

SECTION VII.**DISCUSSION OF PROGRESS AND PROBLEM AREAS**

A. Utilization and Goals. The University's statistical analyses of the female and minority group representation in its workforce were described in Section VI. Placement goals have been set for job groups where statistically significant underutilization was found to exist.

1. Staff Job Groups. In regard to female and minority group representation among staff job groups during the period October 1, 2007 through September 30, 2008, an assessment of developments within each job group is discussed below:

a. Senior/Academic Administration. The representation of African-Americans and minorities in this job group increased with the appointment of an Asian/Pacific Islander as Provost and Executive Vice-President for Academic Affairs and an African-American female, as Associate Vice President for Gift Development, in the Office of University Advancement. A female was promoted into this job group to the position of Associate Vice President for University Advancement.

b. Research. Twelve females, including two Asian/Pacific Islanders, accepted appointments to the research centers during this reporting period. A majority of those appointments were in the Systems Management and Production Center, where females were appointed to positions as Principal Research Scientist IV, Research Assistant V, Research Associate I, and Research Assistant II. Twenty-one females, including two African-Americans and one Asian/Pacific

Islander, were promoted within or into this job group to positions as Research Assistant II, Research Associate I, Research Scientist III, Research Scientist IV, and Research Scientist VI.. Four minority males, two African-Americans and two Asian/Pacific Islanders, accepted appointments as Research Associate I, Principal Research Scientist III, Research Scientist IV, and Principal Research Scientist VI in the Systems Management and Production Center and the Center for Space Plasma and Aeronomic Research. Ten African-American and three Asian/Pacific Islander males were promoted within or into this job group to positions as Research Associate I, Research Associate II, Research Scientist II, and Research Scientist VI . A majority of the promotions were in the Systems Management and Production Center. Despite these and ongoing recruitment efforts, a placement goal exists for Blacks in this category.

c. Directors and Managers. The representation of minorities, African-Americans, and females in this job group increased during this reporting period. Three females, including one African-American, accepted an appointment as Associate Director, Contracts & Grants Accounting; Assistant Chief Information Officer, Computer and Network Services; and, Director of Admissions, Enrollment Services. Four females were promoted within or into this job group to positions as Director, Employment, Employee Relations and Compliance; Director of Instructional and Testing Services; Executive Director, Business Services; and Director, Benefits and Training. An African-American

male was promoted to the position Assistant Director, Environmental Health Safety.

d. Advanced Professional. Females continue to represent a majority (80%) of the employees in this job group, which serves as a feeder for the Directors and Managers job group. Twenty-two females were promoted during this reporting period. Seventeen (77%) of those promotions were within the job group. Three African-American females were promoted to positions as Procurement Card Administrator, Business Services; Contract Administrator II, Office of Sponsored Programs; and Senior Contract Administrator, Office of Sponsored Programs. An African-American female accepted an appointment as Advancement Communications Coordinator in the Office of University Advancement. No underutilization exists in this job group.

e. Entry-level Professional. Four African-Americans accepted appointments into this job group as Administrative Assistant, Office of University Advancement; Accountant I, Contracts and Grants Accounting; Testing Assistant, Testing Services; and Property Manager, Purchasing. This job group accounted for fifty percent (50%) of the promotions into the Advanced Professional job group. An African-American male was promoted out of the Advanced Clerical job group to the position as Admissions Counselor in Enrollment Services and an Asian/Pacific Islander female was promoted to Accountant I, Accounting and Financial Reporting.

f. Computer Technicians and Other Technicians. The Office of Continuing Education appointed an African-American male to the position of Instructional Technology Administrator. Three females, including a Hispanic and an African-American, were promoted to positions as Technology Support Technician, College of Business Administration; Enrollment Services Database Coordinator, Library; and Information Systems Analyst III, Computer and Network Services. No underutilization exists in this job group.

g. Advanced Clerical and Entry-level Clerical. Three African-American females and an African-American male accepted appointments into these job groups and accounted for 27% of appointments into these job groups. An African-American female was promoted to the position of Government Property Assistant in the Office of Sponsored Programs. A placement goal for minorities exists in the Advanced Clerical job group.

h. Custodial. There were no significant changes in the representation of females and minorities in this job group during the reporting period.

