
Southeast Tennessee Human Resource Agency (SETHRA)

Equal Employment Opportunity Program

Southeast Tennessee Human Resource Agency

2019

Southeast Tennessee Human Resource Agency Equal Employment Opportunity Program

A). Statement of Policy

The Southeast Tennessee Human Resource Agency (SETHRA) shall offer Equal Employment Opportunity to all employees and applicants for employment without regard to race, color, religion, sex, age, national origin, disability, genetic information, sexual orientation, or gender identity as required by Federal, State, and local laws pertaining to fair employment practices. SETHRA is an Equal Employment Opportunity employer. This policy is issued by the Executive Director regarding EEO policy affecting all employment practices including recruitment, selection, promotions, compensation, benefits, training, education, tuition assistance, transfers, layoffs, return from layoffs, demotions, terminations, other terms and conditions of employment, social and recreation programs, use of Agency facilities, and treatment as individuals. The Agency adheres to this policy not merely because of legal requirements but because of its firm belief that such a policy is basic to human dignity. The Southeast Tennessee Human Resource Agency (SETHRA) affirms its commitment to treat all applicants for employment and employees equally without regard to race, color, religion, sex, age, national origin, disability, genetic information, sexual orientation, gender identity or other protected class prohibited by local, State or Federal law.

It is the policy of SETHRA, the Agency, to be fair and impartial in all its relations with employees and applicants for employment without regard to race, color, religion, sex, age, national origin, disability, genetic information, sexual orientation, or gender identity or any other basis prohibited by Federal, State or local law. These principles will extend to all employment-related practices, including: recruitment, selection, promotions, terminations, transfers, layoffs, compensation, training, benefits, and other terms and conditions of employment. The Agency will employ and advance in employment qualified persons with a disability, provided that the disability does not preclude (with a reasonable accommodation if necessary) satisfactory performance of the essential job functions. Decisions on employment will be based so as to further the principle of Equal Employment Opportunity.

SETHRA is committed to diversity in the workplace and supports the goals of affirmative action. When appropriate and needed to overcome the effects of past discrimination on minorities and women, the agency will utilize goals and timetables to increase the representation of these groups.

The responsibility for the implementation of the EEO program is assigned to the Executive Director, as EEO Director. The management and the day-to-day responsibilities of the EEO program shall be the responsibility of the Assistant Executive Director, Chris Kleehammer, as EEO

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Officer. All SETHRA managers and supervisors share in the responsibility of ensuring compliance is achieved through understanding, communication, and active involvement in the support of this policy. Performance evaluations of managers and supervisors shall include evaluating the success of the EEO program in the same manner as performance of other goals. All management personnel share in the responsibility of ensuring that EEO compliance is achieved, and may be assigned specific tasks related to EEO goals. Because of the importance of meeting EEO goals, managers and supervisors will be evaluated on the success of the overall EEO program in the same manner as their performance on other agency's goals.

Applicants and employees have the right to file complaints alleging discrimination with their manager/supervisor, the Federal or State Civil Rights Commissions or the Equal Employment Opportunity Commission (EEOC).

The successful achievement of Equal Employment Opportunity goals will provide benefits to the Agency's sub recipient and contractor (if applicable to our Agency) through fuller utilization and development of previously underutilized human resources.

SETHRA supports the concept of an active affirmative action program consistent with Federal laws, court decisions, Executive Orders, and regulations, including goals and timetables, in order to overcome the effects of past discrimination on minorities and women.

SETHRA will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to race, color, religion, sex, age, national origin, disability, genetic information, sexual orientation, or gender identity. Such action shall include; hiring, promotion, demotion, transfer, recruiting, recruiting advertising, layoff or termination, disciplinary action, rate of pay or other forms of compensation, selection and training.

B). Dissemination of Information:

SETHRA recognizes the importance of communicating its EEO programs both internally and externally.

1. Internally: Managers and supervisors will be informed of the agency's policy by these actions:
 - Written communication from the Executive Director/ EEO Director;
 - Inclusion of the EEO program and policy in the agency's personnel and operations manual;

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- Meetings held to discuss the EEO program and its implementation.

Non-Supervisory staff will be informed of the agency's EEO policy and program by these actions:

- Posting official EEO posters and the policy statement on bulletin boards and in the personnel offices;
- Including the EEO policy in the employee handbooks and manuals;
- Meeting with minority and female employees soliciting suggestions for implementing and refining the EEO program as needed;
- Presenting and discussing of the EEO program as part of employee orientation and in all annual training programs.

