



Blacksburg, VA

Affirmative Action Program for Women and Minorities

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This affirmative action program covers the period from
10/1/2016 to 09/30/2017

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Preface

Virginia Tech (also referred to as the University) is fully committed to the concept and practice of equal opportunity and affirmative action.

In the preparation of this Affirmative Action Program (AAP), Virginia Tech has been guided by Executive Order 11246 and its implementing regulations. Nothing contained in this AAP or its supporting data should be construed as an admission by the University, in whole or in part, that it has contravened any federal, state or local employment practice laws.

In developing and implementing the AAP, the University has been guided by its established policy of providing equal employment opportunity. Nothing herein is intended to sanction the discriminatory treatment of any person. Indeed, all employment decisions at the University are made based on job related criteria. Thus, this AAP has been developed in strict reliance upon the Guidelines on Affirmative Action issued by the Equal Employment Opportunity Commission ("EEOC") (29 C.F.R. Part 1608).

While Virginia Tech firmly believes in wide dissemination of its affirmative action policies and equal employment opportunity practices, this AAP contains certain proprietary information relating to the University's business that must be kept confidential. The detailed information provided in good faith as a part of the AAP contains specific information that, if disseminated, could be detrimental to the competitive and business interests of Virginia Tech.

Therefore, even though the University is justifiably proud of its efforts described in the following pages, this AAP and its support data are to be disclosed to individuals, companies and government agencies only where such individuals or entities have a legitimate business interest or legal entitlement to the information. Virginia Tech specifically requests the following:

- If this AAP or any supporting data or documentation is submitted to Office of Federal Contract Compliance Programs ("OFCCP") pursuant to the Executive Order, the Rehabilitation Act, the Vietnam Era Veterans' Readjustment Assistance Act, and/or any implementing regulations (as any or all may have been or may be amended), those documents and the information they contain are to be considered confidential and not subject to disclosure without notifying Virginia Tech of the agency's decision to disclose and providing the University with ample time to contest the disclosure. Advance notice of disclosure should be sent to Kelly Oaks. The University requests this information be treated as exempt from public disclosure under the Freedom of Information Act, 5 U.S.C. §552.
- If this AAP or any supporting data or documentation is supplied by University to another government contractor, EEOC or fair employment practices agency representatives, or any other person, it is not to be copied, reproduced, or disclosed by such persons without prior notification to Virginia Tech.
- No information contained in the AAP or any supporting data or documentation is to be copied, removed from the premises, or released to other individuals without a prior notification to and permission from Virginia Tech.
- Reports that require specific data, such as names of employees and salary information, are not an official part of this AAP. This information is on file at the University as Documentation and Supporting Data for AAP Reports and is available for review only as required by law.

This AAP does not constitute an express or implied contract between the University and its

employees, job applicants, or other persons, nor does it change in any way the basic at will employment relationship all University employees have with the University. Nothing in this AAP creates a private right of action on behalf of any individual group against the University.

Introduction

Ever committed to affirmative action, Virginia Tech has prepared this AAP to cover employees reporting to and/or working in Blacksburg, VA. This plan also covers employees working in other establishments who report to managers included in this plan. In accordance with 41 C.F.R. 60-2.1, employees included in AAPs other than where they are located are listed in the annotated employee list reports. These reports identify the actual location of such employees.

As detailed in the Job Group Analysis, this AAP covers 7722 employees including 1215 (15.73%) minorities and 3880 (50.25%) women. It is expected these employees will help us to reach mutual goals of profitability and efficiency, resulting in both business and personal growth. As described in detail in the Plan that follows, the management of Virginia Tech has a continuing commitment to the practice and implemented action of this AAP.

Equal Employment Opportunity and Affirmative Action Statement of Policy

Virginia Tech is a public land-grant university committed to principles of access and inclusion. We believe in the inherent dignity and value of every person and strive to maintain a climate for work and learning based on mutual respect and understanding, as affirmed in Virginia Tech's *Principles of Community and university policy 1025*.

Virginia Tech does not discriminate against employees, students, or applicants on the basis of age, color, disability, gender, gender identity, gender expression, national origin, political affiliation, race, religion, sexual orientation, genetic information, or veteran status; or otherwise discriminate against employees or applicants who inquire about, discuss, or disclose their compensation or the compensation of other employees, or applicants; or any other basis protected by law. It is the responsibility of all personnel to foster and maintain an environment free from harassment and discrimination. In furtherance of policy 1025, retaliation against an individual who files a complaint or who participates or assists in an investigation, compliance review, hearing or other activity related to discrimination is expressly prohibited. Individuals who have concerns regarding discriminatory practices or treatment, including sexual harassment, should contact Equity and Accessibility North End Center, Suite 2300, (540) 231-2010.

As part of its responsibilities as a recipient of federal funds, the university is required to take affirmative action to employ, advance in employment, and otherwise provide equal treatment for qualified women, minorities, individuals with disabilities and protected veterans. Virginia Tech's commitment to nondiscrimination and affirmative action is of the highest priority and is to be adhered to as such. The university's affirmative action plans for women, minorities, persons with disabilities, and protected veterans are available for review at the Office for Equity and Accessibility.

Please join me in reaffirming our commitment to the principles of equal opportunity and affirmative action. Through living and working in accordance to these principles, we can realize our goal of a community that nurtures learning and growth for all of its members.

Sincerely,

Dr. Timothy D. Sands
President

Sex Discrimination Policy

41 C.F.R. 60-20.1 – 60-20.6

Pursuant to University's equal employment opportunity and affirmative action policy, we have adopted the following policy prohibiting sexual discrimination and harassment in the workplace. This policy applies to all terms and conditions of employment, including but not limited to, recruitment, hiring, promotion, transfer, demotion, layoff or recall from layoff, termination, wage and benefit administration and selection for training or other employment opportunities. The terms "because of sex", on the "basis of sex", "regardless of sex" and "without regard to sex" include, but are not limited to, because of or on the basis of pregnancy, childbirth or related medical conditions, gender identity and transgender status. In furtherance of our commitment to ensuring equal employment opportunity regardless of sex, we will take the following steps, as appropriate:

- Recruit individuals for all positions without regard to their sex, except where sex is a bona fide occupational qualification
- Ensure that job postings and recruitment materials do not express a sex preference, unless sex is a bona fide occupational qualification
- Review employment practices and personnel policies to ensure that applicants and employees are not discriminated against or harassed on the basis of sex
- Provide qualified employees with an equal opportunity to any available job without regard to their sex, except where sex is a bona fide occupational qualification
- Administer employment opportunities, wages, hours, and conditions of employment, retirement programs, and other employee benefits regardless of sex
- Develop written policies which prohibit unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature towards employees and take reasonable steps to prevent such harassment from occurring
- Treat married and unmarried men and women equally in all personnel actions, retirement age, and benefits will be administered without regard to sex
- Provide appropriate restroom and other facilities for applicants and employees of both sexes
- Refrain from reliance on any state laws which conflict with the non-discrimination provisions of Title VII of the Civil Rights Act of 1964 or Executive Order 11246 and are superseded thereby
- Provide leaves of absence to employees without regard to sex
- Ensure that no employee is discriminated against because of pregnancy, childbirth, or related medical conditions. Women affected by pregnancy, childbirth, or related medical conditions will be treated the same as other persons who are not so affected but are similarly able or unable to work
- Administer any seniority systems without regard to sex
- Determine wage schedules without regard to sex
- Ensure that individuals are not restricted to certain job classifications based on sex.

