



*“Transforming Lives through Learning”*

## **Lane Community College Narrative Text Affirmative Action Plan 2008-2009**

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### **Policy Statement**

Lane Community College is committed to providing a working and learning environment that is free from discrimination, harassment and retaliation. Lane is committed to equal employment opportunity in education and employment, affirmative action, diversity and in compliance with the Americans with Disabilities Act. The College prohibits discrimination in employment practices and decisions on the basis of race, color, religion, national origin, gender, sexual orientation, marital status, familial relationships, parental or expunged juvenile record or veterans' status. This commitment is made by the college in accordance with federal, state, and local laws, and regulations. Inquiries may be directed to the Chief Human Resource Officer, Lane Community College, 4000 30<sup>th</sup> Avenue, Eugene, Oregon, 97405-0640; 541.463.5585.



## Table of Contents:

- I. Designation of Responsibility**  
41 C.F.R. §60-2.17
  
- II. Incumbency v. Estimated Availability Analysis**  
41 C.F.R. §60-2.15  
*Incumbency v. Estimated Availability Table (2008/2009)*
  
- III. Placement Goals**  
41 C.F.R. §60-2.16
  
- IV. Internal Audit and Reporting System**  
41 C.F.R. §60-2.17(d)
  
- V. Organizational Profile/Workforce Analysis**  
41 C.F.R. §60-2.11
  
- VI. Appendices**
  - Required Quantitative Analysis:**
    - i. Organizational profile--Sec. 60-2.11
    - ii. Job group analysis--Sec. 60-2.12
    - iii. Placement of incumbents in job groups--Sec. 60-2.13
    - iv. Determining availability--Sec. 60-2.14
    - v. Comparing incumbency to availability--Sec. 60-2.15
    - vi. Placement goals--Sec. 60-2.16

## **Narrative Text**

# **Affirmative Action Plan 2008-2009**

In accordance with 41 CFR-2.10 federal contractors are required to administer an affirmative action program to ensure equal employment opportunity. In compliance with and in good faith, this narrative text contains the following components: Designation of responsibility for implementation, identification of problem areas, a detailed action-oriented program and information on internal audit conditions. In accordance with regulations the appendices contain five required reports: Organizational profile, Job group analysis, Placement of incumbents in job groups, Determining availability, Comparing incumbency to availability and Placement goals

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### **I. Designation of Responsibility for Implementation**

41 C.F.R. §60-2.17

#### **President - Mary Spilde**

Assure compliance with equal employment opportunity/affirmative action requirements and participates in the resolution of various legal and complaint issues. Responsible for the indirect oversight of internal and external processes while ensuring overall compliance with the college's Affirmative Action and Equal Employment Opportunity (AA/EEO) plan and policies.

#### **Vice President (s) - Sonya Christian**

Assure compliance with equal employment opportunity/affirmative action requirements and participates in the resolution of various legal and complaint issues. Ensure staff development on diversity, inclusive classroom climate, and respectful learning and working environment issues.

#### **Executive Deans and Program Directors**

Assure the implementation of the College's Affirmative Action and Equal Employment Opportunity concerning policies, goals, and timetables in assigned areas. Ensure staff development on diversity, inclusive climate and respectful learning and working environment issues.

#### **Chief Human Resource Officer - Dennis Carr**

Under the direction of the College President, Lane's Human Resources Dept. and the Chief Human Resource Officer (CHRO), staff in the President's Office and Human Resources Department advise on problem areas and coordinate investigations and resolution of complaints. The President, the Chief Diversity Officer and the Chief Human Resource Officer are responsible for overall review of college compliance with applicable state and federal laws. Working through the President's Office and the Office of the Chief Diversity Officer, the Chief Human Resource Officer is responsible for ensuring completion and implementation of the annual AA Plan update, and compliance with the AA/EEO plan. Personnel assigned to complete the AA Plan data analysis are responsible for analyzing and presenting accurate and verifiable data, annually and in a timely manner, consistent with OFCCP guidelines. These required data analyses are completed for the use and information of the President, the Chief Diversity Officer, the executive team, the Chief Human Resource Officer, Union Officers, the HR recruitment team and other interested parties.