I. Service/Maintenance. The representation of African-Americans and minorities in this job group increased by 10% and 20%, respectively, during this reporting period. The Office of Public Safety appointed two African-American males to positions as Police Officer Recruits, increasing the representation of African-Americans in the Public Safety department by 25%. The Office of Public Safety also promoted a female and an African-American

male to positions as Police Officer Senior and Police Officer, respectively.

2. Faculty Job Groups. In regard to faculty positions, UAH continues to seek minority and female candidates for appointments in all academic units. Specific developments by job groups (colleges) are discussed below:

a. Business Administration. The College of Business Administration hired three females, two African-American and one Asian, all into tenure track positions. Though the College of Administrative Science is not underutilized with respect to females, African-American and minorities the college remains committed to improving its status, particularly with females and African-Americans. There are, however, no underutilization goals for 2008-2009.

b. Engineering. The College of Engineering employed one Asian/Pacific Islander male and one female into tenure track positions. One Asian/Pacific Islander female was hired as a visiting Assistant Professor. The College of Engineering is not underutilized with respect to females, African-Americans and minorities and has no affirmative action goals for 2008-2009. It continues in its efforts to recruit African-American faculty.

b. Liberal Arts. Ten females were employed in faculty positions in the College of Liberal Arts: six as Assistant Professors in tenure-track positions, and four as Lecturers or Visiting Assistant Professor. The College of Liberal Arts remains firmly in the middle of the acceptable utilization range for females, African-Americans, and minorities. Of fifteen hires in 2007-2008, ten were

females (one of who was Hispanic and another African-American). The college has no underutilization goals for 2008-2009.

d. Library. The Library made no hires in 2007-2008. That leaves the Library in the acceptable utilization range for females and minorities. The goal for 2008-2009 remains that of hiring an African-American faculty member.

e. Nursing. Four females accepted offers in the College of Nursing, one in a tenure track position as an Assistant Professor, two as Clinical Instructors, and one as a Clinical Assistant Professor. The College of Nursing also remains in the middle of the acceptable utilization range for females, African-Americans, and minorities. In 2007-2008 the college successfully recruited four females. It has met its placement goal for minorities and, therefore, has no underutilization goals for 2008-2009.

f. Science. The College of Science hired nine faculty members, four from protected groups. Four Asian/Pacific Islander males, one an Assistant Research Professor and the other four tenure track Assistant Professors, were hired. One Black male was promoted from Visiting Assistant Professor to a tenure track line as Assistant Professor after a national search. The College of Science remains underutilized in terms of females and continues in its efforts to increase the diversity of its faculty. Increasing the female faculty population remains a goal for 2008-2009.

In summary, 2007-2008 saw the hiring of 41 new faculty that included 19 females (six minority),

or 46% of the total, and eleven (27%) minority males and females (five Asian/Pacific Islander males, three African-American females, one Hispanic female and two Asian/Pacific Islander females). The appointment this year of three Black faculty and the promotion of one Black faculty from Visiting Assistant Professor to Assistant Professor on a tenure track resulted in a net gain as there were no terminations from this group. The University lost one Hispanic, but gained one in that group. Minorities and females constituted 56% (9 of 16) of total faculty transfers and promotions compared to 45% last year. There were 30 terminations, fourteen from protected groups - 14 females (1 Hispanic female, and one Asian/Pacific Islander female). Twenty-four members of protected groups were hired in 2007-2008, off-setting losses of 14, for a net gain of ten. Information on application flow is inconclusive in that 44% of male applicants did not fill out affirmative action cards and 30% of females failed to do so. Of those who did report, 51% of males were from protected groups and 45% of female applicants were of minority status. Male applicants constituted 75% of all applicants. Seven offers to protected group applicants were declined, four females, and two Asian/Pacific Islander males and one African-American male. Four were declined because of better offers, three because of personal complications.