Religious and National Origin Discrimination Policy

41 C.F.R. 60-50.1 – 60.50.5

Pursuant to the University's equal employment opportunity and affirmative action policy, we have adopted the following policy prohibiting religious and national discrimination and harassment in the workplace. This policy applies to all terms and conditions of employment, including but not limited to, recruitment, hiring, promotion, transfer, demotion, layoff or recall from layoff, termination, wage and benefit administration, and selection for training or other employment opportunities. In furtherance of our commitment to ensuring equal employment opportunity regardless of national origin or religious beliefs, we will take the following steps, as appropriate:

- . Recruit individuals for all positions without regard to their national origin or religious beliefs
- . Review employment practices and personnel policies to ensure that applicants and employees are not discriminated against or harassed on the basis of religion or national origin
- . Provide qualified employees with an equal opportunity to any available job without regard to their religion or national origin
- . Administer employment opportunities, wages, hours, and conditions of employment, retirement programs, and other employee benefits regardless of religion or national origin
- . Develop written policies which prohibit unwelcome verbal or physical conduct based on religion or national origin and take reasonable steps to prevent such harassment occurring
- . Explain the University's commitment to equal employment opportunity to supervisors and employees and request their support
- . Develop reasonable internal procedures to monitor our implementation of the University's equal employment opportunity and affirmative action policy
- . Inform all recruitment sources of the University's commitment to equal employment opportunity and seek their assistance and support of Virginia Tech's commitment to providing equal employment opportunity without regard to national origin or religion
- . Endeavor to make reasonable accommodations to religious observations and practices of an employee or prospective employee unless doing so would pose an undue hardship on the University's business.

Responsibility for Implementation

41 C.F.R. 60-2.17

Dr. Timothy D. Sands, President, has overall responsibility for implementation of the Equal Employment Opportunity Policy and the AAP. The University has assigned primary management responsibility and accountability for ensuring full compliance with the Program to Kelly Oaks, the Assistant Vice President for Equity & Accessibility of the University. As Assistant Vice President for Equity & Accessibility, Kelly Oaks has the authority, resources, support of and access to top management necessary to ensure the effective implementation of the AAP. The Interim Vice President for Human Resources Lisa Wilkes, actively supports the program and provides assistance whenever it is needed, making managers and supervisors aware of the program and requesting their cooperation and assistance.

Lisa Wilkes works closely with Kelly Oaks to implement the programs which are specific to the University. The Office for Equity and Accessibility, has primary responsibility for implementing programs at the University.

The duties of the Director for Affirmative Action and designees include:

- Developing policy statements, AAPs, and internal and external modes of communication
- Overseeing regular discussions with local managers, supervisors, and employees to ensure the University's policies are being followed
- Training personnel involved in the recruitment, screening, selection, promotion, disciplinary, and related processes to ensure the commitments in the University's affirmative action program are implemented
- Advising supervisors that the University is obligated to prevent discrimination and harassment of employees
- Identifying, in conjunction with management any problem areas in implementing the AAP, and developing solutions
- Identifying any barriers to employment for protected individuals and assisting managers in developing solutions to ensure that all individuals benefit from equal employment opportunities
- Designing and implementing an internal audit and reporting system that will measure the effectiveness of the University's Program, indicate the need for remedial action, determine the degree to which the University's objectives have been attained, determine whether all employees have had the opportunity to participate in University-sponsored educational, training, recreational, and social activities, and ensure each University location is in compliance with applicable laws and regulations
- Serving as liaison between the University and enforcement agencies, and between the University and organizations of and for minorities or women
- Encouraging active involvement by University representatives in the community service programs of local organizations of and for minorities and women
- Ensuring posters and notices are properly displayed or disseminated in ways that are accessible and understandable to applicants and employees

- Keeping management informed of the latest developments in affirmative action.
- Assist the Office for Equity and Accessibility in the identification of any problem areas and help eliminate any barriers to equal employment opportunity
- Whenever possible, become involved in local minority organizations, women's organizations, community action groups, and community service programs
- Work with the Office for Equity and Accessibility to periodically review hiring and promotion patterns and training programs to isolate impediments to the attainment of affirmative action placement goals and objectives. Results from these reviews are communicated through appropriate management meetings
- Review the qualifications of applicants and employees in a nondiscriminatory manner with regard to hire, promotion, transfer and termination
- Adhere to the University's policy of equal employment opportunity for all employees and ensure the policy is understood, supported, and adhered to by the employees they supervise
- Take action to prevent the discrimination and harassment of employees based on protected characteristics or due to a perception that an individual might have been the beneficiary of the University's affirmative action efforts.

Organizational Profile

41 C.F.R. 60-2.11

As one of the diagnostic components of Virginia Tech's AAP, and to conform to applicable regulations, the University has completed a profile of the workforce at Virginia Tech. The organizational profile is an overview of the staffing patterns at this establishment, and is used to determine whether there are areas in the workforce where individuals are underrepresented or concentrated by gender or race. To complete our organizational profile we have elected to follow the Workforce Analysis methodology.

The following charts set forth our Workforce Analysis. The analysis identifies the departments at Virginia Tech and for each department lists all job titles from lowest to highest paid. For each job title, we provide the following data: the total number of incumbents, the total number of male and female incumbents, and the total number of male and female incumbents by racial/ethnic group.

Job Group Analysis

41 C.F.R. 60-2.12

As the second diagnostic component of our AAP we have conducted a job group analysis. The job group analysis is the first step in comparing the representation of minorities and women in the workforce covered by this AAP with the estimate of the available qualified minorities and women who could be employed by Virginia Tech in positions covered by this AAP.

In designing our job groups we considered similarities of duties and opportunities.

Although not a determinative factor in designing job groups, we also attempted to create job groups large enough to conduct appropriate analysis.

Availability Analysis

41 C.F.R. 60-2.14

The availability analysis is a part of the Incumbency vs. Estimated Availability Analysis - the final diagnostic component of this AAP. The purpose of the availability analysis is to establish a benchmark against which the demographic composition of the University's workforce may be compared to determine whether barriers to equal employment opportunity may exist within particular job groups.

Pursuant to applicable regulations, the availability analysis for each job group examines two potential areas of availability: individuals with the requisite skills outside the establishment (external availability) and those within the establishment who are promotable, transferable, and/or trainable (internal availability). In determining availability, we have selected our reasonable recruitment area and our pool of promotable, transferable, and trainable employees in such a way as not to exclude qualified minorities and women. Moreover, when determining external availability we have used as our source of data the most current and discrete statistical information available. For this availability analysis, we have used the EEO Tabulation 2006-2010 American Community Survey data. Finally, where a job group is composed of different job titles that carry different availability rates, we calculated a composite availability figure. We arrived at the composite availability figure by determining the proportion of the job group incumbents employed in each job title, weighting the availability for each job title by the proportion of incumbents employed in that title, and adding together the weighted availability estimates.