The Chief Human Resource Officer and the HR Analysts assigned to support recruitment, in collaboration with the President's office, the office of the Chief Diversity Officer and diversity subject matter experts, are responsible for research and implementation of EEO/AA recruitment best practices while communicating with individuals and agencies inside and outside of the college; including staff, students, the public, community leaders, civic and grassroots organizations. Personnel assigned to complete the AA Plan data analysis and HR Analysts assigned to perform recruitment duties may be called upon to provide expert guidance to the Executive Team, college managers and other interested parties upon request. The Chief Human Resource Officer (CHRO) is responsible for assuring that Lane's affirmative action programs contain a diagnostic component which includes five (5) required quantitative analyses that are designed to evaluate the composition of the workforce and compare it to the composition of the relevant labor pools. The CHRO and the HR Recruitment Analysts are responsible for the development of action-oriented programs in response to the analyses. As part of the Affirmative Action programs, the Human Resources Analysts responsible for recruitment monitor AA/EEO practices and outcomes during all phases of the recruitment process. This includes reviewing placement goals and informing the Chief Human Resource Officer of all concerns.

**College Managers and Administrators**

Assure the implementation of the College's Affirmative Action Plan and Equal Opportunity policies, goals, and timetables within the Human Resources Department ([www.lanec.edu/afirmact/home.htm](http://www.lanec.edu/afirmact/home.htm)). Actively support staff development on diversity, inclusive climate, and respectful learning and working environment issues.

**Department/Division Deans(s)**

Provide leadership in the development of multicultural and diversity-based curricula in instructional areas as well as staff development in these areas. Provide leadership in the implementation of Division and College-wide diversity initiatives ([www.lanec.edu/afirmact/home.htm](http://www.lanec.edu/afirmact/home.htm)). College managers must maintain awareness of placement goals and utilize placement goals and good faith efforts to guide recruitment efforts for part-time and full-time employees in all three employee groups.

**Hiring Committee Chair(s)**

Under the guidance of the Chief Human Resource Officer and the HR Analysts assigned to recruitment duties, Search Committee Members and Chairs are responsible for ensuring diverse hiring committees and ethical hiring practices that reflect the College Affirmative Action goals and action-oriented program. Search Committee Chairs and Co-chairs are required to participate in training concerning EEO/AA guidelines.

**II. Internal Audit and Reporting System**

41 C.F.R. §60-2.17(d)

The 2007/2008 Affirmative Action Report discussed the College's need to improve EEO/AA audit practices. During 2008/2009, significant process improvements have been implemented concerning recruitment process audits. Additional recruitment software (both PeopleSoft and PeopleAdmin) has been purchased by the Human Resources Department to conduct applicant flow monitoring. The Human Resources Department is also in the process of completing a transition to online application receipt and applicant tracking through the new software. Additional process improvement efforts in 2008/2009 resulted in implementation of more improvements to the College's recruitment and

applicant tracking processes that will be reflected in more robust reporting and EEO/AA audit outcomes. A recruitment process review of several recruitments completed in spring, 2007, revealed a “model” for assessing EEO/AA compliance. Reports are now provided to the Lane Chief Diversity Officer on a monthly basis.

In addition, the HR Recruitment Analysts met on a monthly basis with Lane’s Chief Diversity Officer during 2008/2009, and these meetings resulted in the development of various metrics by which individual and aggregate recruitment processes and outcomes may be assessed.

**III. The Incumbency v. Estimated Availability Analysis**  
C.F.R. §60-2.15

This statistical analysis is one of the most significant reports to a contractor (and the OFCCP) since it compares the proportion of minorities and females already in a contractor’s work force against the availability estimate of the proportion of minorities and females in a given recruitment area (as calculated in the Availability Analysis).

The “YES” that appears in some of the columns represent areas where there are either fewer minorities or fewer women in Lane’s current workforce than would be reasonably expected in the given recruitment area. For example, a “YES” appears under job group “011 Non-Instructional Managers” for “minority.” This means that under the “80% rule,” the demographic profile of the current Lane workforce in this job group does not come within 80% of the expected proportion of minorities in the reasonable recruitment area. The reasonable recruitment area for the college varies depending upon the nature of the job classification. For example, Lane Community College recruits managers and contracted (full-time) faculty nationally, while classified employees are recruited from a local recruitment area. Diversity recruiting resources are always used for posting vacancies in all three employee groups. When there is a placement goal for either women or minorities in a given job group, “good faith efforts” must be used to create equal employment opportunity for members of these protected classes. It is important to note, that such an analysis does not constitute a de facto finding of discrimination.

