



THE UNIVERSITY OF
ALABAMA IN HUNTSVILLE

AFFIRMATIVE ACTION PLAN

September 1, 2019 – August 31, 2020



Affirmative Action Plan

The Affirmative Action Plan is an annual report prepared by Human Resources in compliance with Executive Order 11246, Section 503 of the Rehabilitation Act of 1973 (as amended), and the Vietnam Era Veterans' Readjustment Assistance Act of 1974 (as amended). Government contractors are required to take affirmative action to ensure that equal opportunity is provided in all aspects of their employment without regard to race, color, religion, sex, sexual orientation, gender identity, or national origin. Contractors are also required to develop written affirmative action programs to:

- Ensure equal employment opportunity by institutionalizing the contractor's commitment to equality in every aspect of the employment process.
- Identify areas in the workforce in which there is an underutilization of women, minorities, individuals with disabilities, or protected veterans.
- Develop and execute action-oriented programs to address any identified underutilization.

Required components of Affirmative Action Plans include:

Main Plan:

1. Organizational Profile
2. Designation of Responsibility (Section II)
3. Description of Action-Oriented Programs (Section IV)
4. Description of Internal Audit and Reporting System (Section V)
5. Identification of Problem Areas, including Action-Oriented Programs, if necessary (Section VII)
6. Workforce Analysis (Exhibit 1)
7. Job Group Analysis (Exhibit 2)
8. Availability Analysis (Exhibit 3 – Staff; Exhibit 4 – Faculty)
9. Utilization Analysis and Placement Goals, if necessary (Exhibit 5)
10. The Prior Year's Personnel Activity Data (Exhibit 6)

Individuals with Disabilities and Protected Veterans (AAP II):

1. EEO Policy Statement (Section I)
2. Responsibility for Implementation (Section II)
3. Dissemination of Policy (Section III)
4. Development and Execution of Programs (Section IV)
5. Description of Internal Audit and Reporting System (Section V)
6. Outreach and Recruiting Efforts (Section VI)
7. Veteran Status – Pre/Post Offer (Exhibit 1)
8. Disability Status – Invitation to Self-Identify (Exhibit 2)
9. Workforce Analysis (Exhibit 3)
10. Staff Applicant/Hire Analysis (Exhibit 4)
11. Faculty Applicant/Hire Analysis (Exhibit 5)
12. Staff Utilization (Exhibit 6)