A brief written rationale for the selection of the recruitment areas and internal pools by job group follows:

AA1 - Academic Administration Lev 1

Factor 1: *Roanoke, VA Metropolitan Statistical Area 94%; Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area 6%*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group AA1 - Academic Administration Lev 1. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

AA2 - Academic Administration Lev 2

Factor 1: *Roanoke, VA Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group AA2 - Academic Administration Lev 2. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

AA3 - Academic Administration Lev 3

Factor 1: *Roanoke, VA Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group AA3 - Academic Administration Lev 3. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

AA4 - Academic Administration Lev 4

Factor 1: *Roanoke, VA Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group AA4 - Academic Administration Lev 4. This area was chosen based on current practices and was

drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

E1A - Exec General Admin Level 1

Factor 1: *Floyd, Giles, Montgomery counties, VA 75%; Pulaski county & Radford city, VA 25%*-

This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group E1A - Exec General Admin Level 1. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

E1B - Exec Tech Admin Level 1

Factor 1: *Accomack, Northampton, Loudon, Floyd, Giles, Montgomery, Pulaski, Louisa, Orange, Westmoreland and surrounding counties, VA, Radford city, VA, Virginia Beach-Norfolk-Newport News, VA MSA*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group E1B - Exec Tech Admin Level 1. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

E2A - Exec General Admin Level 2

Factor 1: *Fairfax county, Fairfax city, Falls Church, VA 50%; Floyd, Giles, Montgomery, Pulaski counties & Radford city, VA 50%*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group E2A - Exec General Admin Level 2. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

E2B - Exec Tech Admin Level 2

Factor 1: *Amelia, Brunswick, Lunenburg, Nottoway counties, VA 50%; Floyd, Giles, Montgomery, Pulaski counties & Radford city, VA 50%*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group E2B - Exec Tech Admin Level 2. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

GA3 - General Administration Lev 3

Factor 1: *Roanoke, VA Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group GA3 - General Administration Lev 3. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

GA4 - General Administration Lev 4

Factor 1: *Roanoke, VA Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group GA4 - General Administration Lev 4. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

LH1 - Lib Art Hu Sci Ten Trk Faculty-Tenure

Factor 1: *US PhD Grads 1974-2009 - NORC Survey*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group LH1

- Lib Art Hu Sci Ten Trk Faculty-Tenure. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

LH2 - Lib Art Hu Sci Ten Trk Faculty

Factor 1: *US PhD Grads 1974-2009 - NORC Survey*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group LH2 - Lib Art Hu Sci Ten Trk Faculty. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

LH3 - Lib Art Hu Sci Non Ten PHD Fac

Factor 1: *Science and Engineering Doctorates 2010-2014*<http://www.nsf.gov/statistics/2016/nsf16300/datatables.cfm>- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group LH3 - Lib Art Hu Sci Non Ten PHD Fac. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: *Feeder Job Computations LH4*- This pool of feeder positions for job group LH3 - Lib Art Hu Sci Non Ten PHD Fac was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

LH4 - Lib Art Hu Sci Non Ten Oth Fac

Factor 1: *Roanoke, VA Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group LH4 - Lib Art Hu Sci Non Ten Oth Fac. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

EN1 - Engineering Ten Trk Faculty-Tenure

Factor 1: *Profiles of Engineering Colleges Faculty (page 20 of 2015 report)*
<https://www.asee.org/papers-and-publications/publications/college-profiles>- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group EN1 - Engineering Ten Trk Faculty-Tenure. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

EN2 - Engineering Ten Trk Faculty

Factor 1: *Profiles of Engineering Colleges Faculty (page 20 of 2015 report)*
<https://www.asee.org/papers-and-publications/publications/college-profiles>- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group EN2 - Engineering Ten Trk Faculty. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

EN3 - Engineering Non Ten PHD Fac

Factor 1: *US PhD Grads 1974-2009 - NORC Survey*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group EN3 - Engineering Non Ten PHD Fac. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations EN4*- This pool of feeder positions for job group EN3 - Engineering Non Ten PHD Fac was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

EN4 - Engineering Non Ten Oth Fac

Factor 1: *Roanoke, VA Metropolitan Statistical Area 95%; Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area 5%*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group EN4 - Engineering Non Ten Oth Fac. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

AL1 - Agr & Life Sci Ten Trk Faculty-Tenure

Factor 1: *US PhD Grads 1974-2009 - NORC Survey*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group AL1 - Agr & Life Sci Ten Trk Faculty-Tenure. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

AL2 - Agr & Life Sci Ten Trk Faculty

Factor 1: *US PhD Grads 1974-2009 - NORC Survey*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group AL2 - Agr & Life Sci Ten Trk Faculty. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

AL3 - Agr & Life Sci Non Ten PHD Fac

Factor 1: *US PhD Grads 1974-2009 - NORC Survey*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group AL3 - Agr & Life Sci Non Ten PHD Fac. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations AL4*- This pool of feeder positions for job group AL3 - Agr & Life Sci Non Ten PHD Fac was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

AL4 - Agr & Life Sci Non Ten Oth Fac

Factor 1: *Roanoke, VA Metropolitan Statistical Area 79%; Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area 15%; Westmoreland and Nearby Counties, VA 6%*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group AL4 - Agr & Life Sci Non Ten Oth Fac. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

AU1 - Arch & Urb Std Ten Trk Faculty-Tenure

Factor 1: *US PhD Grads 1974-2009 - NORC Survey*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group AU1 - Arch & Urb Std Ten Trk Faculty-Tenure. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

AU2 - Arch & Urb Std Ten Trk Faculty

Factor 1: *US PhD Grads 1974-2009 - NORC Survey*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group AU2 - Arch & Urb Std Ten Trk Faculty. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

AU3 - Arch & Urb Std Non Ten PHD Fac

Factor 1: *US PhD Grads 1974-2009 - NORC Survey*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group AU3 - Arch & Urb Std Non Ten PHD Fac. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations AU4*- This pool of feeder positions for job group AU3 - Arch & Urb Std Non Ten PHD Fac was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

AU4 - Arch & Urb Std Non Ten Oth Fac

Factor 1: *Roanoke, VA Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group AU4 - Arch & Urb Std Non Ten Oth Fac. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

NR1 - Natural Res Ten Trk Faculty-Tenure

Factor 1: *US PhD Grads 1974-2009 - NORC Survey*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group NR1 - Natural Res Ten Trk Faculty-Tenure. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

NR2 - Natural Res Ten Trk Faculty

Factor 1: *US PhD Grads 1974-2009 - NORC Survey*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group NR2 - Natural Res Ten Trk Faculty. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

NR3 - Natural Res Non Ten PHD Fac

Factor 1: *US PhD Grads 1974-2009 - NORC Survey*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group NR3 - Natural Res Non Ten PHD Fac. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations NR4*- This pool of feeder positions for job group NR3 - Natural Res Non Ten PHD Fac was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

NR4 - Natural Res Non Ten Oth Fac

Factor 1: *Roanoke, VA Metropolitan Statistical Area 93%;*

Amelia+Brunswick+Lunenburg+Nottoway, VA 7%- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group NR4 -

Natural Res Non Ten Oth Fac. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

OM1 - Other Col/SML Ten Trk Faculty-Tenure

Factor 1: *US PhD Grads 1974-2009 - NORC Survey*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group OM1 - Other Col/SML Ten Trk Faculty-Tenure. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

OM2 - Other Col/SML Ten Trk Faculty

Factor 1: *US PhD Grads 1974-2009 - NORC Survey*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group OM2 - Other Col/SML Ten Trk Faculty. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

OM3 - Other Col/SML Non Ten PHD Fac

Factor 1: *Roanoke (city), VA 84%; Craig+Franklin (county)+Roanoke (county)+Salem (city), VA 16%*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group OM3 - Other Col/SML Non Ten PHD Fac. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations OM4*- This pool of feeder positions for job group OM3 - Other Col/SML Non Ten PHD Fac was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

