

Tennessee Housing Development Agency (THDA)

Equal Employment Opportunity/ Affirmative Action Plan

Fiscal Year 2014 - 2015

**Central Office Location:
502 Deaderick Street
3rd Floor
Nashville, TN 37243
615-815-2200**

A handwritten signature in blue ink, appearing to read "R. M. Perrey", with a long horizontal line extending from the end of the signature.

Ralph M. Perrey, Executive Director

Donna Duarte, Title VI Coordinator

Annette Rader, Affirmative Action Plan Coordinator

**THDA's Equal Employment Opportunity/
Affirmative Action Plan
Fiscal Year 2014 – 2015**

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Governor's Executive Order 3, January 15, 2011

Organizational Profile

Our Mission:

Leading Tennessee Home by creating safe, sound, affordable housing opportunities.

Our History:

The Tennessee Housing Development Agency (THDA) is a State agency that was established by the Tennessee General Assembly in 1973 (TCA 13-23-120): "In order to promote the production of more affordable new housing units for very low, low and moderate income individuals and families in the state, to promote the preservation and rehabilitation of existing housing units for such persons, and to bring greater stability to the residential construction industry and related industries so as to assure a steady flow of production of new housing units..."

Our Goals:

Identified as one of the basic human needs, housing has profound impacts, both social and economic, on individuals and communities. Safe, sound, affordable housing is essential to a healthy household, educational achievement, successful employment, and the stability and safety of the neighborhood. Both housing rehabilitation and the construction of new homes generate jobs and income in the community and produce additional tax revenue.

From this understanding Tennessee Housing Development Agency was instituted in 1973. A fresh review in 2006 developed a new vision: Every Tennessean lives in a safe, sound and affordable home in a viable community. THDA has a broad portfolio of housing assistance programs and is vigorously developing a network of industry and municipal partners for their delivery. Customer Service is more than a watchword, it is a daily effort.

Our Staff:

THDA operates a central office in Nashville, Tennessee, where 83.2% of the staff work from a single location. We have four (4) field offices across Tennessee. These field offices, ranging in size from six (6) employees to eleven (11) employees, are solely focused on administration of the Housing Choice Vouchers and related programs: Federal programs through the Department of Housing and Urban Development that provide rent subsidies for low income Tennesseans. As of June 30, 2014 we had a total of thirty-two (32) field-office-based staff. Additionally, we have three employees who work in the field from home-based offices, two in Knoxville and one in Memphis.

Our Policy and Commitment

THDA is firmly committed to the principle of fair and equal employment opportunities and strives to protect the rights and opportunities of all people to seek, obtain, and hold employment without being subjected to illegal discrimination, harassment, and retaliation in the workplace. It is THDA's policy to provide an environment free of discrimination, retaliation, or harassment of an individual because of that person's race, color, national origin, sex, pregnancy, age (40 and over), religion, creed, disability, veteran's status, genetic information or any other category protected by state and/or federal laws in the admission or access to, or treatment or employment in its programs, services or activities.

We continue to work towards maintaining and enhancing our diverse workforce. We continue to create a culture that lets diversity grow, allowing us to better serve citizens of the State of Tennessee and other key stakeholders while attracting great employees who value diversity.

Designation of Responsibilities

For effective administration and positive implementation of the Equal Employment Opportunity (EEO) Program and the Affirmative Action Plan (AAP), there shall be involvement, commitment and support of executives, managers, supervisors and employees at all levels.

Ralph M. Perrey, Executive Director of THDA, has general oversight of our Equal Employment Opportunity/Affirmative Action Plan and programs, and overall responsibility for implementation of the THDA EEO program and AAP. The Executive Director is responsible for ensuring that management supports and promotes high visibility of affirmative action initiatives and the total integration of EEO concepts into all facets of personnel and program management. If there are any allegations of illegal discrimination, harassment, or retaliation under Federal or State laws involving internal THDA staff, the Executive Director designates the investigator or investigative team to handle the investigation.

