

## 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 September 1, 2015, through August 31, 2016, an assessment of developments within each job group is discussed below.

a. Senior/Academic Administration. The total number of employees in this job group increased slightly. An African-American male was promoted to the position of Interim Chief Information Officer. This increased the percentage representation of African-Americans in this job group. However, the percentage representation of females decreased and there is now a placement goal for females in this job group.

b. Research. Although the total number of employees in this job group declined slightly, the percentage representation of women increased by 7%. There is no longer a placement goal for women in this job group. Twenty-five females, including one African-American, two Asian-Pacific Islanders, and two Native Americans, accepted appointments in the Colleges of Science and Engineering and to the Systems Management and Production Center, the Information Technology and Systems Center, the Earth System Science Center, the Center for Space Plasma and Aeronomic Research, and Rotorcraft Systems

Engineering and Simulation Center. Thirteen females, including one Asian/Pacific Islander and one Hispanic, were promoted within or into this job group to positions as Principal Research Scientist I/III, Principal Research Engineer V, Research Technician VII, and Research Associate I/II/III/IV. Ten minority males, seven African Americans and three Asian/Pacific Islanders, were promoted within or into this job group. An African American male was appointed to the position of Principal Research Scientist II in the Information Technology and Systems Center.

c. Directors and Managers. Despite a decrease in the total number of employees in this job group, the representation of females increased from 52% to 55%. Females also accepted appointments as Director, Counseling Services, and Director, AMSTI/Institute for Science Education. Two females were promoted from the Advanced Professionals job group to positions as Senior Associate Director, Records and Registration and Interim Director of Counseling, Counseling Services. The Advanced Professionals job group continues to serve as the primary feeder for promotions into this job group.

d. Advanced Professional. Females continue to represent a majority (80%) of the employees in this job group, a slight increase from the previous year. The representation of African Americans and minorities also increased, even though the total number of employees in this job group decreased. Seventeen females accepted appointments into this job group. Two African-American females accepted appointments to the positions of Coordinator, Honors College,

and Senior Administrative Assistant, College of Nursing. An African American male accepted an appointment to the position of Counselor in the Counseling Center. Six African American females were promoted to positions as Certification Officer/Academic Advisor, College of Education; Associate Director, Office of Multicultural Affairs; Employment and Compliance Associate, Human Resources; Assistant Director, Outreach and Event Management, Professional and Continuing Studies; and Accountant II, Contracts and Grants Accounting. The Office of Sponsored Programs promoted an African American male to the position of Contract Administrator I, and a Hispanic male was promoted to Assistant Director, Admissions Processing, in Admissions and Recruitment.

e. Entry-Level Professional The number of employees in this job group increased by 14%, with a corresponding increase in the representation of women and African Americans. Twenty-one females accepted appointments into this job group. An Asian/Pacific Islander female accepted an appointment as Event Scheduling Administrator for Charger Union in Student Affairs. Three African American females accepted appointments as Budget Analyst and Resident Director in University Housing and Admissions Counselor in Admissions and Recruitment. An African American male accepted an appointment as Career Development Coordinator I in Career Services. An African American female was promoted from the Entry-level Clerical job group to the position of Financial Aid Counselor in the Office of Financial Aid and the Office of Sponsored Programs promoted an African American female to the position of Contract Administrator I.

f. Computer Technicians and Other Technicians. The number of employees in this job group decreased by 8.5%; however, the representation of minorities and African Americans remained the same while the representation of females decreased slightly. A female was promoted to the position of Information Systems Analyst III in the Office of Information Technology.

g. Advanced Clerical. There was little significant change in this job group. Two African-American females accepted appointments into this job group as Admissions Coordinator, Admissions and Recruitment, and Multicultural Affairs Assistant in the Office of Multicultural Affairs.

h. Entry-Level Clerical. The representation of African Americans and minorities decreased during this reporting period. However, the representation of females increased by 12%. Two African-American females accepted appointments as Teacher's Assistant, Rise School, and Financial Aid Office Assistant, Office of Financial Aid. A female was promoted within this job group to the position of Human Resources Assistant in the Office of Human Resources.

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

j. Service/Maintenance. The representation of African Americans increased slightly during this reporting period. Four African American males accepted appointments to the positions of Goundskeeper (two positions), Police Officer Recruit, and Maintenance Technician I. The Public Safety department

appointed a Hispanic male to the position of Police Officer Recruit. A Native American female was promoted to the position of Police Officer and an African American male was promoted to Police Officer Senior/Field Training Instructor in Public Safety. An African American male was promoted to Maintenance Technician/HVAC Specialist I in Facilities and Operations.