OM4 - Other Col/SML Non Ten Oth Fac

Factor 1: *Roanoke, VA Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group OM4 - Other Col/SML Non Ten Oth Fac. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

PB1 - Business Ten Trk Faculty-Tenure

Factor 1: *US PhD Grads 1974-2009 - NORC Survey*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group PB1 - Business Ten Trk Faculty-Tenure. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

PB2 - Business Ten Trk Faculty

Factor 1: *US PhD Grads 1974-2009 - NORC Survey*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group PB2 - Business Ten Trk Faculty. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

PB3 - Business Non Ten PHD Fac

Factor 1: *US PhD Grads 1974-2009 - NORC Survey*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group PB3

- Business Non Ten PHD Fac. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: *Feeder Job Computations PB4*- This pool of feeder positions for job group PB3 - Business Non Ten PHD Fac was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

PB4 - Business Non Ten Oth Fac

Factor 1: *Roanoke, VA Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group PB4 - Business Non Ten Oth Fac. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

SC1 - Science Ten Trk Faculty-Tenure

Factor 1: *US PhD Grads 1974-2009 - NORC Survey*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group SC1 - Science Ten Trk Faculty-Tenure. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

SC2 - Science Ten Trk Faculty

Factor 1: *US PhD Grads 1974-2009 - NORC Survey*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group SC2 - Science Ten Trk Faculty. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

SC3 - Science Non Ten PHD Fac

Factor 1: *US PhD Grads 1974-2009 - NORC Survey*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group SC3 - Science Non Ten PHD Fac. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: *Feeder Job Computations SC4*- This pool of feeder positions for job group SC3 - Science Non Ten PHD Fac was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

SC4 - Science Non Ten Oth Fac

Factor 1: *Roanoke, VA Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group SC4 - Science Non Ten Oth Fac. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

VM1 - Vet Medicine Ten Trk Faculty-Tenure

Factor 1: *US PhD Grads 1974-2009 - NORC Survey*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group VM1 - Vet Medicine Ten Trk Faculty-Tenure. This area was chosen based on current practices

and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

VM2 - Vet Medicine Ten Trk Faculty

Factor 1: *US PhD Grads 1974-2009 - NORC Survey*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group VM2 - Vet Medicine Ten Trk Faculty. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

VM3 - Vet Medicine Non Ten PHD Fac

Factor 1: *US PhD Grads 1974-2009 - NORC Survey*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group VM3 - Vet Medicine Non Ten PHD Fac. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations VM4*- This pool of feeder positions for job group VM3 - Vet Medicine Non Ten PHD Fac was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

VM4 - Vet Medicine Non Ten Oth Fac

Factor 1: *Roanoke, VA Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group VM4 - Vet Medicine Non Ten Oth Fac. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

CO1 - Athletics Fac & Coaches Lev 1

Factor 1: *Roanoke, VA Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group CO1 - Athletics Fac & Coaches Lev 1. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

CO2 - Athletics Fac & Coaches Lev 2

Factor 1: *Roanoke, VA Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group CO2 - Athletics Fac & Coaches Lev 2. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

P1A - Prof General Level 1

Factor 1: *Roanoke, VA Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group P1A - Prof General Level 1. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

P1B - Prof Tech Level 1

Factor 1: *Roanoke, VA Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group P1B - Prof Tech Level 1. This area was chosen based on current practices and was drawn in such a

way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

P1C - Prof Sci/Med Level 1

Factor 1: *Roanoke, VA Metropolitan Statistical Area 90%; Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area 5%; Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area 5%*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group P1C - Prof Sci/Med Level 1. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

P2A - Prof General Level 2

Factor 1: *Roanoke, VA Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group P2A - Prof General Level 2. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

P2B - Prof Tech Level 2

Factor 1: *Floyd, Giles, Montgomery, Pulaski counties and Radford city, VA*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group P2B - Prof Tech Level 2. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

P2C - Prof Sci/Med Level 2

Factor 1: *Accomack, Northampton, Floyd, Giles, Montgomery, Pulaski, Amelia, Brunswick, Lunenburg, Nottoway, Prince William, Manassas, Westmoreland and surrounding, Craig, Franklin, Roanoke counties, Radford & Salem cities; Virginia Beach-Norfolk-Newport News, VA MSA; Roanoke, VA MSA*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group P2C - Prof Sci/Med Level 2. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

EA1 - Extension Agents - AS

Factor 1: *Roanoke, VA Metropolitan Statistical Area 42%; Richmond, VA Metropolitan Statistical Area 29%; Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area 29%*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group EA1 - Extension Agents - AS. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

EA2 - Extension Agents - CS

Factor 1: *Roanoke, VA Metropolitan Statistical Area 21%; Page+Shenandoah, VA 11%; Richmond, VA Metropolitan Statistical Area 11%; Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area 11%; Westmoreland and Nearby Counties, VA 11%; Accomack+Northampton+Virginia Beach (city), VA 5%; Amelia+Brunswick+Lunenburg+Nottoway, VA 5%; King and Queen and Nearby Counties, VA 5%; Kingsport-Bristol-Bristol, TN-VA Metropolitan Statistical Area 5%; Lee+Norton*

(city)+Scott+Wise, VA 5%; Lynchburg, VA Metropolitan Statistical Area 5%; Southampton and Nearby Counties and Independent Cities , VA 5%- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group EA2 - Extension Agents - CS. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

EA3 - Extension Agents -Horticulture

Factor 1: *Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area 32%; Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area 26%; Richmond, VA Metropolitan Statistical Area 11%; Roanoke, VA Metropolitan Statistical Area 11%; Charlottesville, VA Metropolitan Statistical Area 5%; Danville, VA Metropolitan Statistical Area 5%; Harrisonburg, VA Metropolitan Statistical Area 5%; Martinsville, VA Micropolitan Statistical Area 5%*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group EA3 - Extension Agents - Horticulture. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

EA5 - Extension Agents - 4H

Factor 1: *Roanoke, VA Metropolitan Statistical Area 24%; Richmond, VA Metropolitan Statistical Area 21%; Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area 21%; Lynchburg, VA Metropolitan Statistical Area 12%; Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area 12%; Kingsport-Bristol-Bristol, TN-VA Metropolitan Statistical Area 10%*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group EA5 - Extension Agents - 4H. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

EA6 - Extension Agents - FCS

Factor 1: *Roanoke, VA Metropolitan Statistical Area 27%; Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area 27%; Richmond, VA Metropolitan Statistical Area 23%; Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area 14%; Lynchburg, VA Metropolitan Statistical Area 9%*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group EA6 - Extension Agents - FCS. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

GA1 - General Administration Lev 1

Factor 1: *Roanoke, VA Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group GA1 - General Administration Lev 1. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

GA2 - General Administration Lev 2

Factor 1: *Roanoke, VA Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group GA2 - General Administration Lev 2. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

O1A - Cler Sec Level 1

Factor 1: *Roanoke, VA Metropolitan Statistical Area 84%; Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area 16%*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group O1A - Cler Sec Level 1. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

O1C - Cler Finan Level 1

Factor 1: *Floyd, Giles, Montgomery, Pulaski counties and Radford city, VA*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group O1C - Cler Finan Level 1. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