Donna Duarte, Director of Civil Rights Compliance and Multi-Family Advisor, serves as our Title VI Coordinator. Title VI of the Civil Rights Act of 1964 prohibits exclusion from participation in, denial of benefits of, and discrimination under federally assisted programs on grounds of race, color or national origin. The intent of the law is to ensure that all persons, regardless of race, color or national origin, are afforded the opportunity to participate in federally funded programs.

Gathelyn Oliver, Director of Internal Audit, and her Internal Audit staff have responsibility to conduct Title VI investigations. They may conduct other investigations related to discrimination, harassment, and/or retaliation if so designated by the Executive Director.

Cathy Salazar, Director of Human Resources, and the THDA Human Resources staff have responsibility for coordinating outreach recruitment efforts for qualified protected class candidates; monitoring hiring/promotions/demotions/transfers/terminations; ensuring employees are not disciplined in a discriminatory manner; providing career counseling and guidance for employees; assisting executives, managers and supervisors in arriving at solutions to problems; and coordinating employee-related diversity initiatives and activities, including diversity training. Additionally, any job applicant or employee with a disability who needs an accommodation in order to perform the essential functions of his/her job will make an accommodation request to the Director of Human Resources or her designee, as explained in THDA's Americans With Disabilities Act (ADA) policy.

Annette Rader, Senior Human Resources Advisor, has been assigned overall responsibility for development, implementation, dissemination and monitoring of our AAP and is responsible for reporting activities and progress to THDA's Executive Director.

Each executive, manager and supervisor will be held accountable for implementing the Equal Employment Opportunity and Affirmative Action policies and goals, particularly as they relate to his/her area of responsibility. Executives, managers and supervisors will assist in the identification of problem areas and resolution of these problems as appropriate.

Policy Dissemination

Copies of the Equal Employment Opportunity/Affirmative Action Plan will be forwarded to the Executive Director and the Director of Human Resources annually.

The AAP will be available for review by any employee or other individual upon request to the Executive Director or the Director of Human Resources. Additionally, the plan will be posted on THDA's intranet and internet sites. Agency staff will be advised of their EEO/AA responsibilities through staff meetings and training. EEO/AA policies will be discussed with newly hired employees during their initial orientations to THDA.

Equal Employment Opportunity/Affirmative Action policy statements will be displayed in all THDA facilities, in accordance with State and Federal law.

Each member of THDA's Board of Directors will be given a copy of the updated AAP annually.

Advertisements and position announcements will bear the following statement regarding EEO/AA: "THDA is an equal opportunity, equal access, affirmative action employer."

Internal Auditing and Reporting System

THDA's auditing and reporting system is designed to:

- Determine the current composition of our workforce;
- Document human resources activities;
- Identify problem areas where remedial action is needed;
- Determine the degree to which THDA's AAP goals and objectives have been met;
- Measure the effectiveness of the EEO/AAP program.

The following human resources activities are reviewed on an on-going basis to ensure nondiscrimination and equal employment opportunity for all individuals without regard to race, color, national origin, sex, pregnancy, age (40 and over), religion, creed, disability, veteran's status, genetic information or any other category protected by state and/or federal laws:

- Recruitment, advertising, and job application procedures;
- Hiring, promotion, transfer, demotion, upgrading, downgrading, separation;
- Rates of pay and any other forms of compensation including fringe benefits;
- Job assignments, job classifications, job descriptions;
- Work schedules, flextime, telecommuting, leave usage, leaves of absence;
- Training, attendance at professional meetings and conferences, workshops, seminars;
- Any other term, condition, or privilege of employment.

The following documents are maintained as components of THDA's AAP internal audit process:

- Applicant flow logs showing pertinent information and actions taken for all individuals applying for job opportunities;
- Statistical data of job offers and hires, promotions, resignations, terminations, and layoffs;

- Other data deemed useful in analyzing THDA's diversity and AAP.

The following reporting procedures are in place:

- Annual update of the AAP and dissemination to the Executive Director, Board of Directors, Director of Human Resources, and others as outlined above.
- Additional reports throughout the year as deemed appropriate.