2. Faculty Job Groups.

a. Business Administration. During this reporting period, the College of Business Administration did not have hires from underrepresented groups for Females and other minorities. The new college dean is refocusing efforts to address this utilization goal. One Asian Male's position was reclassified from Assistant Dean to Eminent Scholar and Professor. One White Female's title and rank was reclassified from Dean and Professor to Professor of Marketing. One White Female, Professor of Management, retired from her position.

b. Engineering. The College of Engineering hired one African American Male as a Lecturer in Mechanical and Aerospace Engineering. One Asian Male was hired as an Assistant Professor in Chemical Engineering. An Asian Male was promoted from Assistant Professor to Associate Professor in Mechanical and Aerospace Engineering. Four Asian Males terminated their positions with the college: one Assistant Professor in Civil Engineering for personal reasons, one Professor in Electrical and Computer Engineering retired, one Lecturer in Mechanical and Aerospace Engineering sought other employment, and one Associate Professor in Mechanical and Aerospace Engineering for

personal reasons.

b. Arts, Humanities, and Social Sciences. The College of Arts, Humanities and Social Sciences hired five (5) White Females: two as English Lecturers, an Assistant Professor in Communication Arts, and a Lecturer in Music. Two White Females were promoted to continuing Lecturer positions in English and Art, Art History, and Design respectively. There were no minority terminations in the AHSS College this reporting period.

d. Library. No faculty were hired during this period. Continued efforts to address underutilization for Blacks and other underrepresented groups will remain a priority for the Library.

e. Nursing. The College of Nursing continues to make concerted efforts to identify and recruit male applicants. This reporting period, four (4) White Females were hired, two (2) as Clinical Assistant Professors and two (2) as Clinical Instructors, respectively. There were no male hires. A White Female was promoted from Clinical Assistant Professor to Clinical Associate Professor. Three females terminated positions with the college: one White Female was not reappointed and a Native American Clinical Instructor cited personal reasons for not continuing with the college. One Black Female Clinical Assistant Professor cited personal reasons for not continuing in her position.

f. Science. The College of Science hired three White Females, one Lecturer in Biological Sciences, one Lecturer in Computer Science, and one Lecturer in Chemistry. Two (2) Asian Females were appointed as Mathematics

Lecturers, respectively. One White Female Professor was promoted to Interim Department Chair in Chemistry. One Asian Male terminated his position as Assistant Professor citing personal reasons, one White Female Lecturer in Mathematics retired from her position. The College of Science has made concerted efforts to identify and recruit female personnel. Strategic initiatives will be taken to address underutilization in the college.

g. Education. The newly established college of Education continues to grow steadily and add personnel. During this reporting period, the college appointed one White female lecturer in Curriculum and Instruction. An African-American female in Curriculum and Instruction resigned her position for personal reasons. There were no promotions in the College during this reporting period.

h. Graduate Studies. A female was appointed to the position of Lecturer in the Intensive Language and Cultural Programs department.

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 3,186 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 career websites. The number of applications received as a result of Internet recruiting increased again this year and is now the most popular recruitment source. African Americans and minorities accounted for 22% and 27% of the applicant pool, respectively. A majority of the applications received were for positions in the Advanced Professionals, Entry-Level Professionals, and Advanced/Entry-Level Clerical 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 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. Promotional opportunities for employees in this job group remain limited primarily because of the educational limitations of incumbents. The University is developing educational and training opportunities for these employees to enhance their job skills and increase their opportunities for promotion into other job groups. A competitive benefits package, not provided by some area employers, allows the University to attract many qualified applicants. Avenues for promotion will also increase with greater availability of career counseling, and the creation of more intermediate level jobs.

2. Clerical. In the Advanced and Entry-Level Clerical categories, where 94% and 76%, 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 162 UAH employees who participated in the tuition assistance program provided by the University, 50% (81) were female and 20% (32) 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 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 in a number of institutional and community programs that enhance employment opportunities for women and minorities.