O1D - Cler Misc Level 1

Factor 1: *Virginia Beach-Norfolk-Newport News, VA 25%; Roanoke, VA MSA 25%; Frederick, Wichester counties, VA 25%; Floyd, Giles, Montgomery, Pulaski counties & Radford city, VA 25%*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group O1D - Cler Misc Level 1. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

O2A - Cler Sec Level 2

Factor 1: *Roanoke, VA Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group O2A - Cler Sec Level 2. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

O2D - Cler Misc Level 2

Factor 1: *Floyd, Giles, Montgomery, Pulaski counties and Radford city, VA*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group O2D - Cler Misc Level 2. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

SA1 - Student Affairs-Other Level 1

Factor 1: *Roanoke, VA Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group SA1 - Student Affairs-Other Level 1. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

SA2 - Student Affairs-Other Level 2

Factor 1: *Roanoke, VA Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group SA2 - Student Affairs-Other Level 2. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

SAC - Student Affairs - Clinicians

Factor 1: *Roanoke, VA Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group

SAC - Student Affairs - Clinicians. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

SAM - Student Affairs - Military Aff

Factor 1: *Roanoke, VA Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group SAM - Student Affairs - Military Aff. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

T1A - Tech General Level 1

Factor 1: *Roanoke, VA Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group T1A - Tech General Level 1. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

T1B - Tech Sci/Med Level 1

Factor 1: *Roanoke, VA Metropolitan Statistical Area 90%; Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area 10%*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group T1B - Tech Sci/Med Level 1. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

T1C - Tech Ag Level 1

Factor 1: *Roanoke, VA Metropolitan Statistical Area 62%; Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area 22%; Richmond, VA Metropolitan Statistical Area 8%; Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area 8%*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group T1C - Tech Ag Level 1. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

T1D - Tech Technical Level 1

Factor 1: *Roanoke, VA Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group T1D - Tech Technical Level 1. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

T2A - Tech General Level 2

Factor 1: *Roanoke, VA Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group T2A - Tech General Level 2. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

T2B - Tech Sci/Med Level 2

Factor 1: *Roanoke, VA Metropolitan Statistical Area 86%; Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area 14%*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group T2B - Tech Sci/Med Level 2. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

T2C - Tech Ag Level 2

Factor 1: *Roanoke, VA Metropolitan Statistical Area 58%; Amelia+Brunswick+Lunenburg+Nottoway, VA 21%; Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area 21%*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group T2C - Tech Ag Level 2. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

T2D - Tech Technical Level 2

Factor 1: *Roanoke, VA Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group T2D - Tech Technical Level 2. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

LIB - Librarians

Factor 1: *Roanoke, VA Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group LIB - Librarians. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

C1A - Crafts Const Level 1

Factor 1: *Floyd, Giles, Montgomery, Pulaski counties and Radford city, VA*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group C1A - Crafts Const Level 1. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

C1B - Crafts Mech Level 1

Factor 1: *Floyd, Giles, Montgomery, Pulaski counties and Radford city, VA*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group C1B - Crafts Mech Level 1. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

C1C - Crafts Misc Level 1

Factor 1: *Virginia Beach-Norfolk-Newport News, VA-NC MSA, VA 50%; Floyd, Giles, Montgomery, Pulaski Counties & Radford City, VA 50%*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group C1C - Crafts Misc Level 1. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

C2A - Crafts Const Level 2

Factor 1: *Floyd, Giles, Montgomery, Pulaski Counties & Radford City, VA 50%; Frederick, Winchester Counties, VA 50%*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group C2A - Crafts Const Level 2. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

C2B - Crafts Mech Level 2

Factor 1: *Floyd, Giles, Montgomery counties, VA 75%; Pulaski county & Radford city, VA 25%*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group C2B - Crafts Mech Level 2. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

C2C - Crafts Misc Level 2

Factor 1: *Floyd, Giles, Montgomery, Pulaski counties and Radford city, VA*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group C2C - Crafts Misc Level 2. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

S1A - Serv Food Level 1

Factor 1: *Floyd, Giles, Montgomery counties, VA 75%; Pulaski county & Radford city, VA 25%*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group S1A - Serv Food Level 1. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

S1B - Serv Bldg Level 1

Factor 1: *Pulaski county & Radford city 75%; Floyd, Giles, Montgomery counties, VA 25%*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group S1B - Serv Bldg Level 1. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

S1C - Serv Protect Level 1

Factor 1: *Floyd, Giles, Montgomery, Pulaski counties and Radford city, VA*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group S1C - Serv Protect Level 1. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

S1D - Serv Misc Level 1

Factor 1: *Loudon, Floyd, Giles, Montgomery, Craig, Franklin, Roanoke, Pulaski counties, VA & Radford & Salem cities*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group S1D - Serv Misc Level 1. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

S2A - Serv Food Level 2

Factor 1: *Craig, Franklin, Roanoke counties & Salem city, VA 50%; Floyd, Giles, Montgomery, Pulaski counties & Radford city 50%*- This is the geographical area from which the University

usually seeks or reasonably would seek workers to fill positions in job group S2A - Serv Food Level 2. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

S2B - Serv Blgd Level 2

Factor 1: *Floyd, Giles, Montgomery, Pulaski counties and Radford city, VA*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group S2B - Serv Blgd Level 2. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

S2D - Serv Misc Level 2

Factor 1: *Floyd, Giles, Montgomery, Pulaski counties and Radford city, VA*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group S2D - Serv Misc Level 2. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for this job group.

Comparison of Incumbency vs. Estimate Availability

41 C.F.R. 60-2.15

Virginia Tech has compared the representation of minorities and women in each job group with their representation among those identified in the availability analysis as available for employment in the job group. Where actual representation was less than the calculated availability, the University determined whether the difference was greater than could reasonably be expected.

Placement Goals

41 C.F.R. 60-2.16

As required by applicable regulations, Virginia Tech has established placement goals where the actual representation of women or minorities in a job group is less than would be reasonably expected based on calculated availability.

In establishing placement goals, we applied the following principles:

- When the percentage of minorities or women employed in a particular job group is less than would reasonably be expected, given their availability percentage in that job group, the University established a percentage annual placement goal at least equal to the availability figure derived for women or minorities, as appropriate, for that job group.
- Placement goals are not quotas that must be met, nor are they to be considered as either a ceiling or a floor for the employment of particular groups.
- In all employment decisions, the University makes selections in a nondiscriminatory manner. Placement goals do not provide a justification to extend a preference to any individual, select an individual, or adversely affect an individual's employment status, on the basis of that individual's sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or other characteristic protected by law.
- Placement goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.
- Placement goals are not used to supersede merit selection principles, nor do these placement goals require the University to hire a person who lacks qualifications to perform the job successfully or hire a less qualified person in preference to a more qualified one.

As is described in more detail in the Action Oriented Program section of this AAP, where a placement goal is set, the University will develop action oriented steps to increase the recruitment and training of minorities or women, or both.

Identification of Problem Areas by Organizational Unit and Job Group

41 C.F.R. 60-2.17(b)

We have conducted analyses of our total employment process, including evaluating the workforce by organizational unit and job group, personnel activity, compensation systems, and other personnel procedures to determine whether and where impediments to equal employment opportunity exist.

An analysis of each of these processes follows.

Composition of the Workforce by Organizational Unit

Of the 171 departments in this AAP, 143 or 83.63 % include minorities, and 163 or 95.32% include females. Our analysis by organizational unit reveals that minorities and women are not significantly underrepresented or concentrated in any particular organizational unit. This analysis suggests that there is no policy or practice excluding minorities or women from any departments, nor is there any racial or sexual discrimination in the selection process.

