

SECTION IV.
ACTION ORIENTED PROGRAMS

It is the position of the University that all phases of its human resource management system be consistent with and contribute to its EEO/AA program.

A. Recruitment and Selection - Staff.

1. Recruitment. Recruitment activities are structured to ensure that employment opportunities are communicated to women and minorities.

a. Recruitment for exempt and non-exempt staff is centralized in the Office of Human Resources. Members of the Human Resources staff who are involved in the recruiting and selection process have been carefully selected and trained so as to be knowledgeable about the University's affirmative action program.

b. The Human Resources staff has a significant ratio of female and minority employees.

c. All selection techniques are monitored to ensure that they do not have a discriminatory effect. Questions on the application form are restricted to those necessary to determine individual abilities and job-related competencies.

d. No tests are administered during the selection process with the exception of job-related psychological, physical agilities, and physical abilities tests conducted for candidates for campus Police Officer.

e. Written position descriptions are made available to all supervisory personnel engaged in recruiting and to candidates as well. These position descriptions are continually reviewed to ensure that there is no bias with respect to race, color, religion, sex, or national origin.

f. The University actively participates in job fairs and career days where special effort is made to attract and assist protected classes with regard to considering University employment.

g. In keeping with the commitment to recognize and utilize the talents of existing personnel, staff positions are announced internally through:

- posting on bulleting boards strategically located in buildings throughout campus
- posting on *Interview Exchange*, the University's online application

system

h. Candidates for new positions are sought from a broad range of sources, including, but not limited to, the following:

- Alabama State Employment Services
- College and university placement offices
- Huntsville Rehabilitation Center
- Various employment agencies, groups, and individuals concerned with equal employment opportunity
- Appropriate related web sites, such as “higherjobs.”

i. Advertisements are placed in local newspapers, trade journals, and *The Chronicle for Higher Education*, as appropriate to each recruiting effort.

j. All recruitment literature, letters, and position announcements include the University’s EEO/AA statement.

2. Selection. To ensure nondiscrimination in the selection of personnel on any basis other than relevant job qualifications, the following affirmative action policy is observed:

a. All applications for staff positions must be submitted using *Interview Exchange*, the University’s online application system. Initial screening of applicants is accomplished in the Office of Human Resources.

b. Candidates who meet minimum requirements for the position are referred to the department or unit for consideration for interviewing. If the number of qualified applicants is excessive, further screening is done by the Office of Human Resources so that a manageable but representative candidate pool is available for departmental interviewing. Referrals shall include female and black candidates unless no such candidates meeting the minimum position requirements submitted applications.

c. Interviews are usually arranged through the Office of Human Resources for the convenience of the department/unit head.

d. A Screening and Interviewing Report is attached to each application and must be completed in full by the department/unit head or interviewing supervisor.

e. Where candidates for a position are adjudged to be substantially equally qualified, a particular candidate's status as a female or member of a minority group is to be viewed as a favorable consideration in the final selection.

f. When a candidate is selected, all applications, with the completed Screening and Interviewing Reports attached, are returned to the Office of Human Resources. The latter forms are reviewed to insure that nondiscriminatory selection

criteria are being used.

g. Offers of employment are not made during the interview process and supervisors are not to discuss salary matters with applicants. Applicants are advised of beginning level salaries in the Office of Human Resources.

h. References are checked by the Office of Human Resources before an offer of employment is made.

i. Offers of employment are made by the Office of Human Resources, after consultation with the appropriate department or unit head.

j. If the candidate accepts the position, the department or unit head is informed and a starting date is negotiated.

k. If the offer is rejected, the Office of Human Resources contacts the department or unit head to determine if other candidates are acceptable. If none are, the recruiting process begins anew.

3. Exceptions. From time to time it is necessary to deviate from the foregoing regular procedures in response to critical operating needs, or to assist an incumbent employee whose current position is being discontinued due to loss of funds, or to avoid underutilization of an incumbent that would otherwise result from reclassification or reorganization. In the following situations, contingent upon approval by the Assistant Vice President for Human Resources, an employment action may be taken without full compliance with existing standard procedures:

a Appointment to a temporary or part-time position of less than six months duration.

b Continuation of a temporary appointment (usually grant or contract supported) if the initial recruitment documents stated the possibility of extended employment.

c Acting appointments where time does not permit an appropriate recruitment. Whenever possible, individuals who will not become candidates for the position are selected to serve on this interim basis.

d To a very limited extent, transfer of a permanent employee to a position which would better utilize his/her experience and expertise. Such occasions might arise when reorganization or other changes have resulted, or may result, in the underutilization of the employee; when loss or interruption of external funding support necessitates a reduction in staff; or when reassignment would permit a function or service to be altered, combined, or discontinued at some cost savings to the institution. In these instances the

employee may be placed directly, without advertising, into a position for which he/she qualifies.