Training and Recruiting

Every employee of THDA will attend a Respectful Workplace training session. Newly hired employees will be scheduled for this training as part of the orientation and on-boarding process. Managers are required to attend a Respectful Workplace for Managers training session.

THDA will provide its employees learning and development opportunities to enhance their promotional qualifications. Employees will be notified of learning and training opportunities on a routine basis, and are encouraged to self-identify opportunities, then request participation through their managers. Selection for participation in these opportunities will be made in an objective and non-discriminatory way.

THDA will continue to announce position vacancies on the Agency's external website (www.thda.org) and by posting on its intranet. Depending on the position, some openings will be advertised internally only, offering current employees the opportunity to move into new roles. The rest will be advertised both internally and externally.

Statistical Review and Analysis - Narrative

As of June 30, 2014 THDA had a total of 208 employees. Of these, 173 worked out of our main office in downtown Nashville, Tennessee. The others worked in the field as follows:

- East Tennessee Field Office (Cookeville) – 6
- Middle Tennessee Field Office (Madison) – 11
- South Central Tennessee Field Office (Lewisburg) - 7
- West Tennessee Field Office (Jackson) - 8
- Knoxville Home Based – 2
- Memphis Home Based - 1

Out total employee make-up included 153 white employees (73.6%), 51 African American employees (24.5%), and 4 Hispanic employees (1.9%). We had 149 females (71.6%) and 59 males (28.4%).

Overall, as compared to Tennessee's labor force as a whole, THDA staff characteristics in the areas of female utilization and African American utilization show strong representation in our workforce. Challenges lie in utilization of other minority groups (Hispanic/Latino, Asian/Pacific Islander, and Other).

Our field units show under-utilization in several areas. Field unit analyses are difficult due to the small staff sizes (minimum of 6 and maximum of 11) and geographical locations for three of our units in areas of the state with limited diversity. Additionally, there has been very little turnover in

recent years to allow us to improve our field unit diversity through the recruitment process. There were no recruiting activities in any Section 8 Rental Assistance field office between July 1, 2013 and June 30, 2014. In fact, our field units underwent a consolidation and a Reduction in Force at the end of December 2013.

Due to new Federal requirements, we have begun tracking statistics related to qualified Veterans and qualified Individuals With Disabilities. The Federal government has set utilization goals for qualified Veterans at 7.2% of the total workforce and of each job group, and goals for Individuals With Disabilities at 7% of the workforce in aggregate and in each job group. Since we had not previously tracked this information, we began by asking our current staff to voluntarily self identify, using forms modeled on sample forms by the Federal Department of Labor. Approximately 70% of our staff did self-identify. An analysis of the results shows:

- THDA meets the Individuals With Disabilities goals for the overall agency (10.6%), and for all but the Professional category in the EEO Category breakdown. The Professional category shows that 4.4% of our Professionals have been identified as Individuals With Disabilities.
- Overall agency figures for qualified Veterans shows an under-utilization in all areas.
- Only one Field Office, Middle Tennessee, shows any staff identified as qualified Veterans or qualified Individuals With Disabilities. For the Middle Tennessee office, utilization in these two categories exceeds the Federal goals.

Detailed statistical information can be found in the charts included later in this document, including comparisons of our labor force to the general Tennessee labor force, as reported by the Tennessee Department of Labor and Workforce Development.

Identification of Problem Areas

A. Applicant Flow Information

At mid-year of 2013 THDA moved from a manual recruiting system to an automated system through a company called Taleo. The Human Resources staff member responsible for implementation of this system was still learning the system and its capabilities when she resigned in October, 2013. Another Human Resources staff member became responsible for recruiting and took over the implementation. Neither of these staff members was able to fully explore the data tracking and reporting components useful to gathering applicant flow information for analysis. As a result, although applicant flow information can be derived from the records, this information is not easily obtained for analysis related to affirmative action reviews.

B. Affirmative Outreach to Minorities

A review of THDA's current staffing patterns in relation to Tennessee Department of Labor (TN DOL) labor force statistics from 2013 shows above average representation by females and African Americans in THDA's overall workforce, and especially in the Nashville Metropolitan Statistical Area (MSA). There is room for improvement in representation from Asian and Hispanic individuals.