Composition of the Workforce by Job Group

Pursuant to OFCCP regulations, we have conducted an availability analysis by job group, taking into account both external and internal availability, and have compared incumbency to estimated availability to determine placement goals. The descriptions of Factor 1 and Factor 2 by job group are summarized in the Availability Analysis. Our findings are as follows:

- Our analysis indicates that, for minorities, incumbency is less than availability by a statistically significant amount in job groups AU1, EA1, EA3, LH3, P1A, P2A, S2A, and T1B
- Our analysis indicates that, for women, incumbency is less than availability by a statistically significant amount in job groups AA2, AA4, AL1, EA1, GA1, GA2, LIB, OM3, OM4, P1B, P2B, PB1, S1B, SA2, SC1, T2D, and VM1.
- The University has established affirmative action placement goals and programs to address any areas of underutilization, and will continue to make a good faith effort to reach the placement goals established by implementing action oriented programs, which are detailed elsewhere in this AAP.

Analysis of Progress Towards Prior Year Goals

In establishing placement goals, the following principles apply:

- When the percentage of minorities or women employed in a particular job group is less than would reasonably be expected given their availability percentage in that job group, the University has established an annual percentage placement goal at least equal to the availability figure derived for women or minorities, as appropriate, for that job group.
- Placement goals are not quotas that must be met, nor are they to be considered as either a ceiling or a floor for the employment of particular groups.
- In all employment decisions, the University makes selections in a nondiscriminatory manner. Placement goals do not provide a justification to extend a preference to any individual, select an individual, or adversely affect an individual's employment

status, on the basis of that individual's sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law.

- Placement goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.
- Placement goals are not used to supersede merit selection principles, nor do these placement goals require the University to hire a person who lacks qualifications to perform the job successfully or hire a less qualified person in preference to a more qualified one.

Personnel Activity

The University has analyzed additional personnel activities to determine whether and where impediments to equal employment opportunity exist and whether there are significant selection disparities by race/ethnicity or gender. These activities include applicant flow, hires, promotions, terminations, and other personnel actions.

Applicant Flow

During the plan year, October 01, 2016 to September 30, 2017, the University listed all non-executive positions lasting three days or more not expected to be filled from within the appropriate state employment service delivery system. The University accepted applications for open positions, and all persons interested in obtaining employment with the University were advised to apply according to the University's current policy. Applications and complete records have been kept to ensure goals of equal employment opportunity are being applied to this reflecting process.

The University believes applicant flow is not and will not be a problem area. Our analysis reveals that the percentage of minority and female applicants compares very favorably with the general availability in the respective categories. The University's success in implementing and communicating affirmative action and outreach efforts.

Hires

The Human Resources Division, the Provost Office, and the Vice President for Research and Innovation develops procedures and all hiring at the University is conducted on the basis of nondiscriminatory criteria. Specifically, the following criteria and procedures have resulted in hiring decisions that are free of discrimination:

- o Job descriptions have been reviewed and revised to make sure duties are accurately described, that the experience and education requirements are job related, and that all incumbents meet minimum job requirements. Job titles have and will continue to be written without regard to sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law.
- o Application forms have been reviewed to ensure all requested information is job related, and the forms comply with all applicable laws. In addition, all forms state the University is an Equal Opportunity/Affirmative Action Employer.
- o Virginia Tech representatives who are involved in the selection process have been briefed on the University's obligations.
- o Where applicable, assessments are administered and conducted in a non-discriminatory manner.
- o All search committee members are encouraged to refer qualified applicants to the University for employment. In addition, the University has formal recruitment procedures to apprise minority and women's groups, educational institutions, and other referral sources of openings.
- o Placing an applicant in a specific job in a department is the responsibility of management. Hiring decisions are based on the applicant's knowledge, skills, abilities, and any other job related criteria.

A review of external hires for the prior plan year indicates that selection decisions were made in a non-discriminatory manner. There were 1059 new employees hired during the period from October 01, 2016 to September 30, 2017 including 261 minorities at 25% and 539 women at 51%.

Promotion Practices

A review of promotion data indicates these selection decisions are being made in a non-discriminatory manner. To ensure that such decisions are being made in a non-discriminatory manner, the following equal employment opportunity practices are in place:

- o The University provides every reasonable opportunity for employees to advance. In this regard, training and other developmental opportunities are offered.
- o Employees are encouraged to contact their supervisor and/or the Human Resources Division, at any time, should they desire information relative to another position within the University.
- o Management initiated promotions are based on performance and other job related criteria without discrimination on account of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law
- o Most promotional opportunities are posted, providing all interested employees with an opportunity to apply and call their special skills to the attention of the manager.
- The University's Organizational and Professional Development enables an opportunity to enhance their skill sets for positions which they wish to be considered.

Compensation Systems

As part of its affirmative action obligations, the University has reviewed its compensation systems to determine whether those systems are being administered without regard to an individual's sex, race, ethnicity, or other characteristic protected by law. Our analysis did not identify any significant problem areas. If the University discovers significant compensation system differences between individuals who are similarly situated, it will determine whether they are the result of legitimate, nondiscriminatory factors.

Terminations

The University has evaluated its termination practices to determine whether there are disparities on the basis of sex, race or ethnicity. When terminations or reductions in force are necessary, the University makes its decisions without regard to sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law.

Outreach Recruitment and Other Good Faith Efforts

Virginia Tech has reviewed its employment practices to determine whether its personnel programs are designed to effectively recruit and advance in employment protected individuals. While the University believes there are no deficiencies in its current employment practices with respect to applicants and employees who are protected individuals, it engages in outreach, positive recruitment, and internal and external dissemination programs to augment its existing affirmative efforts. The University engages in or has made plans to implement the following activities:

- Written notification of University's affirmative action policy is sent to all subcontractors, including subcontracting vendors and suppliers, and requests appropriate action on their part. Virginia Tech makes the Equal Employment Opportunity Clause part of all covered contracts and purchase orders, and requires all qualified contractors and subcontractors to develop and maintain a written AAP.
- Virginia Tech advertisements or solicitations for prospective employees indicate that Virginia Tech is an equal opportunity employer.
- The University will inform recruiting sources of Virginia Tech's policy of affirmative action for protected individuals. Recruiting sources will be requested to actively recruit and refer qualified protected individuals for all positions.
- Virginia Tech will identify local organizations and/or community agencies known to specialize placing and/or developing training programs for protected individuals and send them notices of vacant positions. When appropriate, the University will invite community service and other outreach partners to tour the office and discuss the University, job recruitment needs, selection process, and other details related to recruitment and placement. In the event a partner is unable to schedule an on-site meeting, the University will suggest a telephone meeting so they can better identify qualified individuals for our positions.
- The University includes a copy of its Equal Employment Opportunity and Affirmative Action Policy Statement in its Policy Manual. When applicable, Virginia Tech publicizes the policy in University publications. The policy is discussed in both new employee orientation and management training programs.
- Virginia Tech's policy on equal employment opportunity and affirmative action is posted on University bulletin boards. The posting includes a statement that employees and applicants are protected from coercion, intimidation, and interference or discrimination for filing a complaint or assisting in an investigation under Executive Order 11246, as amended. The University also posts a copy of the policy in electronic format in a conspicuous location on the University intranet, along with other employment forms, and otherwise ensures all off-site personnel have a copy of or the ability to view the policy
- The University's employment application and electronic application processes include information about the Virginia Tech's commitment to equal employment opportunity and affirmative action.
- All other required affirmative action notices and policy statements are posted on

University bulletin boards and are updated annually.