**C.F.R. §60-2.15**

**Incumbency v. Estimated Availability (2008-2009)**

"Yes" Indicates a placement goal within job group	Placement Goals	
	Female	Minority
<b>Job Group</b>		
10 Senior Executives	-	-
11 Non-Instructional Managers	-	Yes
12 Instruc & Stdnt Srv Managers	Yes	Yes
13 Arts & Letters Faculty	-	-
14 Science & Math Faculty	-	-
15 Trade & Tech Skills Faculty	-	Yes
16 Basic Skills Faculty	-	Yes
17 Health, Physical Ed & Athletic	-	Yes

18 Non-Instructional Faculty	Yes	-
19 Professional Coordinators	-	Yes
20 Professional, Media Relations	-	Yes
21 Professional, HR & Finance	-	Yes
22 Professional, Specialist- M	-	Yes
23 Technicians, Computer	-	Yes
24 Student Srv & Instructional Support	-	-
25 Office & Clerical Support	-	-
26 Skilled Craft	-	Yes
27 Equipment Operator	Yes	-
28 Service Worker	-	Yes
29 General Laborers, NEC	-	-
30 PT Arts & Letters Faculty	-	-
31 PT Science & Math Faculty	-	Yes
32 PT Trade & Technical Skills Faculty	Yes	Yes
33 PT Basic Skills Faculty	-	Yes
34 PT Health, Physical Ed & Athletics	-	Yes
35 PT Non-Instructional Faculty	-	-
36 PT Pro, Coordinators	-	-
38 PT Pro, HR & Finance	-	-
39 PT Pro, Specialist - Misc	-	Yes
40 PT Technicians, Computer	Yes	-
41 PT Student Srv & Instructional Support	-	-
42 PT Office & Clerical Support	-	Yes
43 PT Skilled Craft	-	-
44 PT Equipment Operator	-	Yes
45 PT Service Worker	-	-
46 PT General Laborers	-	Yes

*Comparison of Incumbency to Availability is performed using the 80% Whole Person Rule*

*"Yes" Indicates 80% Ration < and Difference <= -1.0*

#### **IV. Placement Goals**

41 C.F.R. §60-2.16

When the percentage of minorities or women employed in a particular job group (see above) is less than would reasonably be expected given their availability percentage in the reasonable recruitment area for that particular job group, the OFFCP guidelines require Lane Community College to establish placement goals. Each category above where “yes” is stated indicates a placement goal based upon underutilization (insufficient representation) of women and/or minorities in particular job groups at Lane Community College

Placement Goals should not be confused with “quotas” or “set-asides,” as they are simply representations used to guide “good faith efforts” to recruit minorities and women into underutilized job groups. Furthermore, placement goals should not be construed as an admission or finding of legal discrimination. They are only used to monitor progress toward equal employment opportunity.

## **A. Identification of Problem Areas**

### **Selection Disparities**

The College is unable to determine at this time whether there are selection disparities occurring concerning hiring, promotion, termination or other personnel actions. Implementation of software by Human Resources has enhanced applicant tracking and allows for an “audit” at each step of recruitment processes. This will improve and refine assessments of the recruitment processes. The recruitment software (PeopleClick and PeopleAdmin) will also enable Human Resources recruitment analysts to enhance our data assessment abilities and selectively monitor the recruitment and selection processes for evidence of challenges to equal employment opportunity during 2009/2010.

### **Compensation Disparities**

Compensation disparities on the basis of gender, race or ethnicity are not a problem at Lane Community College for EEO/AA purposes due to seniority practices dictated by the Classified Union, Faculty Union, and Management working conditions agreements. New employees are placed on the respective salary schedules based upon objective assessments of knowledge, skills, abilities, education, and experience. For all current employees, there is an appeal process to assure equity in pay levels for employees with similar responsibilities, knowledge, skills, abilities, education, and experience.

## **A. Lane Community College Good Faith Efforts:**

### **Improving Good Faith EEO/AA Efforts:**

Implementation and execution of the following additional action-oriented program is designed to result in an increase in the minority and/or women representation in the Job Groups with identified placement goals when vacancies occur.

The College and Human Resources will continue to work with professional development resources, as well as through Lane’s Governance system and the Diversity Council, to promote Lane’s participation at regional and national professional, academic and diversity focused recruitment conferences for staff and students.

The College and Human Resources will continue work toward the development, implementation, assessment, refinement, and deployment of a rolling annual contracted faculty recruitment and hiring cycle for all projected vacancies of .50 FTE or greater.

