utilized to provide more professional development opportunities including guest speakers, trainings and workshops.

5. **Metrics for Subcommittee Initiatives and Progress**

The President's Diversity and Inclusion Council has developed a tracking mechanism for all council members and subcommittee initiatives. Each of the council members and subcommittees have provided their events and initiatives for fiscal year 2019 which will be used to guide and improve upon efforts each following fiscal year.

6. **JJC's Recruitment Efforts**

Diversity and inclusion has been an area of high priority in regards to recruitment, hiring and promoting women, minorities, individuals with disabilities and veterans. The Human Resources Department has expanded these efforts by partnering with HigherEdJobs.com, Diversityjobs.com, attending diversity recruitment fairs, and sharing job postings through social media, word of mouth and physical postings on campus.

In fiscal year 2019, the college worked to achieve an increase of 8.3% in the number of adjunct minority hires, which saw progress from 15.3% in 2018 to 23.6% in 2019. Furthermore, total faculty hires also increased from 6.25% in fiscal year 2018 to 33.3% in fiscal year 2019. For staff positions, the college has remained consistent going from 28.1% minorities hired in fiscal year 2018 to 30.2% during fiscal year 2019. These improvements are particularly significant as the college aspires to increase diversity among faculty and senior leadership. This will continue to be a goal for Human Resources and the institution as a whole.

7. **Retention Efforts**

Retention efforts remain a focus at Joliet Junior College and metrics have been put in place to track retention within departments and divisions. As of the end of fiscal year 2019, Academic Affairs has the highest turnover rate at 38.9% followed by Administrative Services with 35.4%. Academic Affairs has seen a number of individuals retire within the past year and has focused on ending adjunct appointments for individuals that have been inactive for several semesters. Administrative Services on the other hand continues to see relatively high turnover stemming from part-time positions in facility services (building service worker) but is fortunately addressing this issue by consolidating several part-time roles to create full-time positions.

All other divisions have reported moderate turnover, most of which (72.5%) is from part-time roles. Turn over within the part-time position classification stems from individuals leaving the college for full-time positions, compensation, and/or upgrade in role. Human Resources will continue to engage college leadership on retention strategies to determine what measures can be put in place to further address retention.

8. **Business Vendor Initiatives**

In March 2019, the purchasing department planned and hosted the first annual Illinois Higher Education Supplier Diversity Lunch & Learn in partnership with Moraine Valley Community College. Governors State University, Chicago State University, Illinois State University, College of DuPage and other higher education institutions also participated as booth exhibitors. This event cultivated open discussions regarding the public procurement process, valuable resources for vendors, as well as successes and challenges surrounding the efforts to better support local disadvantaged businesses.

Over sixty suppliers attended this event, representing businesses from various industries including construction, information technology, medical supply, and more. Also in attendance were supporting agencies such as the Illinois Department of Central Management Services (CMS), the Hispanic American Construction Industry Association (HACIA), and the Chicago Minority Supplier Development Council (MSDC).

In addition, the college participated as a booth exhibitor at the Governors State University Higher Education Diverse Business Fair in October 2018 and the University of Illinois System's 2018 Construction Summit in November 2018. These networking events promote businesses owned by minorities, females, veterans, and people with disabilities.

The purchasing department continues to emphasize its commitment to the Business Enterprise Program through the college's website, bid documents, and communications with local disadvantaged businesses and supporting agencies.

9. **Student Support Services**

Launched May 20, 2019, the advising redesign efforts launched the beginning of the new Student Advising Center. This redesign provides distinction and clarity of roles between

academic advising and counseling (mental health support). Under the redesign, academic advising will be provided by advisors and coaches in the new Student Advising Center, and will incorporate the college's move to guided academic pathway support for students. The goal of the Student Advising Center is to serve as a centralized department where students receive holistic academic advising, coaching and guidance to support retention and completion of goals.

Additionally, during fiscal year 2019, Site Improve was purchased to verify 508/ADA web compliance for all JJC web pages. This significant work places JJC at the forefront in terms of proactively providing accessible electronic media. This software service provides quality data regarding broken links, spelling errors, and language usage. Accessibility reports indicate where the JJC website does not meet 508 compliance standards per W3C User Agent Accessibility Guidelines (UAAG). This helps the website be more accessible for sight-impaired users, and avoid issues for individuals with seizure disorders. These accessibility improvements often help all users navigate the website. As a result of these efforts, JJC's website went from less than 60% accessible to nearly 95% accessible, well above the industry standard of 85%.

2020-2023 DIVERSITY, EQUITY AND INCLUSION GOALS

Theme: **Employment/Hiring**

Goal 1: Analyze the hiring process and utilize innovative recruitment and training opportunities to improve the diversity of our employees to be more representative of the student body.

KPI: HR Metrics Report: Increase the total number of minority applications received

Baseline: 24% (FY19)

Target: 27%

KPI: PACE Survey D&I Question: Recruitment of historically marginalized students, faculty and staff is an institutional priority.

Baseline: 57.9% agree or strongly agree (January 2019)

Target: 70%

Objectives:

1. Identify and address barriers to the application and interviewing process to obtain a more diverse and wider pool of qualified candidates
2. Develop focused recruitment strategies by targeted role and area(s)
3. Raise awareness of unconscious and implicit bias as related to the hiring and recruitment process
4. Increase efforts to strengthen the viability of internal candidates for job opportunities

Theme: **Employees/Campus Climate**

Goal 2: Create a welcoming environment for our diverse employee population by providing intentional opportunities for all employees to grow, engage and prosper at JJC.