1. Temporary Placements. The University contracts with Lyons HR Temporary Services to place persons in temporary assignments. During this reporting period, 147 persons were placed into temporary positions. Twenty of those persons had

multiple assignments resulting in a total of 169 placements. The total number of placements is shown below with a breakdown for each job classification, including percentages of minority placements:

Job Group	Minority		White		Total	
<b>Advanced Clerical</b>						
· Male	0		0		0	0%
· Female	<u>1</u>		<u>5</u>		<u>6</u>	100%
Totals	1	17%	5	83%	6	
<b>Advanced Professional</b>						
· Male	0		3		3	25%
· Female	<u>0</u>		<u>9</u>		<u>9</u>	75%
Totals	0	0%	12	100%	12	
<b>Custodial Services</b>						
· Male	21		0		21	49%
· Female	<u>16</u>		<u>6</u>		<u>22</u>	51%
Totals	37	86%	6	14%	43	
<b>Entry-level Clerical</b>						
· Male	5		4		9	15%
· Female	<u>6</u>		<u>44</u>		<u>50</u>	85%
Totals	11	19%	48	81%	59	
<b>Entry-level Professional</b>						
· Male	0		1		1	17%
· Female	<u>1</u>		<u>4</u>		<u>5</u>	83%
Totals	1	17%	5	83%	6	
<b>Computer/Other Techs.</b>						
· Male	1		7		8	67%
· Female	<u>1</u>		<u>3</u>		<u>4</u>	33%
Totals	2	17%	10	83%	12	
<b>Service/Maintenance</b>						

Job Group	Minority		White		Total	
· Male	26		4		30	97%
· Female	<u>1</u>		<u>0</u>		<u>1</u>	3%
Totals	27	87%	4	13%	31	
<b>Total Placements</b>						
· Male	53		19		72	43%
· Female	<u>26</u>		<u>71</u>		<u>97</u>	57%
Totals	79	47%	90	53%	169	

2. Career Fairs. Representatives from Staff Employment attended several career fairs during this reporting period including the following.

- **UAH Spring and Fall Career Fairs.** Approximately 159 students and UAH alumni spoke with representatives from Staff Employment about positions in Engineering, Logistics, and Human Resources.
- **Virginia College Business Expo.** Students and graduates of Virginia College expressed an interest in employment and educational opportunities at UAH, specifically in business-related areas.
- **Alabama A&M University Spring and Fall Career Fairs.** Representatives from Staff Employment shared information with more than 165 persons who expressed an interest in Engineering, Computer Science, and Nursing positions, as well as graduate opportunities, internships and co-op positions.
- **Defense Technology, Cyber & Intelligence Career Fair.** This career fair was hosted by Transition Careers, and targeted individuals who are transitioning from military to civilian jobs. Approximately twenty-six individuals indicated an

interest in employment with UAH, with particular interest in Logistics, Computer Science, and Engineering.

- **Alliance for Opportunity and Development Career Fair.** This career fair primarily serves job seekers without degrees and low-income families. Fifty-four people expressed an interest in employment at UAH, particularly in clerical, skilled labor, or customer service positions.

3. Workshops. Representatives from Staff Employment participated in several workshops and webinars that focused on a range of topics relevant to Human Resources.

- *Tactics in Defending an EEOC Charge* sponsored by NASHRM. This workshop focused on ways to avoid an audit.
- *Hot HR Trends and Issues*, hosted by the Womenssues, s workshop focused on ways to avoid an audit.eon forum. Specific emphasis was given to generational differences in the workplace, with various presenters speaking about their personal work experiences.
- Representatives from Staff Employment participated in several webinars sponsored by CUPA-HR, including *How HR Professionals Can Deliver Value*, *FLSA Overtime Final Rule: What You Need to Know and Do Now*, and *Digital Leadership in Higher Education*. These webinars provided information on how Human Resources can deliver value by focusing on outcomes and HR competencies, how to prepare for implementation of the changes to the Fair Labor Standards Act, and how to develop effective web content and adapt to technology.

- Staff Employment represented attended a workshop sponsored by NASHRM which focused on how to recognize danger signs of employee violence, strategies to avoid workplace violence, and how to react in a violent situation.
- *Social Media...So What*, sponsored by Corner Stone. A representative from Valdosta State University discussed the importance of using social media platforms to fulfill HR functions, recruitment, and employee engagement.
- *HR Metrics that Matter: The Process of Developing a Business Scorecard*, hosted by NASHRM. The workshop focused on the movement of business objectives from top-level management to the hourly employee and how to establish expectations for an organization.
- A representative from Staff Employment participated in the Northeast Alabama Human Resources and manufacturing Conference hosted by Northeast Alabama Community College, which provided participants with information on how to prepare for a DOL audit, recent employment law updates, and employee morale and team building.