In our four field offices, the following demographics are noted:

- East Tennessee (Cookeville) – No minorities, qualified veterans, qualified individuals with disabilities, or men represented. Putnam County, where Cookeville is located, has a total labor force of 95.1% white and 45.4% female.
- West Tennessee (Jackson) –The staff is 37.5% African American and 62.5% white. This compares favorably with the Jackson MSA statistics of 26% African American and 72.1% white. Underutilization is shown related to other minorities (3.5% for the area workforce are in this category). This office is also 100% female, showing an underrepresentation of males. There are no qualified veterans or qualified individuals with disabilities.
- South Central Tennessee (Lewisburg) – This office is racially diverse in relation to the county's available workforce. It has a female representation of 85.7%, compared to 45% female in the area workforce. There are no qualified veterans or qualified individuals with disabilities.
- Middle Tennessee (Madison) – Located in the Nashville MSA, Madison is well represented by African Americans and females. There are no other minorities. This office has a 30% representation of qualified individuals with disabilities, and a 9.1% representation of qualified veterans.

C. Statistical Record Keeping and Analysis

Obtaining detailed, accurate statistical EEO data from our human resources information system, Edison, has not been possible in the past due to major discrepancies between the Edison reported EEOC category for each position, and the correct category. THDA's Affirmative Action Plan Coordinator has worked with the Tennessee Department of Human Resources (DoHR) and the Tennessee Edison staff for the past three years to try to identify the source of the coding problem. At one point it appeared that the problem was identified and the AAP Coordinator spent considerable time going into Edison to update data that was allegedly causing the issue, only to find that the updates had no effect on the reporting outcomes.

Near the end of this reporting period the coding problem appears to have been identified and is in the process of being resolved, with the assistance of DoHR Compensation and Classification staff. Since the incorrect information is still pulled when Edison reports are run, analysis for this Affirmative Action Plan was made through records outside of Edison.

D. Disability and Veteran Status

As a result of a Presidential Executive Order in the spring of 2014, we are now required to track information related to applicants and staff who are qualified Veterans and/or qualified Individuals With Disabilities. Since this information has not been maintained by THDA in the past, an initial survey of current staff was done, requesting voluntary self-identification. Neither current Edison profiles nor applicant flow data has yet been updated to track this information moving forward.

Action-oriented Goals

Goal 1: To improve the collection of applicant flow information, including identification of qualified veterans and qualified individuals with disabilities, and the effectiveness of various recruitment sources.

THDA has two issues related to the collection of this information: (1) On the people side, our recruiting staff is inexperienced in identifying and gathering information for Affirmative Action (AA) and Equal Employment Opportunity (EEO) analysis and reporting, in part due to turnover in

the recruiting role; and, (2) we are still learning how best to use our automated recruiting system and how to program it to gather the information we need. On the first issue, extra effort is being made this year to enhance our recruiting staffs' ability to understand applicant flow information gathering and analysis. On the second issue, key THDA Human Resources staff have conferenced with Taleo concerning the capabilities of the system and are in the process of exploring and utilizing additional components that will assist us in our EEO/AAP efforts.

Goal 2: Improve affirmative outreach to qualified minorities, especially minorities related to Hispanic and Asian/Pacific Islander populations, qualified individuals with disabilities, and qualified veterans, with the expectation of additional hires from these groups.

THDA's Recruitment staff routinely posts positions to THDA's intranet (for internal candidates) and internet as well as to the appropriate Department of Labor Tennessee Career Center (Career Center offices include special outreach to veterans). We have also developed a list of recruitment sources that include employment-related internet sites, local newspapers, and various educational institutions (including the predominantly African American Tennessee State University), selecting appropriate posting venues depending on the job to be posted. The list does not include any primarily minority-oriented sources, groups representing people with disabilities, or veteran-oriented organizations.

The Recruitment staff will identify additional recruitment resources that can be used for affirmatively reaching out to minority and veteran populations and people with disabilities, and begin posting to these additional organizations.