2. Externally: The agency will disseminate its EEO policy and programs to regular recruitment sources, such as:

- Employment agencies; educational institutions; minority, disabled, and women's organizations; civil rights organizations; community action groups; training organizations and staffing agencies;
- Public media sources, including newspapers, and other publications (especially those oriented to the handicapped and minority populations). All advertisements for personnel always include a statement that the SETHRA is an EEO Employer.

C). Designation of Personnel Responsibility

Due to the importance of the Equal Employment Opportunity program, the person appointed as the EEO Officer must be a management-level employee.

Responsibilities:

- The Executive Director shall be the EEO Director and the ultimate authority and responsibility for the implementation of the EEO program.
- The EEO Director shall delegate duties to achieve the policy goals as necessary.
- The Assistant Executive Director, Chris Kleehammer, shall be delegated as EEO Officer. In that capacity, he is responsible for managing all aspects of the EEO program. This individual reports directly to the Executive Director and is given top-level management support, including any needed commitment of time and agency resources to ensure EEO goals are achieved. The EEO Officer is identified by name in all communications

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regarding the agency's policy.

The most essential requirements for an effective EEO Officer duties include:

- Sensitivity to, and an awareness of, the varied ways in which discrimination occurs;
- Total commitment to EEO program goals and objectives;
- Knowledge of civil rights precepts, policies, rules, regulations, and guidelines; and
- Sufficient authority and ability to work and communicate with others (e.g., department managers) to achieve EEO goals and objectives.

The EEO Officer Responsibilities and Duties:

- Shall develop and recommend an EEO policy and written EEO program, including internal and external communication procedures, setting goals and timetables;
- Shall be responsible for checking and signing all related reports;
- Ensures that all department managers and supervisors are aware of the details of the EEO program;
- Assisting management in collecting and analyzing employment data, identifying problem areas, setting goals and timetables and developing programs to achieve goals;
- Designing, implementing, and monitoring internal audit and reporting systems to measure program effectiveness and to determine where progress has been made and where further action is needed;
- Reporting periodically to the Executive Director/EEO Director on progress of each unit in relation to the agency's goals;
- Serving as liaison between the agency and Federal, State, and local governments; regulatory agencies; and other community groups such as organizations representing women, minorities, and the disabled.
- Assuring that current legal information affecting affirmative action is disseminated to responsible officials;
- Assisting in recruiting minority, disabled, and women applicants and establishing outreach sources for use by hiring officials;
- Concurring in all hires and promotions; and
- Processing employment discrimination complaints.

Dissemination:

Managers and Supervisors shall be fully informed of the Agency's EEO policy and EEO programs through:

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- Written communication from the Executive Director/EEO Director or their designee.
- Inclusion of the EEO program and policy in SETHRA's Employee Handbook; and
- Meetings held (at a minimum semiannually) to discuss the EEO program and its implementation.

Non-supervisory staff shall be informed of the Agency's EEO policy and program through:

- Posting official EEO posters and the policy statement on bulletin boards, in break rooms and in the Human Resource office.
- Including the EEO policy in the employee handbooks, reports and employee manuals.
- Meeting with minority and female employees to solicit their suggestions in implementing and refining the EEO program.

Although the agency's EEO Director has primary responsibility for implementing the agency's EEO program, carrying out EEO and affirmative action is an integral function of all officials, managers, and supervisors. Management, from the supervisor of the smallest unit to the chairman of the board or Executive Director, bears the responsibility of ensuring that the agency's EEO policies and programs, as outlined in its EEO program, are carried out.

Managers/Supervisors are expected to carry out the following responsibilities, as part of their job, in implementing the agency's EEO program:

- Assisting in identifying problem areas and establishing agency and unit goals and objectives;
- Being actively involved with local minority organizations, women's and disability groups, community action organizations, and community service programs designed to promote EEO;
- Participating actively in periodic audits of all aspects of employment in order to identify and to remove barriers obstructing the achievement of specified goals and objectives;
- Holding regular discussions with other managers, supervisors, and employees to assure the agency's policies and procedures are being followed;
- Reviewing the qualifications of all employees to assure that minorities, disabled persons, and women are given full opportunities for transfers, promotions, training, salary increases, and other forms of compensation;
- Participating in the review and/or investigation of complaints alleging discrimination;
- Conduction and supporting career counseling for all employees; and
- Participating in periodic audits to ensure that each agency unit is in compliance (e.g., EEO posters are properly displayed on all employee bulletin boards).