4. Promotion and Job Mobility. The University is desirous of having its employees, especially women and minorities, better themselves by qualifying for promotions and upward progression in its job force. The following are some of the measures used to facilitate this kind of advancement:

a. Career counseling and guidance is a function of the Office of Human Resources. Promotional opportunities are discussed during the pre-employment interview and again during orientation.

b. Employees learn of promotional opportunities through weekly posting of notices on bulletin boards and the UAHuntsville online employment system.

c. Employees seeking to apply for internal positions are not required to obtain approval from their immediate supervisors, thus eliminating the possibility of awkward interpersonal situations and assuring the interested employee of complete confidentiality.

d. As an educational institution, the University is uniquely able to provide a broad range of educational opportunities for employees. A very liberal tuition assistance program has proven to be a popular benefit. Department/unit heads and supervisors make special efforts to encourage women and minority employees to take full advantage of these opportunities.

e. The Office of Human Resources offers a variety of seminars and workshops designed to foster increased personal and professional development. These learning opportunities are available at no cost to university employees and cover a wide range of topics including employment law, supervisory skills, communication, diversity, coaching and team building, stress management, and conflict resolution.

5. Forms. The principal forms used in the staff recruitment and hiring process that are pertinent to EEO/AA efforts are reproduced in Exhibit 1. The forms are introduced by a brief explanation concerning their purpose and use.

B. Recruitment and Selection - Faculty.

1. Recruitment. Recruitment activities for faculty and academic/ administrative positions are structured to assure that employment opportunities are broadly communicated to qualified individuals, including women and minorities. The following procedures are required as a part of the recruitment process:

a. While academic recruitment activities are generally decentralized, the academic unit head (dean, department chairperson, discipline or program chairperson, coordinator, director, or any other individual responsible for academic hires) is required to work in collaboration with the Faculty EEO Coordinator, who monitors the process to insure that the institution's EEO/AA policies are observed.

b. Before the Provost will approve a request by an academic unit head to fill a vacant position, the latter must prepare and submit to the Faculty EEO Coordinator a description of the position, including all educational and experience requirements, proposed announcements and advertising materials, and an "Academic Recruitment Plan" detailing the affirmative action efforts to be undertaken in connection with recruitment. Approval of the Faculty EEO Coordinator is required before the request for authorization to recruit can be submitted through administrative channels for approval.

c. The Faculty EEO Coordinator is available upon request to meet with the departmental search committee to discuss affirmative action policies and procedures soon after a position is authorized.

d. The Faculty EEO Coordinator is a resource to the academic unit head to assist in developing position descriptions, preparing appropriate announcements and position advertisements, selecting recruitment sources, and utilizing relevant professional registries.

e. All position advertisements/announcements contain the University's EEO/AA statement. In addition, such materials are scrutinized to insure they do not contain language or conditions that might have an adverse impact upon or be a disincentive to females or protected minorities.

f. Wide distribution is given to the position advertisement/announcement, so as to produce as many applicants from females and minority group members as is reasonably possible. This distribution will ordinarily include, at a minimum, advertisements in predominately women's and minority professional journals, listing of the position with relevant special interest groups representing women and minorities, announcements to appropriate officers at academic and other institutions where minorities and females are likely to be pursuing educational or professional opportunities, and personal contacts with professional colleagues to solicit names of potential female and minority candidates.

g. Position announcements are circulated internally as a means of soliciting nominations or suggestions of qualified minority and female candidates from University

personnel.

h. Information concerning an applicant's race, sex, disability, and veteran status is collected from an applicant on a voluntary basis utilizing the Affirmative Action Survey Card. In addition, that card is utilized to solicit information about the means of recruitment which was responsible for the applicant becoming aware of the position vacancy.