- Executives, management officials, supervisors, and other employees of the University are encouraged to assist in the effort to disseminate Virginia Tech's policy of affirmative action to appropriate individuals outside of the University. Meetings with executive management and supervisory personnel will be conducted at least annually to explain the University's policy of affirmative action, to make clear the Vice President for Administration's support for the policy, and to impart to these personnel their responsibility in making the AAP a success.
- Virginia Tech will seek to include individuals covered by this AAP when employees are pictured in consumer and personnel recruitment advertising.
- The University will communicate to employees its obligation to take affirmative action to employ protected individuals and will encourage employee referral of covered applicants.
- An invitation to participate in Virginia Tech's policy of affirmative action is disseminated to all applicants, as well as to all employees once the University has extended a job offer, but before beginning employment duties.
- All personnel and employment records made or kept by the University are retained for the required period as mandated by OFCCP regulations.
- The University files annual IPEDS and veteran employment reports with the appropriate agencies.

Development and Implementation of Action Oriented Programs

41 C.F.R. 60-2.17

The University has developed and executed action oriented programs designed to correct any problem areas that may exist. These programs, which are listed below, demonstrate our good faith efforts to remove identified barriers, expand employment opportunities, and produce measurable results.

The University has analyzed and will continue to analyze all positions and prepare written descriptions to accurately reflect position functions. Due to the use of a position description format, they are and will continue to be consistent for the same position from one organizational unit to another.

Job descriptions have been and will continue to be reviewed to determine the knowledge, skills, abilities, and other requirements necessary for the adequate performance of every job. Specifications will continue to be consistent for the same job title in all organizational units and will not contain any requirements that would result in discrimination on the basis of sex, gender, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law.

Job descriptions are available to incumbents and all members of management involved in the recruiting, screening, selection, and promotion process. Job descriptions are also made available to employees, applicants, and recruiting sources as appropriate.

The University has carefully evaluated the total selection process and found it to be free from discrimination.

- We have instructed supervisory personnel to ensure elimination of discrimination in all personnel actions in which they are involved.
- Any assessments administered by departments are job related and given to all applicants for applicable positions.
- Application forms do not contain questions with potential discriminatory effects.
- The University does not and will not use any selection techniques that can be improperly used to discriminate against minority groups or women.

The University has evaluated its techniques for improving recruitment and increasing the flow of qualified minority or female applicants through the following:

- The University relies on the State Department of Employment as well as job fairs and recruiting programs sponsored by local community colleges and other community organizations.
- The University provides an orientation program to inform new employees of their equal employment responsibilities, promotional opportunities, University rules, ways to alleviate any problems that might arise, and any other issues related to affirmative action compliance.
- Local organizations will be contacted for referrals of potential minority and female employees.
- The University utilizes the Internet to identify targeted recruitment sites for qualified minority and female applicants.

- Furthermore, we plan to take the following additional steps to ensure adequate representation of all minorities and women:
 - Where placement goals exist as defined by the OFCCP, we will continue to contact universities and two- and four-year local colleges, vocational technical schools, high schools, local business schools, and state and community organizations which attract qualified minority and female students. We will advise these institutions of our desire to fill job openings in these classifications with minority and female employees. When possible, we will continue to participate in job fair and career day activities and we will consider relevant work experience programs.
- We will continue to contact our normal sources of recruitment (e.g., State Employment) and advise them that under the AAP we are specifically seeking to employ minorities and/or women for job openings. During the period from October 01, 2016 to September 30, 2017, targeted recruitment activities were conducted at the following sources: Agencies that assist veterans and/or people with disabilities. Job information is sent to counselors within the agencies on an ongoing basis. Attended regional training events to share job information with counselors, on how the Virginia Tech application process works, and tips on using the online system, etc. These counselors then work with the Virginia Tech HR staff to explore possible job opportunities that will take advantage of the person's abilities. Some of the local contacts are listed below and you can contact them for additional information.
 - Virginia Employment Commission
 - Virginia Wounded Warrior
 - Department of Aging and Rehabilitative Services (DARS previously DRS and Agency on Aging)
 - Department of Blind and Visually Impaired and Department of Aging and Rehabilitative Services
 - Virginia Disability Services Agencies
 - Goodwill Industries
 - Salem, VA Hospital
 - Naval Air Station, Norfolk, VA

Virginia Tech has contract in place through Job Central that exports all of the Virginia Tech jobs to the Virginia Employment Commission employment site (Virginia Workforce Connect). All open job announcements are submitted to Virginia Jobs, the Commonwealth's employment site. Both of these sites are used heavily by the work counselors at VEC.

Locally, Virginia Tech send jobs to be posted on the Radford, Virginia VEC boards for walk-ins. We visit the Radford, Virginia VEC office on the second Monday of each month (9am – noon) to meet with prospective applicants, answer questions, assist with the applicant process, and to inform the local VEC staff about opportunities and upcoming events that they might want to share with candidates.

Once a quarter, Virginia Tech HR Staff visit the Roanoke, Virginia VEC office and also working through the Roanoke office we have started visiting the VA Hospital in Salem, Virginia once per quarter. We are available from 9am – noon on these days to talk with potential applicants.

Working with the Veteran Reps at the Radford, Roanoke, and Wytheville offices, Virginia Tech HR staff have developed a great relationship and meet one-on-one with many of their referrals. The relationships with these offices have been extremely helpful in creating and expanding our on-campus Vet-to-Vet program that helps local veterans translate their military experience in to related employment experience. We also help them create a resume, etc. in hopes of making them more competitive in Virginia Tech searches or other local searches.

This Vet-to-Vet program helped to lead us to the Virginia Values Veterans (V3) program where we are now the first public university within the state to receive certification.

The University has implemented the following programs and procedures to guarantee minority and female employees are given equal opportunities for promotion:

- The University utilizes a performance evaluation program for employees. In addition, management and supervisors are provided on the basic methodology of performance evaluation.
- Neither minority nor female employees are required to possess higher qualifications than those of the lowest qualified incumbent in the job for which they apply.
- Seniority practices are not a problem since the University has no formal seniority system. Promotions are based on merit selection principles.
- We will continue to make opportunities for advancement into more stimulating positions widely known through our career development process and by encouraging minorities and women to take advantage of these opportunities.