KPI: PACE Survey D&I Question: Satisfaction of overall campus climate

Baseline: 70.9% satisfied or very satisfied (January 2019)

Target: 80% satisfied or very satisfied

KPI: PACE Survey D&I Question: Satisfaction of the extent to which you feel everyone experiences a sense of belonging or community at Joliet Junior College

Baseline: 56.8% satisfied or very satisfied

Target: 65% satisfied or very satisfied

KPI: PACE Survey D&I Question: Administration holds others accountable for creating an inclusive environment

Baseline: 50.9% agree or strongly agree (January 2019)

Target: 60% agree or strongly agree

Objectives:

1. Provide professional development opportunities for those leading committees and teams to allow for greater inclusion of meeting attendees.
2. Pilot cross-functional training to ensure coverage and flexibility of all departments and shifts to allow for greater meeting and event attendance and participation.
3. Create opportunities for all employees to attend and participate in events, gatherings, and social activities used to celebrate the teamwork and success of the college

Theme: **Student Engagement**

Goal 3: Create a safe, welcoming, and engaging environment by eliminating barriers to inclusion, increasing civic participation, and celebrating institutional diversity

KPI: Student Question from D&I Survey: To what extent do you agree that diversity on campus improves the experiences and interactions within the classroom, the workplace, and the overall community?

Baseline: 84.5% of students agree or strongly agree

Target: 89% of students agree or strongly agree

KPI: CCSSE- Support for Learners

Baseline: 49.7%

Target: 54%

Objectives:

1. Identify barriers that impact student admission, success and retention
2. Identify civic engagement opportunities to enhance awareness, responsibility and participation among students.
3. Celebrate and promote institutional diversity for all students

Theme: **External Outreach/Business Partnerships**

Goal 4: Foster and cultivate new and existing partnerships through open and flexible dialogue

KPI: Conduct brand study of the college district in alignment with the college's strategic plan, with the goal to begin work with the vendor in February 2020.

Objectives:

1. Support expansion of dual credit education by raising awareness within diverse and inclusive communities.
2. Increase the amount of goods and services acquired by the college from businesses owned by minorities, females and persons with disabilities.
3. Increase efforts to meet the needs of our community through opportunities and engagement of the President's Ambassadors Group.

DIVERSITY, EQUITY AND INCLUSION PLAN TASKFORCE

- Cynthia Vasquez-Barrios, Dean of Students
- Bridgett Larkin-Beene, Director of Career Services
- Linda Blanco, Professor and Department Chair of Mathematics
- Stephanie Braun, Dean of Academic Intervention & Support
- DeAndre Butler, Director of TRIO Programs
- Teresa Carillo, Associate Professor of English/World Language
- Malinda Carter, Executive Director of Human Resources
- Kristin Ciesemier, Senior Director of Institutional Effectiveness
- Judy Connelly, Director, Human Resources
- Dee Crye, Senior Administrative Assistant
- Jenise Davis, Manager of Compensation and Benefits
- Kathy Delgado, Assistant Registrar
- Erin Farmer, Special Assistant to the President
- Yolanda Farmer, Vice President for Student Development
- Audrey Finkel, Assistant Professor of Health & Public Services
- Michael Fitzpatrick, Manager of Employment & HR Administrative Shared Services
- Randy Fletcher, Vice President for Academic Affairs
- Rob Galick, Vice President for Administrative Services
- Michelle Roman-Garcia, Director of Multicultural Student Affairs

- Wayne Gawlik, Professor of Business Education
- Carl Gilmore, Specialist of Technology Training & Communications
- Laura Duahu Girola, Associate Professor of Philosophy
- Amy Gray, Dean of Nursing, Health & Public Services
- Mari Johnson, Professor of English, Philosophy and World Languages
- Samantha Korzen, Specialist of Disability Services
- Angie Kaysen-Luzbetak, Dean of Student Success
- Michelle Lyman, College & Career Transition Specialist
- Nataliya Marchenko, Professor of Business Education
- Tracy Metcalf, Senior Administrative Assistant
- Laura Michelsen, Professor of Health & Public Services
- Sherri Morrow, Professor of Social and Behavioral Sciences
- Amy Murphy, Dean, Applied Arts and Workforce Education
- Kristi Mulvey, Executive Director of Institutional Advancement
- Bridget Nickel, Associate Professor of Fine Arts
- Joseph Offermann, Director of Institutional Research and Effectiveness
- Janice Reedus, Senior Director of Business and Auxiliary Services
- Michelle Roubal, Associate Professor of the Library
- Julio Santiago, Professor of Nursing
- Lori Schahrer, Professor & Department Chair of Fine Arts
- Jim Serr, Chief Information Officer
- Amy Sims, Coordinator of Student Activities and Holistic Wellness
- Michele Smith, Director of Workforce Education
- Amy Stevens, Specialist of Employment and Training
- Kelly Rohder-Tonelli, Executive Director of Communications and Marketing
- Margot Underwood, Professor of Social & Behavioral Sciences
- Michelle Vale, Manager of International Student Services
- Pat Van Duyn, Senior Director of Facility Services
- Roxanne Venegas, Manager of Purchasing
- Jeff Wisdom, Professor of English/World Language

BOARD OF TRUSTEES POLICY STATEMENTS

The college's Board of Trustees has adopted written policy statements which include, but are not limited to:

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

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

CONTACT INFORMATION

For questions regarding this document, please contact:

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