Goal 3: Improve statistical recordkeeping and analysis techniques.

- As stated previously, computerized records in Edison concerning the appropriate EEO category (Executives/Senior Officials and Managers, First/Mid-level Officials and Managers, Professionals, and Administrative Support) for each of our positions is inaccurate. We are working with DoHR Classification/Compensation staff to get all of this information updated in Edison. We will continue to analyze information in Edison and the Edison-generated EEO reports to try to bring the EEO reports in line with the appropriate EEO categories for reporting purposes.
- We will continue working with Taleo to improve the automated tracking of key applicant demographics.

Goal 4: Improve collection and tracking of qualified Veterans and individuals with disabilities of both applicants and employees.

- We are reviewing documentation and guidance being generated by DoHR and incorporating these into our processes and procedures.
- We are enhancing Taleo to include the tracking of this information on applicants.
- We have completed an initial solicitation of current staff to self-identify their protected Veteran and/or disability status, with a 70% response rate. We are setting up processes and procedures for tracking this information, including gathering data for staff hired after the initial solicitation was completed.

THDA Equal Employment Opportunity (EEO) /Affirmative Action Plan

Statistics by EEO Category, Race, Sex, Disability, and Veteran Status

June 30, 2014

THDA EEO/AA Statistics June 30, 2014

EEO Category - Agency Wide	White	Black/ African American	Hispanic/ Latino	Asian/ Pacific Islander	Other	Disability	Veteran	Female	Male	TOTALS
1 - Executives/Sr. Officials/Mgrs.	4	2						4	2	6
2 - First/Mid-Level Officials/Mgrs.	36	9				2	1	31	14	45
3 - Professionals	36	8	1			5	2	24	21	45
4 - Office/Admin. Support	77	32	3			15	1	90	22	112
TOTALS	153	51	4			22	4	149	59	208
1 - Executives/Sr. Officials/Mgrs.	66.7%	33.3%						66.7%	33.3%	100.0%
2 - First/Mid-Level Officials/Mgrs.	80.0%	20.0%				4.4%	2.2%	68.9%	31.1%	100.0%
3 - Professionals	80.0%	17.8%	2.2%			11.1%	4.4%	53.3%	46.7%	100.0%
4 - Office/Admin. Support	68.8%	28.6%	2.6%			13.4%	0.9%	80.4%	19.6%	100.0%
TOTALS	73.6%	24.5%	1.9%			10.6%	1.9%	71.6%	28.4%	100.0%

EEO Category - Central Office	White	Black/ African American	Hispanic/ Latino	Asian/ Pacific Islander	Other	Disability	Veteran	Female	Male	TOTALS
1 - Executives/Sr. Officials/Mgrs.	4	2						4	2	6
2 - First/Mid-Level Officials/Mgrs.	32	9				2	1	27	14	41
3 - Professionals	34	8	1			5	2	22	21	43
4 - Office/Admin. Support	56	25	2			11		64	19	83
TOTALS	126	44	3			18	3	117	56	173
1 - Executives/Sr. Officials/Mgrs.	66.7%	33.3%						66.7%	33.3%	100.0%
2 - First/Mid-Level Officials/Mgrs.	78.0%	22.0%				4.9%	2.4%	65.9%	34.1%	100.0%
3 - Professionals	79.1%	18.6%	2.3%			11.6%	4.7%	51.2%	48.8%	100.0%
4 - Office/Admin. Support	67.5%	30.1%	2.3%			13.3%	0.0%	77.1%	22.9%	100.0%
TOTALS	72.8%	25.4%	1.7%			10.4%	1.7%	67.6%	32.4%	100.0%

EEO Category - East Tennessee Field Office (Cookeville)	White	Black/ African American	Hispanic/ Latino	Asian/ Pacific Islander	Other	Disability	Veteran	Female	Male	TOTALS
1 - Executives/Sr. Officials/Mgrs.										
2 - First/Mid-Level Officials/Mgrs.	1							1		1
3 - Professionals										
4 - Office/Admin. Support	5							5		5
TOTALS	6					None	None	6		6
1 - Executives/Sr. Officials/Mgrs.										
2 - First/Mid-Level Officials/Mgrs.	100%							100%		100.0%
3 - Professionals										
4 - Office/Admin. Support	100%							100%		100.0%
TOTALS	100%							100%		100.0%