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D). Utilization Analysis {see page 10}

E.) Assessment of Employment Practices to Identify Causes of Underutilization

- SETHRA's overall assessment of current employment practices identified SETHRA's employment practices and programs having a strong record of positive results **especially in the areas of hiring and promotion of women and minorities.** In particular, women are extremely well-represented in almost every job category. Furthermore, minority employees are well-represented in most categories. Assessment areas include all agency employment practices on all of its employment patterns including recruitment, selection, promotion, termination, transfer, layoff, disciplinary action, compensation and benefits, training and all other SETHRA employment practices.

- **Areas of improvement include expanding opportunities for Hispanic males and females.** Although Hispanics are currently a relatively small part of the area workforce (appx.4%), they represent a fast growing segment of the population, both nationally and locally.

The following analysis of the agency's employment practices show our current employment systems are designed to ensure true equal opportunity and do not appear to contribute to any underutilization of minority groups.

Recruitment and Selection Description:

- SETHRA offices make available SETHRA employment applications to all persons. Potential candidate employment applications are sent to the Human Resource department. All applications for employment are reviewed by the Human Resource manager for determination of the applicant as to required qualifications for the job position in review. SETHRA's employment selection process emphasizes a combination of applicant's experience, skills, knowledge and abilities. Applicants are analyzed by a well-defined set of selection criteria which enable the reviewer to focus on specific skills and qualifications required for each position. Phone interviews are conducted on applicants using a job specific standard interview format for each applicant ensuring consistency and fairness. Qualified candidate basis is determined by each positions job description. Qualified applicants are recommended to the Assistant Executive Director and/or Program Director for a face interview and further determination of the applicant's qualifications; this is part of assessing the

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candidate's process. Following the interview process, references are checked as part of the selection process. Reference checks, required pre-employment drug screen and/or background checks are performed on candidates qualified for the position in review if required by the job position. Job offer is made, New Hire Orientation date set and new personnel start date confirmed. Race, color, religion, sex, age, national origin, disability, genetic information, sexual orientation, gender identity, or membership in any legally protected group is considered only in an effort to ensure diversity. Only those positions required by regulations undergo pre-employment tests. Authorization is obtained from the applicant prior to pre-employment testing requirement. SETHRA's employment application includes SETHRA's EEO statement of Equal Employment Opportunity.

- Area specific newspaper advertising. All advertising includes SETHRA's EEO statement; applicants from all backgrounds are encouraged to apply.
- External website job posting; Jobs4TN: **NOTE: SETHRA will increase web application exposure in 2019 to include a broader exposure to web access applicants.**
- Internal SETHRA website job position posting. **NOTE: SETHRA is expanding its website to include current job position openings to increase pool of applicants.**
- SETHRA utilizes use of employment agencies specializing in temporary workers for specialized position openings.
- All agency employees are ultimately hired by the Executive Director and serve at his or her discretion. The agency has written disciplinary and termination procedures designed to ensure that all employees are treated fairly, and the agency works to ensure that these procedures are equitably applied to everyone.
- Job descriptions and the required levels of education and experience for each job are developed and reviewed regularly by SETHRA's Human Resource Department. Pay scales and wage levels are based on comparable job positions. Final job descriptions and salary levels are approved by SETHRA's Executive Director. Because of the overall success of SETHRA's efforts to ensure diversity, there appears to be no external factors inhibiting the hiring of affected classes.
- To ensure fairness for all applicants, SETHRA highly encourages applicants from all backgrounds and includes Equal Employment Opportunity language in all

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recruitment efforts.

- All agency job openings are communicated to personnel via posted in-house email. SETHRA offices make available, for employee use, computer(s) for access of job posting information enabling internal applicant's exposure and information for current employee referrals.
- Any current employee interested in applying for a promotion or lateral transfer is encouraged to do so. Although experience, skills, abilities and past performance are primary factors determining promotions, the applicant's race, gender, national origin, or membership in any legally protected group can be considered to ensure workforce diversity. Statistics regarding race, gender, and national origin for current employees applying for promotions and transfers are regularly reviewed to ensure that affirmative action goals are being met.
- Ultimately, the agency believes that expanding the applicant pool of qualified minority employees will result in the hiring of quality employees, increasing the diversity of the agency's staff and helping to lay the foundation to create the next generation of managers from minority backgrounds.