For .50 FTE or greater vacancies with a current AA Plan placement goal, the division chair and search committee chair will work directly with the HR Recruitment Analyst and the Chief Human Resource Officer to review and evaluate advertising and recruitment processes used to assure that “best practices” and good faith efforts are utilized and implemented at every step in the recruitment process.

When the search committee has identified two equally qualified finalists in a vacancy for which one of the two finalists has self-identified as being a member of one or more of the

protected groups for which there is a current Placement Goal in the current AA Plan, the Chief Human Resource Officer shall become directly involved with the responsible manager and the search committee chair to assure good faith efforts are followed leading to the final employment recommendation. *It is forbidden under Lane Community College Hiring Process Procedures for Human Resources staff to disclose any confidential demographic information provided to the College via employment applications or by current employees. Applicant and employee demographic data is considered confidential.*

The Human Resources Department will continue to utilize website links to educate applicants, departments and staff on the web based online tools concerning how to complete an application for employment at Lane Community College. Guidance is located at: <https://jobs.lanec.edu/>

Through the use of AA Planner Monitor software, as well as through implementation of the PeopleAdmin software, HR will increase the college's monitoring and measurement of recruitment efforts that result in females and protected class applicants moving forward at the respective steps of the recruitment process up to and including final employment recommendation decisions. These monitoring and assessment efforts will allow the Human Resources recruitment team to detect unfavorable differences in the applicant flow and selection rates, and this data will also assist in training responsible hiring managers and staff on advertising and recruitment strategies as well as provide important insights concerning EEO/AA efforts and outcomes.

Implementation of online applications via the PeopleAdmin software, along with enhanced applicant tracking capabilities, will assist in eliminating barriers to entry by providing a more accessible and user friendly web-based online application process for College recruitment efforts. One significant advantage achieved by moving to the online application system is that Lane's employment vacancies are now accessible to any person in the United States, or the entire world as well, who has Internet access.

The College, Human Resources, Diversity Council and/or staff shall actively encourage minority and women employees to refer applicants.

The College will announce posted Notices of Vacancy ("Requisitions" via the online system) in compliance with current collective bargaining agreements, Equal Employment Opportunity guidelines and the best recruitment human resources practices. The College will encourage and/or require Part-time Notices of Vacancies (faculty and classified staff) to be posted via the online system with the exception of non-credit faculty and non-competitive hires.

The College and Human Resources has developed and will promote remedial and job training programs through Lane's Workforce Development program and through the Professional Organizational Development Department. Supplemental application assistance and application training is available to any prospective applicant through the College's Human Resources and Workforce Development Departments.

The standard Human Resource performance evaluation processes shall be used to assess performance for all staff. The HR standard performance evaluation instruments for

management and classified employees include mandatory assessments for compliance with the College's diversity core value.

Human Resources recruitment analysts shall continuously research the best available recruitment and advertising resources in order to attract applications from diverse applicants representing female and protected class demographic backgrounds.

Professional Development is maintained through the Classified Professional Development Team (CPDT), Faculty Professional Development (FPD) Team as well as focused seminars for Management Development. Funding is available through these professional development programs for diversity training needs and EEO/AA education efforts.

*Sources: 2003 -2004 AAP Report for Lane Community College  
2004-2005 AAP Report for Lane Community College  
2005/2006 AAP Report for Lane Community College  
2006/2007 AAP Report for Lane Community College  
2007/2008 AAP Report for Lane Community College*

### **Discrimination and Complaint Procedures**

Students, applicants and employees who feel they have encountered discrimination or harassment should report concerns directly to the Chief Human Resource Officer (CHRO) in the Human Resource Office. The CHRO and HR staff will provide information on the rights, options and resources available to all persons who raise discrimination and harassment concerns. A referral will also be provided by HR staff and the CHRO to the College's Diversity Office for follow-up. Lane Community College has complaint procedures and referral information posted in each department across campus. Lane Community College maintains an Affirmative Action Complaint Procedure which can be found at: <http://www.lanecc.edu/cops/aaguide.htm>

Confidentiality for all parties is assured to the extent possible and retaliation is absolutely prohibited by College Policy. To file an informal or formal complaint or an incident report, or to discuss concerns, you may contact the Executive Director for Human Resources at 541.463.5585. Lane Chief Human Resource Officer, and the Human Resources Department offices are located in Building #3.