Training programs are provided, as necessary, to ensure the achievement of our placement goals. The following programs are offered to eligible employees without regard to sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by applicable law:

Search Committee Charge Workshop

Bias awareness in the Search Process

Title IX Training

Policy 1025 Training (Harassment Prevent and Complaint Handling)

Americans with Disabilities Act

We will continue to offer training programs such as the following:

Access 2010-Advanced Access 2010-Intermediate Access 2010-Introduction

Administrative Professional Development Program (APDP) Adobe Photoshop CS5-Advanced

Adobe Photoshop CS5-Introduction Collaborative Problem Solving Delegation

Dimensions of Management for Successful Leaders

Effective Meetings Effective Team Building Emotional Intelligence Excel 2010-Advanced Excel

2010-Intermediate Excel 2010-Introduction

Fundamentals of Customer Service Introduction to Training (pilot workshop) Leader as Coach

Leading Change

Listening Skills

Management Skills for New Supervisors

Managing Conflict

Microsoft Project Pro 2013-Advanced

Microsoft Project Pro 2013-Introduction

NetSpeed Leadership: Setting & Achieving Goals

Office 365/SharePoint OneNote 2010-Introduction Outlook 2010-Advanced Outlook 2010-

Intermediate Outlook 2010-Introduction

Personality and Effective Communication

PowerPoint 2010-Advanced PowerPoint 2010-Introduction Project Management

Project Management Certification Prep Course

Project Management II Situational Leadership Time Management
Transformational Leadership Visio 2010 - Introduction Word 2010-Advanced
Word 2010-Intermediate
Word 2010-Introduction Communicating Respectfully in a Diverse World
Differing Abilities
Fostering Inclusive Environments
Fundamentals of Diversity: Appreciating Differences
Generations at Work
Implicit Bias for Search Committees
Inclusive Pedagogy
Intercultural Competence in the Classroom and the Workplace Introduction to Diversity and
Inclusion: Awareness-Action LGBTQ Civil Rights
Neurodiversity
Principles of Community
Privilege and Oppression
Rehearse/Reflect/Reset: Engaging in Difficult Conversations
Religious Pluralism
Teaching Race Beyond Black and White- DDI: Inclusive Pedagogy Track
Unconscious Bias
Understanding Ourselves and Our Multicultural Conflict Dynamics
Understanding the International Student Experience
Vet Zone
Women and the University: We Have a Long Way to Go

We will continue to participate in targeted external training programs such as the following:

- Access 2010-Advanced
- Access 2010-Intermediate
- Access 2010-Introduction
- Administrative Professional Development Program (APDP)
- Adobe Photoshop CS5-Advanced
- Adobe Photoshop CS5-Introduction
- Collaborative Problem Solving
- Delegation
- Dimensions of Management for Successful Leaders
- Effective Meetings
- Effective Team Building
- Emotional Intelligence
- Excel 2010-Advanced
- Excel 2010-Intermediate
- Excel 2010-Introduction
- Fundamentals of Customer Service
- Introduction to Training (pilot workshop)
- Leader as Coach
- Leading Change
- Listening Skills
- Management Skills for New Supervisors
- Managing Conflict
- Microsoft Project Pro 2013-Advanced
- Microsoft Project Pro 2013-Introduction
- NetSpeed Leadership: Setting & Achieving Goals
- Office 365/SharePoint
- OneNote 2010-Introduction
- Outlook 2010-Advanced

Outlook 2010-Intermediate
Outlook 2010-Introduction
Personality and Effective Communication
PowerPoint 2010-Advanced
PowerPoint 2010-Introduction
Project Management
Project Management Certification Prep Course
Project Management II
Situational Leadership
Time Management
Transformational Leadership
Visio 2010 - Introduction
Word 2010-Advanced
Word 2010-Intermediate
Word 2010-Introduction
Communicating Respectfully in a Diverse World
Differing Abilities
Fostering Inclusive Environments
Fundamentals of Diversity: Appreciating Differences
Generations at Work
Implicit Bias for Search Committees
Inclusive Pedagogy
Intercultural Competence in the Classroom and the Workplace
Introduction to Diversity and Inclusion: Awareness-Action
LGBTQ Civil Rights
Neurodiversity
Principles of Community
Privilege and Oppression
Rehearse/Reflect/Reset: Engaging in Difficult Conversations
Religious Pluralism
Teaching Race Beyond Black and White- DDI: Inclusive Pedagogy Track
Unconscious Bias
Understanding Ourselves and Our Multicultural Conflict Dynamics
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Internal Audit and Reporting System

41 C.F.R. 60-2.17

It is the responsibility of the University's Office for Equity and Accessibility to monitor employment and personnel practices to ensure compliance with applicable regulations and adherence to the University's Affirmative Action Policy, and to measure the effectiveness of Virginia Tech's AAP.

The University's audit and reporting system is designed and implemented to:

- Measure the effectiveness of the AAP
- Identify any need for remedial action
- Determine the degree to which the University's objectives are being attained
- Determine whether protected individuals have had the full opportunity to equal employment and to participate in all University sponsored educational, training, recreational, and social activities
- Measure the University's compliance with the AAP's specific obligations
- Document the actions taken to monitor the University's compliance with the AAP's specific obligations.

In order to measure the effectiveness of the AAP, University may take the following actions:

- Audits its voluntary self-identification process to monitor the number of individuals who choose to self-identify and evaluates whether changes could be made to University's self-identification process to encourage greater voluntary self-identification
- Monitors records of applicant flow, referrals, placements, rejected offers, training, transfers, promotions, terminations, and any layoffs or recalls to evaluate the degree to which equal employment opportunity and organizational objectives are being obtained
- Reports on the organization's progress towards equal employment opportunity, and any identified problem areas, to top management and those involved in the selection process, so that immediate and appropriate steps can be taken to resolve any issues
- Examines available utilization and benchmark data regarding protected individuals and develops action-oriented programs to address any areas of underutilization
- Reviews available data computations and analyses regarding applicants and hires
- Reviews the effectiveness of its recruitment and outreach activities
- Audits its communications with vendors and subcontractors to ensure that such communications reflect the University's commitment to equal employment opportunity and affirmative action
- Audits its communications with applicants and employees to ensure that such communications reflect the University's commitment to equal employment opportunity and affirmative action
- Audits its job listings to ensure that the postings reflect the University's commitment to equal employment opportunity and affirmative action, and that such postings are timely

listed with the appropriate state employment delivery system

- Audits its personnel policies to ensure that such policies reflect the University's commitment to equal employment opportunity and affirmative action
- Audits its personnel processes to ensure that individuals have equal opportunity in employment without regard to sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law
- Audits any mental and physical qualifications to ensure that they are job-related and consistent with business necessity

Where the affirmative action program is found to be deficient, University shall endeavor to undertake necessary action to bring the program into compliance.

Conclusion

The AAP year, October 1, 2016 through September 30, 2017, shows a continued commitment to equal employment opportunity and affirmative action, and has strong plans to ensure both corporate and employee success.

Through its Assistant Vice President for Equity & Accessibility, Kelly Oaks, the University will continue to communicate its policies, both within the organization and to the community in which it works. The Vice President for Human Resources affords the Office for Equity and Accessibility full authority to take action to implement the plan and to pursue solutions to problems that might impede the progress of this plan.

At the close of Virginia Tech's most recent plan year, an analysis of the composition of the workforce was undertaken. The workforce was analyzed by job group and by department to determine the employment of minorities and women, and to identify if placement goals are indicated when compared to the appropriate available workforce. This analysis revealed 29 areas in which the difference between incumbency vs. estimated availability was statistically significant, showing that for the overwhelming majority of the workforce, employment levels of women and minorities are representative of our recruiting population. Nonetheless, the University expects to continue its successful outreach efforts and to ensure all applicants and employees are treated fairly, based on job related criteria and without regard to sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by applicable law.

The University is mindful of the fact that continued achievements in the area of equal employment opportunity and affirmative action are important. As a result, we have included additional action oriented plans and programs for recruiting, communication, and reporting, to ensure that our compliance with affirmative action continues in good stead.

Finally, it should be noted the University's thorough analysis of its workforce reveals that Virginia Tech is in full compliance with sex discrimination guidelines and that there is no evidence of discrimination in any form against female employees. As outlined in this AAP, Virginia Tech is ready and willing to make affirmative action both a commitment and a continued reality.