2. Selection. Search committees, which screen applications and/or nominations for the faculty position, are constituted so as to include women and minority members, whenever possible.

a. Prior to authorization from the dean and Provost for an on-campus interview with a candidate, the Applicant Worksheet for the position is completed by the search committee or the individual responsible for receiving and screening applications and submitted to the Faculty EEO Coordinator for approval.

b. All applicants are considered who meet the basic qualifications specified in the position advertisement/announcement and who complete the application process.

c. During the screening process, the principles of equal opportunity and affirmative action shall be observed. In particular, the pool of candidates selected from among all qualified applicants for further consideration shall include female and black candidates, unless no such candidates meeting the minimum position requirements submitted applications.

d. The Chair of the search committee should confer with the Faculty EEO Coordinator to finalize the list of candidates to be interviewed prior to seeking authorization for on-campus interviews.

e. Forms granting permission to interview must be approved by the dean and Provost. The Provost will provide recruitment funds for minority candidates.

f. In selecting the final candidate, particular regard is given to the University's affirmative action goals and objectives. Where candidates for a position are adjudged to be substantially equally qualified, a particular candidate's status as a female or member of a minority group is to be viewed as a favorable consideration in the final selection.

g. Prior to the issuance of an offer to the candidate selected, the academic unit head must prepare and submit to the college dean and the Faculty EEO Coordinator a Selection and Justification For Academic Appointment form, in which affirmative action efforts are detailed and the reasons for selecting the candidate over other applicants are

specified.

h. All faculty offer letters must be approved by the Provost before they are sent to candidates. No offer of any kind, written or verbal, may be made prior to approval of the written offer letter by the Provost.

i. All letters of offer from college deans include a statement reciting the University's commitment to EEO/AA objectives.

j. Each academic unit head is responsible for maintaining a special file for affirmative action correspondence and an up-to-date file of directories, organizations, placement services, journals, and listings that specialize in service to minority groups and females in the relevant academic area. In addition, the academic unit head is expected to maintain a reasonably current list of potential women and minority candidates for appointment.

k. The Faculty EEO Coordinator is responsible for accumulating and maintaining a special reading file containing a broad spectrum of EEO/AA materials from sources outside the University. The Faculty Coordinator also maintains a file on every academic vacancy filled through the recruitment process.

l. College deans are to identify departments or other units in which the proportion of women or minority faculty falls substantially below the availability of such individuals in the relevant labor pool and to seek to have the concerned academic unit heads address any significant disparities.

3. Provisional and part-time appointments. The recruitment and selection procedures for temporary appointments, visiting appointments, and part-time appointments will differ in certain respects from those outlined above. However, in any such instance all actions must be fully consistent with the EEO/AA principles incorporated into the foregoing policies.

4. Faculty development. Within the academic community, faculty ranks are filled to a significant extent by promotion of faculty in lower ranks who have demonstrated professional growth and promise. To assist existing faculty in their professional development, the University provides the following:

a. Sabbatical leaves, leaves of absence, release time for research and professional activities, and opportunities for participation in professional colloquia, meetings, workshops, etc. allow faculty to enhance their professional capabilities and expertise.

b. The University's policy permitting consulting work, within certain limitations, by faculty permits individual faculty members to engage in professionally

useful activities within their chosen field.

c. Tuition assistance is available to all faculty to facilitate additional educational experiences.

d. Information relative to career ladders through professional ranks is available to all faculty in the Faculty Handbook.

5. Complete Statement of Policies/Procedures. A more extended discussion of policies and procedures for affirmative action recruitment and selection of faculty is contained in Exhibit 2. That exhibit also includes a copy of the various academic affirmative action forms currently in use.

C. Compensation - Salary.

1. Salary Administration - General. Compensation represents perhaps the most immediate and important measure of equitable treatment in employment. The requirement that compensation practices be equitable is based not only on the University's EEO/AA policy but also on its need to create the type of work environment that will be conducive to the attraction, retention, and development of competent personnel at all levels. A primary goal of the University's salary administration program is to compensate personnel fairly in relation to the type and level of work that they perform and with due consideration to salary practices external to the University and to resources available to the University for salaries and wages. Maintaining proper balance among these factors is an on-going challenge for the institution. For this reason, the University periodically reviews its compensation practices in terms of internal consistency and external competitiveness by means of salary surveys and analyses conducted by cognizant units within the University.