## **B. Equal Opportunity Search Processes**

### **1) Recruitment Advertising and Hiring Plan**

The recruitment process is typically initiated by the Responsible Manager or a designee, who contacts their respective Executive Dean, VP or Executive Director to advise of a vacancy. The Responsible Manager or their designee (example: administrative support staff) is accountable for working with the HR Analyst to initiate the Requisition process. Responsible Manager completes the online Requisition form, which also serves as the Notice of Vacancy and job description for the vacancy.

The Responsible Manager or their designee is accountable for moving the Requisition into the electronic recruitment process workflow. All Requisitions for .50 FTE or greater vacancies must be approved by the Budget Office and the Executive Team.

When a requisition has been entered into the online system, the Responsible Manager or Executive Dean is accountable for confirming the Budget Office funding authorization for vacancies in their programs or departments/divisions for all .50 FTE or greater vacancies.

Once approved by budget, the CHRO is accountable for supporting Executive Team approvals on Requisitions for .50 FTE or greater vacancies. Requisition forms are available via the online application website “Lane Employment Online” (LEO). The LEO website can be accessed at: <https://jobs.lanecc.edu/hr>.

a. **Initial Process Controls:**

The responsible Lane dean or manager recommends and appoints a Hiring Committee. The Chief Human Resource Officer (CHRO) assures that the Requisition is reviewed by the HR Analyst responsible for recruitment to assure EEO/AA compliance. The CHRO further assures that the Requisition is reviewed and approved by Budget Office, responsible the Executive Dean, the Vice President and President as part of the Executive Team approval process.

b. **Posting Process Begins:**

The Human Resource Analyst (Analyst) assigned to recruitment assures that responsible managers and search committee chairs have completed the recruitment training for both the online application system and essential EEO/AA compliance. A search committee orientation will be conducted by the responsible analyst with the entire committee present. The orientation will include discussion of Confidentiality, Lane’s Mission, Vision, Values, and Strategic Direction, and Cultural Competency as it relates to the hire process.

c. **Classified Internal Process:**

Requisitions for internal vacancies are posted on the Lane Community College website for 5 business days and in *Lane Weekly* employee newsletter. A maximum of three (3) internal candidates may be required for all internal vacancy postings consistent with the collective bargaining agreement between the College and Lane Community College Employee Federation to proceed with internal hiring process. If three (3) applicants do not meet the eligibility requirements in Article 11.6.1, the Requisition may move to the external posting process.

d. **Classified External Process:**

Requisitions will be posted externally on Lane “LEO” website for a minimum of 10 days, advertised in local, regional or national recruitment media as determined by reasonable recruitment areas as reflected in the Affirmative Action Plan and policies and practices of the College. Additional advertisement may be done through low cost local sources such as ‘Craig’s List’; listservs, career centers and related educational institutions. Responsible managers are encouraged to engage

in additional recruitment efforts for posted vacancies, especially with there may be a placement goal for a job classification, and such efforts should always be guided through consultations with the HR Analyst assigned to facilitate the recruitment process.

e. **Faculty (External only process)**

Requisitions for faculty vacancies are posted externally on Lane's "LEO" website and in local, regional or national recruitment media as determined by reasonable recruitment areas reflected in Affirmative Action Plan as well as policies and practices of the College. All contracted faculty vacancy requisitions are posted nationally in a national higher education recruiting source or discipline specific online publication such as HigherEd.com <http://www.higheredjobs.com>. Cost effective regional or local advertisements are often used to complement the national recruiting efforts for contracted faculty. For assignments where there are EEO/AA placement goals, sources that promote applications from diverse candidate pools are also recommended and utilized. The responsible hiring managers and their department/division are responsible for any additional advertisement that adds to the fiscal costs of a respective recruitment. Additional recruitment efforts and advertisement may also be done through no cost local sources such as 'Craig's List'; listservs, career centers, related educational institutions, peer recruitment, professional subscriptions and educational publications appropriate to individual disciplines. The HR Analyst assigned to facilitate each recruitment process assists in developing the advertising strategy consistent with EEO/AA guidelines and also assists with execution of additional advertisements as needed.

