

SECTION VI.
WORK FORCE AND UTILIZATION ANALYSIS,
GOALS AND TIMETABLES

The University has performed the analyses required by applicable federal regulations as a means of gauging statistically the progress being made under its EEO/AA program. The narrative material below describes the methodologies used in these analyses and offers explanatory comment, where appropriate. The accompanying data displays are summarized below and/or reproduced in full as an Exhibit in the Appendix, as indicated.

A. Organizational Profile.

1. Workforce Analysis. The organizational profile is a display of the staffing patterns at the University. As permitted by the regulations, the University has chosen to present this information in the format of a workforce analysis, which is a descriptive listing of its workforce by occupational category.

2. Staff. For staff, job groups with similar content, wage rates, and opportunities have been created. For each category, the work force is arrayed by job title in order of ascending salary or wage rates. Within each job title, all incumbents are listed with an indication of gender, racial status, and wage or salary. These data are aggregated by job group.

3. Faculty. For faculty, the presentation is by academic department and by academic rank and/or job title within each department. In addition to the data mentioned above, tenure status and highest degree earned information is given for each faculty member. Formal lines of progression for faculty are indicated by the traditional academic ranks (i.e., Instructor, Assistant Professor, Associate Professor, and Professor, in ascending order of rank). Research faculty progression follows the same pattern, with the term "research" added to the respective rank names. No lines of progression, formal or informal, exist for staff positions. Staff personnel may move to any higher position for which they are qualified by simply applying when a vacancy occurs and without the necessity of progressing through a series of intermediate or other "ladder" positions.

4. The complete work force listing is contained in Exhibit 3 of the Appendix.

B. Job Group Analysis.

1. Job Grouping. The regulations require that a covered employer subdivide its work force into "job groups," representing those jobs having similar content, wage rates, and

opportunities. Covered employers with more than 150 employees must use a method of job grouping other than the "EEO-1" categories, which are the same categories as are used in the IPEDS reports. The approaches utilized by the University, as set forth below, are intended to comply with the requirements of the regulations. They should not be construed as an acknowledgment by the University that the jobs grouped together are of comparable worth in any manner whatsoever.

2. Job Groups - Staff.

a. For staff personnel, ten categories have been identified as an appropriate way of comprising the necessary job groups. No lines of progression, formal or informal, exist for staff positions. Staff personnel may move to any higher position for which they are qualified by simply applying when a vacancy occurs and without the necessity of progressing through a series of intermediate or other "ladder" positions.

b. The ten staff job groups are listed and generally described below. A detailed listing of specific jobs included in each group is displayed in Exhibit 4.

i. *Senior/Academic Administration.* This job group is comprised of the highest ranking employees at the university. These individuals are charged with the responsibility of formulating policies, practices, and procedures for all university functions as well as making decisions affecting operations in their respective department or academic division. Significant prior experience, education, and achievement within their respective fields is essential for entry into these job titles.

ii. *Research.* This job group is comprised of individuals who plan, organize, and conduct scientific experiments; professional scientific research reviews and assessments; and verification of requirements and in-depth studies on research projects in the university's 18 research centers. Specific academic preparation and/or job experience is required for this job group. College students, with junior and senior level standing in an applicable field, who serve as Research/Engineering Assistants are also included in this job group.

iii. *Directors and Managers.* Individuals in this job group have functional responsibility within their division and are charged with implementing division policies, practices, and procedures. Significant knowledge of university operations, along with the experience to coordinate the efforts of their functions in accordance with the methods established within the University, is essential.

iv. *Advanced Professional.* Employees in this job group report

primarily to individuals in the Directors and Managers job group. Their primary responsibility is to assist in coordinating the operations of their respective work units. They have a broad range of responsibility and work independently within established policies and principles. Also included in this job group are individuals who serve as assistants to the Vice Presidents. These positions require a degree or equivalent experience.

v. *Entry-level Professional.* Individuals in this job group provide administrative support for their department. Their responsibilities are more limited in scope than employees in the Advanced Professional job group; however, these positions may also require a degree or equivalent experience.

vi. *Computer/Other Technicians.* This job group is comprised of individuals who are responsible for the installation, operation, maintenance, and support of all computer systems and networks at the university. Individuals in this job group may also perform highly specialized technical and manual work. These positions require specific technical training or scientific knowledge and a thorough and comprehensive knowledge of the processes involved in their work combined with on-the-job experience.

vii. *Advanced Clerical/Support.* This job group is comprised of individuals who perform advanced clerical and support functions for their respective departments. These individuals primarily provide assistance for senior administrators, academic administrators, directors, and managers and exercise limited independent judgment in determining job sequence and procedures.

viii. *Entry-level Clerical/Support.* Individuals in this job group perform basic clerical and support tasks that are fairly routine. Many of the tasks may be learned on the job and prior experience is not generally required. Employees work within well-defined guidelines and established procedures.

ix. *Custodians.* This job group is comprised of individuals who perform cleaning and maintenance duties in an assigned area or building. These individuals may also perform a variety of duties to help insure facilities operate smoothly.

x. *Service/Maintenance.* Individuals in this job group perform a variety of skilled and semi-skilled duties in the operation, maintenance, and repair of buildings and related facilities and systems. Also included in this job group are individuals who provide protective service, including police officers, sergeants,

and lieutenants.

3. Job Groups - Faculty. For faculty, each College has been recognized as constituting an appropriate job group.

C. Availability Analysis.

1. Nature and Purpose. Under the applicable federal regulations, "availability" is an estimate of the number of qualified minorities and women who are available for employment in a particular job group. Availability is expressed as a percentage of all persons available for employment in the job group. That percentage is then compared with the percentage of minorities and women actually employed in the job group as a way of assessing whether one or more barriers may exist to equal employment opportunity.