EEO Category - West Tennessee Field Office (Jackson)	White	Black/ African American	Hispanic/ Latino	Asian/ Pacific Islander	Other	Disability	Veteran	Female	Male	TOTALS
1 - Executives/Sr. Officials/Mgrs.										
2 - First/Mid-Level Officials/Mgrs.	1							1		1
3 - Professionals										
4 - Office/Admin. Support	4	3						7		7
TOTALS	5	3				None	None	8		8
1 - Executives/Sr. Officials/Mgrs.										
2 - First/Mid-Level Officials/Mgrs.	100.0%							100.0%		100.0%
3 - Professionals										
4 - Office/Admin. Support	57.1%	42.9%						100.0%		100.0%
TOTALS	62.5%	37.5%						100.0%		100.0%

EEO Category - South Central Tennessee Field Office (Lewisburg)	White	Black/ African American	Hispanic/ Latino	Asian/ Pacific Islander	Other	Disability	Veteran	Female	Male	TOTALS
1 - Executives/Sr. Officials/Mgrs.										
2 - First/Mid-Level Officials/Mgrs.	1							1		1
3 - Professionals										
4 - Office/Admin. Support	3	2	1					5	1	6
TOTALS	4	2	1			None	None	6	1	7
1 - Executives/Sr. Officials/Mgrs.										
2 - First/Mid-Level Officials/Mgrs.	100.0%							100.0%		100.0%
3 - Professionals										
4 - Office/Admin. Support	50.0%	33.3%	16.7%					85.7%	14.3%	100.0%
TOTALS	57.1%	28.6%	14.3%					85.7%	14.3%	100.0%

EEO Category - Middle Tennessee Field Office (Madison)	White	Black/ African American	Hispanic/ Latino	Asian/ Pacific Islander	Other	Disability	Veteran	Female	Male	TOTALS
1 - Executives/Sr. Officials/Mgrs.										
2 - First/Mid-Level Officials/Mgrs.	1							1		1
3 - Professionals										
4 - Office/Admin. Support	8	2				3	1	8	2	10
TOTALS	9	2				3	1	9	2	11
1 - Executives/Sr. Officials/Mgrs.										
2 - First/Mid-Level Officials/Mgrs.	100.0%							100.0%		100.0%
3 - Professionals										
4 - Office/Admin. Support	80.0%	20.0%				30.0%	10.0%	80.0%	20.0%	100.0%
TOTALS	81.8%	18.2%				27.3%	9.1%	81.8%	18.2%	100.0%

NOTE: Madison is in the Nashville MSA. Combined statistics are below.

EEO Category - Central Office & Middle TN Field Office Combined Statistics	White	Black/ African American	Hispanic/ Latino	Asian/ Pacific Islander	Other	Disability	Veteran	Female	Male	TOTALS
1 - Executives/Sr. Officials/Mgrs.	4	2						4	2	6
2 - First/Mid-Level Officials/Mgrs.	33	9				2	1	28	14	42
3 - Professionals	34	8	1			5	2	22	21	43
4 - Office/Admin. Support	64	27	2			14	1	72	21	93
TOTALS	135	46	3			21	4	126	58	184
1 - Executives/Sr. Officials/Mgrs.	66.7%	33.3%						66.7%	33.3%	100.0%
2 - First/Mid-Level Officials/Mgrs.	78.6%	21.4%				4.8%	2.4%	66.7%	33.3%	100.0%
3 - Professionals	79.1%	18.6%	2.3%			11.6%	4.7%	51.2%	48.8%	100.0%
4 - Office/Admin. Support	68.8%	29.0%	2.2%			15.1%	1.1%	77.4%	22.6%	100.0%
TOTALS	73.4%	25.0%	1.6			11.4%	2.2%	68.5%	31.5%	100.0%

NOTE: We have two employees in Knoxville and one in Memphis working from their homes. They are included in the overall statistics, but not otherwise separated out.