f. **Management (External only process)**

Requisitions for management vacancies are posted externally on Lane's website and in local, regional or national recruitment media as determined by reasonable recruitment areas reflected in Affirmative Action Plan as well as policies and practices of the College. All management Requisitions are placed in a national higher education recruiting source such as HigherEd.com, <http://www.higheredjobs.com/> . Cost effective regional or local advertisements are often used to complement the national recruiting efforts for contracted faculty. For assignments where there are EEO/AA placement goals, sources that promote applications from diverse candidate pools are also recommended and utilized. The responsible hiring manager and their department/division is responsible for any additional advertisement costs or resources that may be necessary or recommended. Additional recruitment efforts and advertisement may also be done through no cost local sources such as 'Craig's List'; listservs, career centers, related educational institutions, peer recruitment, professional subscriptions and educational publications appropriate to individual disciplines. The HR Analyst assigned to each recruitment process assists in developing the advertising strategy consistent with EEO/AA guidelines and also assists with execution of additional advertisements as needed.

2) **Hiring and Review Process:**

The assigned HR Analyst assigned to each .50 FTE or greater search conducts a Hiring Orientation for Committee Chairs and search committee members prior to releasing applications and any supporting documents for the Search Committees' review.

Screening criteria, interview questions, proficiency tests and teaching demonstrations (as needed), and reference check questions are developed by the search committee in consultation with the responsible Dean/Director and are reviewed by the Human Resources Analyst assigned to each .50 FTE or greater search process.

After the posting period closes, the HR Recruitment Team reviews the Applicant Pool summaries compiled by Human Resources, for externally advertised positions.

Application materials are screened by the Search Committee members or a sub-committee thereof. Search committee members recommend interview pools from the submitted applications.

The CHRO and HR Recruitment Team reviews and approves applicant interview pool recommendations. Interviews are conducted. At a minimum, two reference checks are required and conducted with at least two employees present. One of the references must be from a current supervisor.

The Responsible Hiring Manager/Dean, Human Resources Recruitment Analyst, the appropriate Vice-President, responsible Executive Dean, and the President review and approve employment recommendations forwarded on an Employment Recommendation Form. This process may change slightly during 2009/2010 due to the implementation of the PeopleAdmin online application system.

Once the Lane Community College President has approved the employment recommendation a provisional offer of employment may be extended to the top recommended candidate, subject to final approval by the Lane Community College Board of Education.

### **3) Transfer and Promotion Practices – Recent History**

During the April 15, 2008 – April 15, 2009 period, transfers of minority and women employees and promotions of minority and female employees occurred at rates that are roughly comparable to those of non-minority and male employees. Disabled persons as well as disabled and Vietnam Era veterans are accorded the same treatment regarding all the terms and conditions of employment (hiring, transfers, promotions, salaries, employee benefits, training, and all the other terms and conditions of employment) as all other staff. Significant layoffs occurred among thirty-seven (37) classified positions in spring 2006. These layoffs did not have a disproportionate impact on females or protected class employees. All the impacted employees were reassigned or afforded recall rights based on contractual layoff guidelines in the classified collective bargaining agreement and consistent with College policies and procedures. Eighteen (18) months later in

December 2007, only five (5) of the thirty-seven (37) impacted classified employees were not placed in alternative assignments and removed from the recall list by the College. Females and protected class employees were not disproportionately impacted in these processes. No involuntary reductions of permanent .50 FTE or greater positions that resulted in involuntary loss of employment by College employees were executed during 2007/2008. No involuntary reductions of permanent .50 FTE or greater positions were executed during 2008/2009.

**V. Workforce Analysis/Organizational Profile**

41 C.F.R. §60-2.11

An organizational profile is a depiction of the staffing pattern within an establishment. The profile provides an overview of the workforce at the establishment that may assist in identifying divisions or departments where women or minorities are underrepresented. The Organizational Profile provides an overview.

The workforce analysis is a listing of each job title as appears in applicable collective bargaining agreements or payroll records ranked from the lowest paid to the highest paid within each division and departments with supervision. The OFCCP requires contractors to use either the Organizational Profile or the Workforce Analysis as their organizational profile for EEO/AA purposes. Lane Community College uses the Workforce Analysis.

*Source: 41 C.F.R. §60-2.11.*

**VI. Appendices are included as separate attachments and may be reviewed by contacting the Lane Community College Human Resources Department.**

**Required Quantitative Analysis:**

- i. Organizational profile--Sec. 60-2.11
- ii. Job group analysis--Sec. 60-2.12
- iii. Placement of incumbents in job groups--Sec. 60-2.13
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