F). Goals and Timetables

Overall, the SETHRA program has had great success in creating workplace diversity. **In particular, female employees exceed the overall availability factor in the majority of job categories. Minorities are also well-represented in the majority of job categories.**

One area is currently under-represented:

- Hispanics (both male and female)

SETHRA's goal over the next three years will be to have the above group represented in the workforce in numbers of 3-4% to meet or exceed the availability factor of the overall workplace. To achieve this overall goal, SETHRA will:

- **Continue work to expand the applicant pool of those seeking entry-level positions such as drivers, dispatchers, and administration.**
- **Seek to use more advertising directed at the minority community and consider the use of staffing agencies able to show strong results in the**

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recruiting of minority applicants.

It is expected that these efforts will increase the number of qualified applicants for entry-level positions, allowing the consideration of more minority job seekers.

The timetable for increasing the number of Hispanic employees is three years. At that time, the agency expects that the number of employees with those backgrounds will meet or exceed their availability in the general workforce (4% for Hispanics). To meet these targets, the agency's interim goals will be to increase the number of employees from this group by hiring at least two additional individuals per year for the next four years.

Furthermore, the agency fully expects that meeting these goals will ultimately further increase diversity in lower-level and mid-level management positions by creating an expanded pool of experienced, qualified in-house applicants available for promotion or lateral assignments.

G). Monitoring and Reporting

Internal monitoring and reporting of SETHRA's EEO program is an integral part of ensuring success and creating a diverse workforce. This system will assess EEO accomplishments and enable the agency to evaluate its EEO program progress during the year, taking corrective actions when needed to achieve the development and execution of the programs or stated goals within the desired timeframe. When goals or units have failed to achieve a goal or implement affirmative action, obstacles will be identified and actions taken to maintain progress in meeting EEO objectives. Factual and precise data base will be provided for future projections.

Monitoring and internal reviews will be a regular ongoing function of the EEO program along with formal annual reviews; management at all levels will be kept informed of progress and potential programs. The agency's Executive Director will receive regular program updates.

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2019 SETHRA Employee Census for EEO Program

Job Title	Current workforce 2019:											Current %		Availability Factor		Availability Factor Converted to Target # of Employees		Under Utilization (Number of Employees)		Under Utilization Percent	
	All employees			Minority Employees																	
	Total	M	F	Male				Female													
				Blk	Hisp	API	AIN	Blk	Hisp	API	AIN										
Min	F	Min	F	Min	F	Min	F	Min	F	Min	F										
OFFICE	60	7	53					2				3%	88%	8%	51%	5	31	3	n/a	60%	n/a
MANAGERS	40	9	31	2						1		8%	78%	8%	51%	3	20	0	n/a	n/a	n/a
DISPATCHER	3	0	3					1				33%	100%	8%	51%	0	2	0	n/a	n/a	n/a
MECHANICS	3	3										0%	0%	8%	51%	0	2	0	2	n/a	51%
DRIVERS	130	90	40	14				20	1		1	28%	31%	8%	51%	10	66	0	26	n/a	20%
Total	236	109	127	16	0	0	0	23	1	1	1	18%	54%	8%	51%	24	77	0	0	n/a	8%

12/31/2018

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H). Discrimination Complaints

Any person who believes that he or she, individually or as a member of any specific protected class of persons, has been subjected to discrimination on the basis of race, color, creed, national origin, sex, age, or disability may file a written complaint with the office of Civil Rights. A complaint must be filed within 180 days after the date of the alleged discrimination. Initial EEO complaints may be filed with SETHRA directly for resolution. In cases where the complainant is dissatisfied with the resolution by SETHRA, or the case is not being resolved in a timely manner, the same complaint may be submitted to the EEOC or a State agency for investigation. Unless otherwise permitted, the final determination of all EEO complaints affecting programs administered will be made by the Office of Civil Rights Division. All EEO complaints are logged, in writing, onto a tracking form enabling at-a-glance monitoring of information to ensure each step of the complaint procedure is completed in required designated time frame. The EEO Officer(s) are responsible for entry, monitoring and tracking each complaint throughout the process to completion.