Affirmative Action Data Supplement

Comparison of THDA Labor Force to Tennessee Labor Force

June 30, 2014

**Source: Tennessee Dept. of Labor and Workforce Development
Employment Security Division
Affirmative Action Data Supplement, Tennessee, 2014
Using 2013 Annual Average Labor Force Estimates**

Affirmative Action Data Supplement

Comparison of THDA Labor Force to Tennessee Labor Force, by Location

Source: TN Department of Labor, Affirmative Action Data Supplement, Tennessee, 2014

	TN Labor Force	% of TN Labor Force		THDA Labor Force	THDA % of Labor Force	Difference
	Tennessee	Tennessee		Overall Agency	Overall Agency	
Total	3,070,300	100.0%		208	100.0%	0.0%
White	2,509,880	81.7%		153	73.6%	-8.1%
Black/African American	458,840	14.9%		51	24.5%	9.6%
Asian	30,140	1.0%		0	0.0%	-1.0%
Other Races	71,440	2.3%		0	0.0%	-2.3%
Hispanic/Latino (any race)	65,780	2.1%		4	1.9%	-0.2%
Female	1,433,140	46.7%		149	71.6%	24.9%

	Nashville MSA	Nashville MSA		Central Office	Central Office	
Total	848,090	100.0%		173	100.0%	0.0%
White	695,060	82.0%		126	72.8%	-9.2%
Black/African American	113,330	13.4%		44	25.4%	12.0%
Asian	11,910	1.4%		0	0.0%	-1.4%
Other Races	27,790	3.3%		0	0.0%	-3.3%
Hispanic/Latino (any race)	26,490	3.1%		3	1.7%	-1.4%
Female	393,520	46.4%		117	67.6%	21.2%

	Nashville MSA	Nashville MSA		Central Office & Madison Combined	Central Office & Madison Combined	
Total	848,090	100.0%		184	100.0%	0.0%
White	695,060	82.0%		135	73.4%	-8.6%
Black/African American	113,330	13.4%		46	25.0%	11.6%
Asian	11,910	1.4%		0	0.0%	-1.4%
Other Races	27,790	3.3%		0	0.0%	-3.3%
Hispanic/Latino (any race)	26,490	3.1%		3	1.6%	-1.5%
Female	393,520	46.4%		126	68.5%	22.1%

	Putnam County	Putnam County		Cookeville	Cookeville	
Total	35,260	100.0%		6	100.0%	0.0%
White	33,520	95.1%		6	100.0%	4.9%
Black/African American	520	1.5%		0	0.0%	-1.5%
Asian	370	1.0%		0	0.0%	-1.0%
Other Races	850	2.4%		0	0.0%	-2.4%
Hispanic/Latino (any race)	1,140	3.2%		0	0.0%	-3.2%
Female	16,020	45.4%		6	100.0%	54.6%

	Jackson MSA	Jackson MSA		Jackson	Jackson	
Total	56,690	100.0%		8	100.0%	0.0%
White	40,870	72.1%		5	62.5%	-9.6%
Black/African American	14,720	26.0%		3	37.5%	11.5%
Asian	240	0.4%		0	0.0%	-0.4%
Other Races	860	1.5%		0	0.0%	-1.5%
Hispanic/Latino (any race)	910	1.6%		0	0.0%	-1.6%
Female	27,450	48.4%		8	100.0%	51.6%

	Marshall County	Marshall County		Lewisburg	Lewisburg	
Total	12,410	100.0%		7	100.0%	0.0%
White	11,180	90.1%		4	57.1%	-33.0%
Black/African American	950	7.7%		2	28.6%	20.9%
Asian	10	0.1%		0	0.0%	-0.1%
Other Races	270	2.2%		0	0.0%	-2.2%
Hispanic/Latino (any race)	300	2.4%		1	14.3%	11.9%
Female	5,580	45.0%		6	85.7%	40.7%