B. Personnel Activity Analysis.

1. Monitoring. The University has monitored data regarding applicant flow, hires, transfers/promotions, and terminations throughout the year with respect to female and minority participation. The annual summary reports are reproduced in Exhibit 8.
2. Selection Rates. A statistical comparison of staff selection ratios for

whites and blacks was performed, with the selection ratio for blacks falling below the 80% threshold of the selection ratio for white applicants.

3. Recruitment Sources. The University received over 1,500 applications for staff positions during the past year. From year to year, the most popular recruitment sources continue to be UAH employees, the Internet (Interview Exchange), and the local newspaper. The number of applications received as a result of Internet recruiting increased again this year and is now the second most popular recruitment source, while the number of calls to the UAH "Jobline" decreased from the previous year. In December 2007, the University instituted an online application and recruitment system that has contributed to the significant increase in applications received during this reporting period. African-Americans and Minorities accounted for 28% and 33% of the applicant pool, respectively. A majority of the applications received were for positions in the Advanced Professionals and Entry-Level Professionals job groups.

C. Job Group Representation Analysis. The University monitors and analyzes periodically the representation of minorities and females in its job groups.

1. Custodial. Comments concerning black and minority representation in the Custodial group are as follows:

a. The University continues its attempts to reduce the relatively high percentage of minorities in the custodial job category. To highlight promotional opportunities for employees in custodial or similar jobs, current UAH vacancies

are posted weekly in campus buildings and on the online application and employment system. Upward mobility is encouraged by both the Office of Human Resources and immediate supervisors in the area. Training opportunities are provided by the Office of Human Resources and Computer and Network Services to allow employees to improve their skills.

b. Prior to the annual performance evaluation, employees are requested to complete a Personal Review Worksheet. Questions 4-10 on the back of the form are designed to facilitate upward mobility by encouraging employees to identify their skills and training needs, which could ultimately lead to improved job opportunities. This form provides an opportunity on a scheduled basis for supervisors to discuss career goals and advancement opportunities with all employees, but its use has been particularly successful in the Custodial (as well as the Service/Maintenance) sector where employees are frequently reluctant to initiate such discussions. These sessions continue to be the most effective method of assisting in the promotion of minorities and females.

c. Many black employees in the Custodial job category remain unpromotable due to educational limitations or lack of desire for upward movement. A competitive benefits package, not provided by some area employers, allows the University to attract many qualified applicants. Avenues for promotion continue to increase with greater availability of educational and training opportunities, career counseling, and the creation of more intermediate

level jobs.

2. Clerical. In the Advanced and Entry-level Clerical categories, where 93% and 82%, respectively, of the employees are female, more promotional opportunities continue to be available than any other job group. The career path most commonly followed moves from Clerical to Entry-level Professional and then to Advanced Professional. The University's tuition assistance plan has significantly reduced the cost to an employee to enroll in classes, thus enabling many Clerical incumbents to earn degrees as they maintain their employment and benefits at the University. Of the 122 UAHuntsville employees who participated in the tuition assistance program provided by the University, 43% (52) were female and 15% (18) were minorities.

D. Compensation System Analysis. The University uses the Hay compensation system for designating salary ranges. Each job is evaluated and assigned a point factor based on the know-how, problem-solving and accountability required. As part of the ongoing self-audit process, staff in the Office of Human Resources review the point factor and salary range for each position prior to extending an offer of employment. Periodically, a more detailed analysis is conducted to ensure that there are no gender, race, or ethnicity-related disparities.

E. Personnel Procedure Review. The Staff EEO Coordinator, with the assistance of the Office of Compliance, Compensation, and Training, reviews the selection, recruitment, referral, and other personnel procedures from time to time to insure that they do not adversely

affect the hiring and retention of female and minority staff employees. The Faculty EEO Coordinator performs the same review with respect to female and minority faculty.