SUBMISSION OF COMPLAINTS

Filing Complaints of Discrimination:

1. Complaints may submit written complaints to SETHRA, the local EEOC office, the Office of Civil Rights and/or the Department Director of Civil Rights.
2. In cases where the complainant is unable or incapable of providing a written statement, but wishes SETHRA to investigate the alleged discrimination, a verbal complaint of discrimination may be made to SETHRA's Executive Director. The complainant will be interviewed by the civil rights official authorized to receive complaints. If necessary, the civil right official will assist the person in converting verbal complaints into writing. All complaints must, however, be signed by the complainant or his/her representative.

Complaint Format:

1. All complaints must be in writing and signed by the complainant or her/his representative before action can be taken. Complaints shall state as detailed as possible, the fact and circumstances surrounding the alleged discrimination.
2. The EEO Officer for SETHRA will provide the complainant or his/her representative with a written acknowledgement that SETHRA has received the complaint within 10 business days. Concurrently, SEHTRA will transmit the complaint to the EEOC Office or the Civil Rights Division office.

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Request for Additional Information from Complainant and/or Respondent:

1. In the event the complainant or respondent has not submitted sufficient information to make a determination of jurisdiction or investigative merit, SETHRA may request additional information from either party.
2. This request shall be made by registered mail within 15 business days of the receipt of the complaint by SETHRA and will require the party submit the information within 60 business days from the date of the original request.
3. Failure of the complainant to submit additional information within the designated time frame may be considered good cause for a determination of no investigation merit.

Notification of Disposition:

The Executive Director/ EEO Director of SETHRA shall notify within 5 days, by registered letter the complainant, party charged and primary recipient (if not responding) of the disposition:

1. In the event of a decision not to investigate the complaint, the notification shall specifically state the reason for the decision.
2. In the event the complaint is to be investigated, the notification shall state the jurisdiction, inform the parties that an investigation will take place, and request any additional information needed to assist the investigation in preparing for the investigation.

Referral to Other Agencies:

In the event that SETHRA lacks the jurisdiction, the complaint will be referred to other State or Federal agencies, informing the parties of the action.

Complaint Investigation:

1. **SETHRA Investigation:** SETHRA may elect to conduct its own investigation of the complaint. The investigation may be conducted by "desk audit" or an "outside" investigation.
2. **Priority Complaints:** All incoming complaints shall be examined to determine if the discrimination alleged would be irremediable if not dealt with promptly. If such a determination is made, the complaint shall be given priority status. The processing, investigation, and determination of such complaints shall be accelerated to advance significantly the normal completion date of the process.
3. **Investigator's Preparation:** Before beginning the investigation, the investigator shall send a letter of introduction, establishing the times and dates of the investigation and interviews. This preparation shall be completed within 30 business days after the assignment has been given to the investigator, contingent upon the investigator's workload and resources.

Investigative Report: A written report will be prepared by the responsible investigator at the conclusion of the investigation. This report will be reviewed by the Executive Director/EEO Director for thoroughness and completeness.

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The investigative report will include the following:

1. Summary of the complaint, including a statement of the issues raised by the complainant and SETHRA's reply to each of the allegations.
2. Citations of relevant Federal, State, and local laws, rules, regulations, and guidelines, etc.
3. Description of the investigation, including a list of the persons contacted by the investigator and a summary of the interviews conducted; and
4. A statement of the investigator's findings and recommendations.

Track and Monitor Complaints:

Any person who believes him or her, individually or as a member of any specific protected class of persons, has been subjected to discrimination on the basis of race, color, creed, national origin, sex, age, or disability may file a written complaint with the office of Civil Rights. A complaint must be filed within 180 days after the date of the alleged discrimination. Initial EEO complaints may be filed with SETHRA directly for resolution. **All EEO complaints are logged, in writing, onto a tracking form enabling at-a-glance monitoring of information to ensure each step of the complaint procedure is completed in required designated time frames. The EEO Officer is responsible for entry, monitoring and tracking each complaint throughout the process to completion.**

Timeframe for Tracking and Monitoring Complaints:

1. Initial complaint investigation, by the EEO Officer, begins **as soon as possible**, and is contingent upon the investigator's workload and resources. The Response process to the complaint, barring no unforeseen circumstances hindering the investigation, will be initiated within **10 business days** from receipt of the complaint.
2. The EEO Officer for SETHRA will provide the complainant or his/her representative with a written acknowledgement that SETHRA has received the complaint within **10 business days**. Concurrently, SETHRA will transmit the complaint to the EEOC Office or the Civil Rights Division office.
3. In the event the complainant or respondent has not submitted sufficient information to make a determination of jurisdiction or investigative merit, SETHRA may request additional I information from either party.
4. This request shall be made by registered mail within **15 business days** of the receipt of the complaint by SETHRA and will require the party submit the information within **60 business days** from the date of the original request.
5. Failure of the complainant to submit additional information within the designated time frame may be considered good cause for a determination of no investigation merit.
6. The Executive Director/ EEO Director of SETHRA shall notify within 5 days, by registered letter the complainant, party charged and primary recipient (if not responding) of the disposition of the complaint:

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a. In the event of a decision not to investigate the complaint, the notification shall specifically state the reason for the decision.

b. In the event the complaint is to be investigated, the notification shall state the jurisdiction, inform the parties that an investigation will take place, and request any additional information needed to assist the investigation in preparing for the investigation

Before beginning the investigation, the investigator shall send a letter of introduction, establishing the times and dates of the investigation and interviews. This preparation shall be completed within **30 business days** after the assignment has been given to the investigator, contingent upon the investigator's workload and resources.

7. A written report will be prepared by the responsible investigator at the conclusion of the investigation, which, barring no unforeseen circumstances will be completed **within 30 business days**. This report will be reviewed by the Executive Director/EEO Director, prior to completion, for thoroughness. SETHRA will approve or disapprove the findings and recommendations made by the investigator in the investigative report. The consequent disposition of the complaint will be communicated to the complainant and recipient by letter. In addition, a rationale supporting the disposition made and any recommendations to any party will be included in the letter.

In cases where the complainant is dissatisfied with the resolution by SETHRA, or the case is not being resolved in a timely manner, the same complaint may be submitted to the EEOC or a State agency for investigation. Unless otherwise permitted, the final determination of all EEO complaints affecting programs administered will be made by the Office of Civil Rights Division.

Disposition of Complaints:

1. **Approval and Notice of Disposition:** SETHRA will approve or disapprove the findings and recommendations made by the investigator in the investigative report. The consequent disposition of the complaint will be communicated to the complainant and recipient by letter. In addition, a rationale supporting the disposition made and any recommendations to any party will be included in the letter.

2. **Informal Resolution:** If the Notice of Disposition is issued and finds SEHTRA in noncompliance, SETHRA is required to initiate voluntary remedial actions agreeable to the Office of Civil Rights.

3. **Enforcement Procedure:** In cases in which all required means of remedial action have failed to bring the recipient into compliance, enforcement procedures will be initiated by the Office of Civil Rights.

4. **Request for Reconsideration:** SETHRA may request reconsideration findings within **30 days of the Notice of Disposition**. This request should include any additional information or analysis SETHRA considers relevant. The Office of Civil Rights will inform the recipient of its decision to accept or reject the request within 30 days after the receipt.

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In cases in which a request for reconsideration is approved, the responsible investigator will reopen the investigation and process the complaint in the same manner described above.

Any violations of this policy may result in disciplinary action, up to and including termination.

All applicants and employees should follow the above procedures in dealing with possible discrimination. Applicants and employees also have other legal rights, established by law, for investigation of any discriminatory allegations through the Federal Office of Equal Employment Opportunity Commission (EEOC).

Laws Enforced by the EEOC:

- Title VI of the Civil Rights Act of 1964
- Equal Pay Act of 1963
- Age Discrimination in Employment Act of 1967 (ADEA)
- Rehabilitation Act of 1973
- Americans with Disabilities Act Amendments Act (ADAAA)
- Civil Rights Act of 1991

Directory of Contact for Filing a Complaint:

The Southeast Tennessee Human Resource Agency (SETHRA)
Executive Director
312 Resource Road
Dunlap, TN 37327

423-949-2191

Civil Rights Office
505 Deadrick Street
Suite 1800 James Polk Building
Nashville, TN 37243

615-741-3681 or Toll Free 1-888-370-3647

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Policy Approved for Implementation:



Nancy D. Sutherland, SETHRA Executive Director



Date