	Nashville MSA	Nashville MSA		Madison	Madison	
Total	848,090	100.0%		11	100.0%	0.0%
White	695,060	82.0%		9	81.8%	-0.2%
Black/African American	113,330	13.4%		2	18.2%	4.8%
Asian	11,910	1.4%		0	0.0%	-1.4%
Other Races	27,790	3.3%		0	0.0%	-3.3%
Hispanic/Latino (any race)	26,490	3.1%		0	0.0%	-3.1%
Female	393,520	46.4%		9	81.8%	35.4%

STATE OF TENNESSEE
EXECUTIVE ORDER
BY THE GOVERNOR

NO. 3

**AN ORDER CONCERNING NONDISCRIMINATION IN EMPLOYMENT PRACTICES
OF THE
EXECUTIVE BRANCH**

WHEREAS, one of the principal initiatives of this Administration is the recruitment of additional jobs and the development of a workforce having the education, training and skills necessary (i) to attract new employers and induce existing employers to increase their workforce, and (ii) to perform and carry out those responsibilities in an exemplary manner; and

WHEREAS, this Administration intends to set an example illustrating the highest standards of employment practices, policies and procedures in order to attract, train, promote and retain qualified employees who are performing at the highest level; and

WHEREAS, a policy showing that the Executive Branch does not discriminate on the basis of race, gender, color, national origin, religion, age, or against otherwise qualified individuals with disabilities in employment matters is not only mandated by law, but it is also critical to maintaining the integrity and trust in State government and setting the standard for all employers in the State of Tennessee, both present and future.

NOW THEREFORE, by virtue of the power and authority vested in me by the Tennessee Constitution and the laws of the State of Tennessee, I, Bill Haslam, Governor of the State of Tennessee, do hereby declare that it is the resolute and steadfast policy of the State of Tennessee to afford equal opportunity to all citizens in all aspects of state government.

This policy specifically prohibits discrimination on the basis of race, gender, color, national origin, religion, age, political affiliation or against otherwise qualified individuals with disabilities.

The Commissioner of Human Resources is hereby directed to review current employment practices and procedures to ensure compliance with this policy of nondiscrimination. In particular, the Commissioner of Human Resources and the Commissioner of Labor and Workforce Development are directed to take appropriate measures to emphasize the recruitment, training, employment, promotion, recognition and retention of qualified minorities, veterans, women, disabled individuals and older Tennesseans to serve at all levels of State government. Those responsible in the Executive Branch for employing and appointing persons to positions with boards, commissions, agencies and divisions of the Executive Branch shall take comparable steps to comply with this overriding policy of nondiscrimination.

The Commissioner of Economic and Community Development is hereby directed to inform and instruct all companies considering Tennessee as a business location that this prevailing policy of nondiscrimination must be reflected in their employment practices and workforces in Tennessee.

It is imperative that the workforce filling state positions accurately reflect the citizens that they serve. The Commissioner of Labor and Workforce Development and the Commissioner of Human Resources shall

report periodically to the Deputy Governor and Chief of Staff on the steps taken to comply with and carry out the policy and directives of this Order. Any employee of the Executive Branch found in violation of the policy shall be subject to appropriate disciplinary action.

This Executive Order is intended only to improve the internal management of the Executive Branch of the State of Tennessee and does not create any right to administrative or judicial review, or any other right or benefit, substantive or procedural, enforceable at law or equity by a party against the State of Tennessee, its agencies or instrumentalities, its officers or employees, or any other person. Nor does it permit or in any way require the lowering of any job requirements, performance standards, or qualifications for positions.

A copy of this Order shall be placed in conspicuous locations in all state facilities.

Executive Order No. 3 supercedes and rescinds Executive Order No. 13 dated October 9, 2003 and any and all other executive orders and implementing directives and memoranda on the same subject.

IN WITNESS WHEREOF, I have subscribed my signature and caused the Great Seal of the State of Tennessee to be affixed this 15th day of January, 2011.



A handwritten signature in black ink, appearing to read "Bill Haslam", written over a horizontal line.

Bill Haslam, Governor

Attest:

A handwritten signature in black ink, appearing to read "Lee Hargrett", written over a horizontal line.

Secretary of State