2. Availability Analysis - Staff.

- a.. Consistent with the regulations, two factors are used in determining availability for staff positions. The first, external availability, is the percentage of minorities and females having requisite skills in the reasonable recruitment area. The second, internal availability, is the percentage of minority and female employees at the University who are promotable, transferable, and/or trainable with the University.

- b. The census and employment data for these factors were obtained from a variety of sources: Alabama Department of Industrial Relations; U.S. Department of Labor; 2000 EEO Special Census File United States; EEO-1 Category Report - Limestone, Madison Counties, AL; National Center for Education Statistics: Postsecondary Institutions in the United States: Fall 2006 and Degrees and Other Awards Conferred: 2004-2005; American Association of Colleges of Nursing: 2002-2003 Salaries of Instructional and Administrative Nursing Faculty in Baccalaureate and Graduate Programs in Nursing (2003). Weights were assigned based on general recruiting experience. The completed availability tables are attached to this Plan as Exhibit 5.

3. Availability Analysis - Faculty.

- a. The University recruits nationally for candidates for faculty appointment, and in almost all academic areas a doctoral or other terminal degree in the appropriate field is considered a prerequisite qualification. Estimates of Ph.D. holders in the United States are used exclusively to yield an availability measure for faculty employment, except for faculty in the College of Nursing. Full-time faculty in baccalaureate and higher degree nursing education programs were used to determine a pool for the College

of Nursing, since candidates for faculty positions in that college need not hold Ph.D.'s.

b. The National Center for Education Statistics' *Postsecondary Institutions in the United States: Fall 2006 and Degrees and Other Awards Conferred: 2004-2005* was the resource from which national figures for minority, Black, and female doctorate holders was obtained. Information on nursing faculty was obtained from the *2002-2003 Salaries of Instructional and Administrative Nursing Faculty in Baccalaureate and Graduate Programs in Nursing*, published by the American Association of Colleges of Nursing.

c. The academic fields of doctorate production, by race and sex, were aggregated for each college/school to form availability constructs. No effort was made to weight the figures by academic field to reflect the proportionate size of the field (according to existing faculty staffing ratios) within the college.

d. With nursing as an exception, aspects of faculty availability not considered include: that less than perfect congruence exists between the number of doctorate recipients in a field and the number of individuals teaching or working in a field, because some are engaged in fields other than their degree; that not all doctorate recipients enter the academic labor force, since some pursue employment in government, industry, and non-profit organizations; and that there may be unequal competitive advantage among colleges and universities.

e. A table showing the result of this faculty availability analysis is reproduced as Exhibit 6.

D. Utilization Analysis. The final step is to compare the University's utilization ("incumbency") rate of minorities and females in each job group with the estimated availability rate for those classes of individuals.

E. Goals and Timetables.

1. Underutilization. As required by applicable federal regulations, goals and timetables have been set for those job groups in which there is "underutilization." All job groups within the University are included in the utilization analysis, which is the predicate to the setting of goals. References to underutilization in this Plan are made strictly for the purpose of complying with federal affirmative action regulations and are based on the use of certain statistical analyses required therein. The use of such analyses does not indicate that the University agrees with their relevance, validity, or appropriateness for any purpose outside the

context of this institution's good faith intent to comply with the foregoing federal regulations. Nor shall any declaration of underutilization constitute an admission that females and/or minorities are in fact underutilized in any portion of the University's work force or an admission of impermissible conduct by the University.

2. Standard for Comparing Availability and Utilization. The two standard deviation test, widely recognized as a reasonable statistical method for determining whether or not a variation between actual results and expected results is due to chance factors, has been employed for the purpose of measuring the significance of any indicated numerical difference in availability and utilization rates. The column entitled "acceptable range" in the Utilization Analysis charts reproduced as Exhibit 6 shows the range of protected class incumbents for each job group which, according to the use of this formula, would reasonably be expected by their availability. The University reserves the right to modify the foregoing statistical method or substitute other methods at any time as it deems appropriate.

3. Setting of Placement Goals. Placement goals set for the current year of the Plan are indicated for faculty and staff job groups in Exhibit 7 in the Appendix. The process of setting goals must take place in the context of projected, annual job openings in each group and necessarily involves a judgment about the degree to which progress toward higher utilization rates can be made during this period of time. These calculations are made in good faith but with the understanding that the process is inexact at best and that the institution's plans and efforts are subject to influence by a number of variables beyond its control and ability to forecast. Moreover, as recognized in the regulations, placement goals do not create set-asides for any particular group nor are they intended to cause merit selection principles to be ignored or compromised. The University will continue to make its employment decisions in a nondiscriminatory manner without engaging in the use of preferences for an individual based on his/her race, color, ethnicity, or sex.

4. Institutional Commitment. The University commits itself to a good faith and reasonable effort to enhance employment opportunities at this institution for females and minorities, as reflected in the placement goals shown. While this commitment derives from an intention to comply with federal EEO/AA law, it also, in a more fundamental sense, arises out of a desire to assist in the advancement, through employment, of individuals vulnerable to adverse societal attitudes. To that end, the University may establish placement goals for some job groups where no underutilization exists and where, therefore, the University is not subject to a remedial duty under the law. Any such voluntary goals are made a part of this Plan upon the express condition that the University not be held to account for, nor be subject to assessments regarding,

the adequacy of its efforts to meet these self-imposed goals by any external party. The University further reserves the right to increase, decrease, delete, or otherwise modify these goals at any time.