2. Job Analysis and Evaluation - Staff. Salary policy for staff employees is based on University compensation guidelines administered by the Office of Human Resources.

a. The University has adopted a standardized job evaluation and classification system based upon certain objective criteria developed and refined by management consulting specialists. This system involves careful analysis and description of all staff positions utilizing the techniques of direct interviews with employees and supervisory personnel and/or completion of position description questionnaires, which are the primary source documents in this system. The focus of the process of job evaluation is on the nature and requirements of the job itself, not on the skills, background, or characteristics of the incumbent. Each position is evaluated utilizing a "point-factor" technique, in which a job is broken down into its functional

components ("factors") under three general headings (know-how, problem solving, and accountability). Numerical weights are then assigned to each factor. The numerical weights reflect essentially an assessment of the level of skill required for that factor as a component of the job under review in comparison with the level of skill required for that same factor as a component of other jobs. The aggregation of these numerical weights or points yields a total "value" for the position and provides a basis for relating that position to other University staff positions in terms of an appropriate salary range.

b. The degree to which the University is competitive in its salaries with other universities, agencies, and firms in the market is a function of the institution's ability to provide resources to meet special market conditions. Decisions to revise and/or upgrade salary ranges to improve the University's overall competitive position in the market are made, where feasible from a budgetary standpoint and where appropriate, by upper-level management based upon an annual review of general salary practices.

3. Salary Policy - Faculty. Salary policy for faculty is administered in accordance with regulations established by The Board of Trustees of The University of Alabama. Under current Board rules, the Chancellor is responsible for annually approving salary ranges for all faculty positions within The University of Alabama System. Salary ranges are set by faculty rank and broad discipline category. In making their recommendations, the presidents are required to give due consideration to salary practices in the higher education community, as indicated through generally recognized surveys and studies by higher education organizations. Internal salary relationships are also considered to insure fundamental equity.

D. Fringe Benefits.

1. Review. Fringe benefits are regularly reviewed by a standing University Committee to insure that they are being administered on an equitable and non-discriminatory basis. These reviews encompass all medical, hospital, accident, and life insurance programs; all retirement programs; all leave programs; and all other benefits provided by the University.

2. Pregnancy and Related Conditions. The University does not participate in any medical insurance program for employees that discriminates in coverage by treating pregnancy and pregnancy-related disabilities in a manner different from other temporary disabilities. Maternity leave is available to all eligible faculty and staff upon request. Disabilities caused or contributed to by pregnancy, miscarriage, abortion, childbirth, and/or recovery from any of these conditions is considered the same as any other medical disability for the purpose of the institution's leave of absence policy. An employee granted leave under such circumstances

retains all employment rights and is reinstated to her position upon her return to the work force.

E. Centralization of Records/Data Base. The University has developed and placed into use a centralized data base with special design capabilities for tracking and reporting EEO/AA data. This has become an important tool for the University, enabling it to more efficiently perform its internal audit and monitoring responsibilities and insure compliance with EEO/AA obligations.

F. Grievance Procedures. Perhaps the most effective way of preventing inequitable or unjust treatment of employees is for an institution to have in place and functioning sound personnel policies under-girded with a practical affirmative action program. However, as a means of further protecting its employees, the University has established, formalized grievance procedures that may be utilized for any job-related complaint, including that of discrimination. These procedures are set forth in the faculty and staff handbooks. University policy forbids retaliating against employees, as by penalizing them or subjecting them to harassment, intimidation, or disciplinary action, for using the University's grievance mechanism.

G. University Facilities and Employee Services. Institutional facilities, organizations, services, and activities are open and available to all employees without regard to race, color, religion, sex, or national origin. This includes, for example, University housing, the Alabama Credit Union, all University recreational facilities, etc.

H. Staff Development and Training. Staff development and training courses are offered to all university employees. Courses are designed to promote personal and professional growth, with specific emphasis given to developing supervisory and leadership skills. Employees become aware of training opportunities through flyers that are posted on strategically placed bulletin boards located across the campus, the UAHuntsville Training web page, flyers that are mailed to each department, and notices that are placed in the bi-weekly Insight or on the university calendar. Women and minorities are especially encouraged to take advantage of these opportunities.