F. University and Community Action Programs. The University participates and is involved in a number of institutional and community programs that contribute to enhanced employment opportunities for women and minorities.

1. Temporary Placements. The temporary employment contract between Lyons HR Temporary Services and the University resulted in 61 temporary placements. As a result of these placements, six persons were placed into full-time positions with the University. Included in the placements were one African-American female. Shown below is a breakdown for each job classification, including percentages of minority placements:

Job Group	Minority		White		Total	
Entry-level Professional						
• Male	0		1		1	7%
• Female	<u>5</u>		<u>8</u>		<u>13</u>	93%
Totals	5	36%	9	64%	14	
Advanced Professional						
• Male	1		2		3	43%
• Female	<u>1</u>		<u>3</u>		<u>4</u>	57%
Totals	2	29%	5	71%	7	

Job Group	Minority		White		Total	
Research						
• Male	0		1		1	100%
• Female	<u>0</u>		<u>0</u>		<u>0</u>	0%
Totals	0	0%	1	100%	1	
Advanced Clerical						
• Male	0		0		0	0%
• Female	<u>1</u>		<u>3</u>		<u>4</u>	100%
Totals	1	25%	3	75%	4	
Entry-level Clerical						
• Male	0		1		1	6%
• Female	<u>1</u>		<u>14</u>		<u>15</u>	94%
Totals	1	6%	15	94%	16	
Computer/Other Techs.						
• Male	0		3		3	50%
• Female	<u>1</u>		<u>2</u>		<u>3</u>	50%
Totals	1	17%	5	83%	6	
Service/Maintenance						
• Male	13		0		13	100%
• Female	<u>0</u>		<u>0</u>		<u>0</u>	0%
Totals	13	100%	0	0%	13	
Total Placements						
• Male	14		8		22	36%
• Female	<u>9</u>		<u>30</u>		<u>39</u>	64%
Totals	23	38%	38	62%	61	

2. Outstanding Employee Recognition. UAH Foundation awards were presented to a group of six select employees for actions or ideas yielding exceptional

benefits to the University. Included in this group of awardees were two African-American females.

3. Career Fairs. Representatives from Staff Employment attended career fairs at UAHuntsville, Redstone Arsenal, and Virginia College. Job opportunities were discussed with over 175 students whose primary areas of interest were Engineering, Business Administration, Finance and Education. Representatives from Staff Employment, along with approximately 30 other local business representatives, traveled to Washington, D.C. to participate in the Tennessee Valley BRAC Job Fair hosted by the Huntsville Chamber of Commerce.

4. Workshops. Representatives from Staff Employment attended a Legal Issues workshop. Topics included sexual harassment, FMLA and on-the-job injury. “Sexual Harassment; How to Stay out of Trouble”, provided an overview of sexual harassment, including the basis of liability, legal definition, employer responsibilities and highlights of the latest legal developments. The FMLA session provided information on FMLA and the University’s procedures for managing employees who use FMLA leave. The session “Hurt at Work-What to Do?” reviewed on-the-job injuries and the procedures to be followed when an employee sustains an injury at work. Human Resources staff also attended a training session on “Handling Violence in the Workplace.” The workshop provided information on how to identify potential aggressive mannerisms and body language, diffusion techniques, and the importance of developing an action plan to respond to instances of employee violence.

5. Diversity. The Human Resources department hosted the Spring meeting of the College and University Professional Association for Human Resources, Alabama Chapter. The workshop focused on diversity with a presentation of “Just be F.A.I.R..” F.A.I.R. is an acronym for Feedback, Assistance, Inclusion and Respect. Participants learned how to apply this principles to foster an inclusive work environment. A representative from the Alabama Department of Rehabilitation Services (ADRS), in conjunction with the Staff Employment Office, observed and toured some of the UAH Custodial Services work sites. The goal of the endeavor was to obtain an understanding of the departmental structure, skills and strengths necessary to perform the duties of a Custodial Worker I position. This collaboration will assist both UAH and the ADRS in evaluating applicants for future positions.