The University of Alabama in Huntsville Organizational Chart

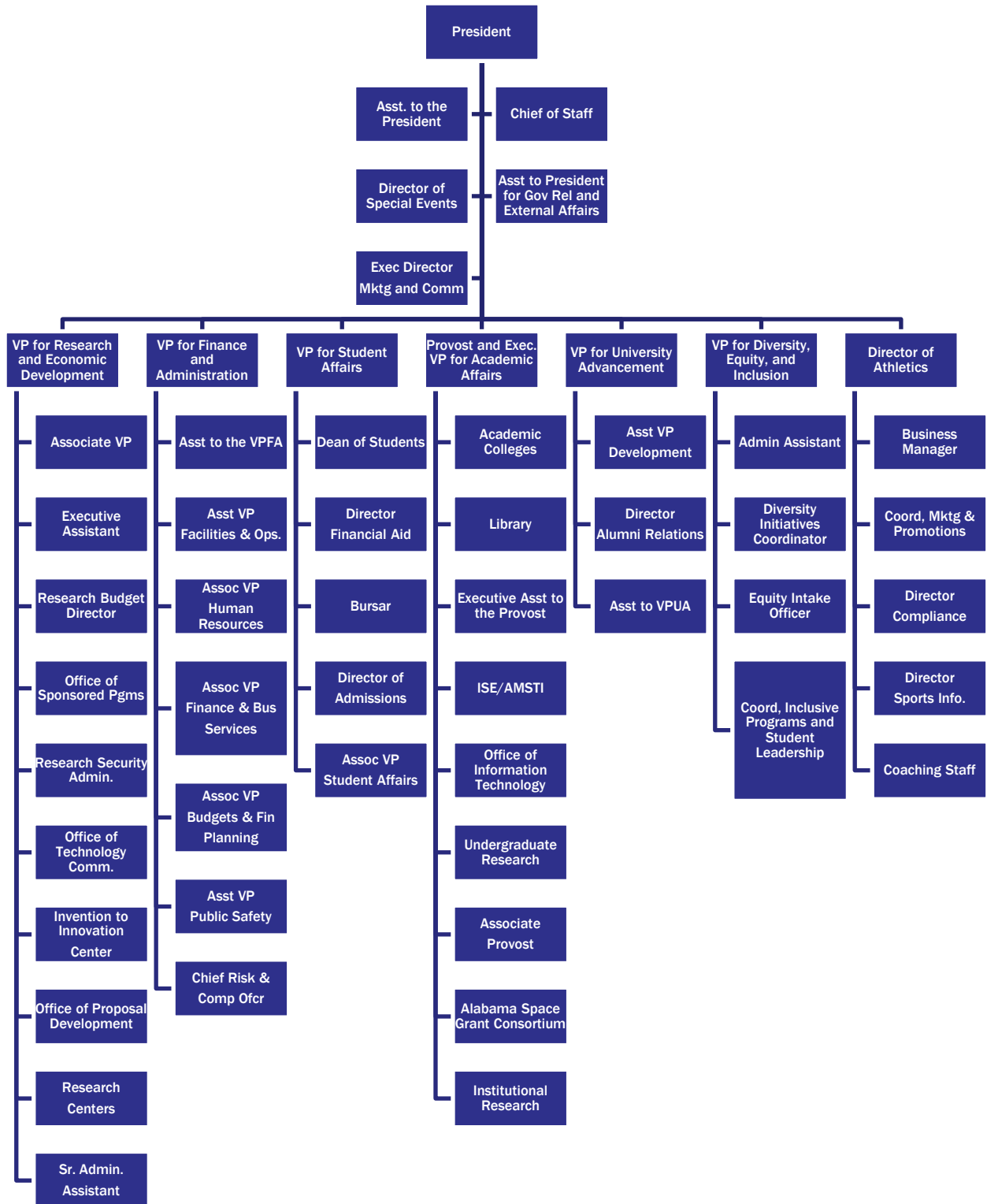


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SECTION I

POLICY STATEMENT ON

EQUAL OPPORTUNITY/AFFIRMATIVE ACTION

The University of Alabama in Huntsville is committed to making employment opportunities available to qualified applicants and employees and does not unlawfully discriminate on the basis of race, color, national origin, religion, sex (including marital or parental status), pregnancy, sexual orientation, age, disability, citizenship, genetic information, or status as a disabled veteran, a recently separated veteran, an active duty wartime or campaign badge veteran, and an Armed Forces service medal veteran (all referred to herein as “protected veterans”). All personnel actions and programs shall be administered in accordance with this equal opportunity (EO) policy. These actions and programs include recruitment; selection; assignment; classification; promotion; demotion; transfer; layoff and recall; termination; determination of wages, conditions and benefits of employment; etc. It is the intent of the University that, in all aspects of employment, individuals shall be treated without unlawful discrimination on any of the foregoing bases, and that employment decisions shall instead be premised upon a person’s ability, experience, and other job-related qualifications.

Additionally, the University is an affirmative action employer of women, minorities, qualified individuals with a disability, and protected veterans. It is committed to making sustained, diligent efforts to identify and consider such individuals for employment and for opportunities arising during employment.

The University is also committed to equal educational opportunity for all qualified students and does not unlawfully discriminate in its educational policies, practices, programs, or activities on the basis of race, color, national origin, religion, sex, (including marital or parental status), pregnancy, sexual orientation, age, disability, citizenship, genetic information, or protected veteran status. Its admissions, financial aid, athletics, student services, and other programs are administered in accordance with this policy.

Discrimination, under this policy, shall be understood to include harassment carried out through unwelcome verbal, written, visual, or physical conduct directed at one or more individuals on the basis of race, color, national origin, religion, sex, pregnancy, sexual orientation, age, disability, citizenship, genetic information or status as a protected veteran.

The University also prohibits retaliation against employees or students who engage in protected activities. Protected activities include making, in good faith, a complaint of discrimination or harassment, assisting others in making a complaint, opposing such acts or practices, or participating in an investigation, proceeding, or lawsuit. Threats, intimidation, reprisals, and/or other adverse actions related to one's employment or academic status constitute retaliation if they may dissuade a reasonable employee or student from exercising his/her right to complain about perceived discrimination or harassment.

In these respects, the University affirms its desire to create a work environment for all employees and a learning environment for all students that is fair, humane, and responsible – an environment that supports and rewards career and educational goals on the basis of such relevant factors as ability and employment or academic performance. A University employee or student who is found, under established University procedures, to have been guilty of discriminatory or retaliatory conduct with respect to another member of the campus community in violation of these policies will be subject to discipline, up to and including possible dismissal or expulsion by the University.

These commitments are designed to meet nondiscrimination/affirmative action requirements imposed by the following federal and state sources of legal obligation, as amended: Title VI and VII, Civil Rights Act of 1964; Executive Order 11246 (E.O. 11246); Title IX, Education Amendments of 1972 (Title IX); the Rehabilitation Act of 1973 (Rehabilitation Act); the Americans with Disabilities Act of 1990 (ADA); the Equal Pay Act of 1963; the Age Discrimination in Employment Act of 1967; the Age Discrimination Act of 1975; the Vietnam Era Veterans' Readjustment Assistance Act of 1974 (VEVRA); the Immigration Reform and Control Act of 1986; the Genetic Information Nondiscrimination Act of 2008; the Immigration Reform and Control Act of 1986; the U.S. Constitution; contract and grant agreements with government agencies; the Alabama Age Discrimination Act of 1997; and the Alabama Constitution of 1901. The University's equal opportunity policies pertaining to its employees and

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students include specific administrative procedures and implementing measures designed to carry out these pledges and to ensure compliance with the foregoing laws.

Inquiries or complaints concerning the application of this policy and these federal requirements should be directed to one of the following persons:

Faculty

- **Contact:** *Vice President for Diversity, Equity, and Inclusion*, Senior Equal Opportunity (EO) Coordinator; EO Coordinator/Faculty for Title IX, E.O. 11246, Rehabilitation Act/ADA, VEVRA
- Student Services Building 320
The University of Alabama in Huntsville
256-824-6899
vpodei@uah.edu

Staff and Third Parties

- **Contact:** *Associate Vice President, Human Resources*, Deputy EO Coordinator/Staff and Third Parties for Title IX, E.O. 11246, Rehabilitation Act/ADA, VEVRA
- Shelbie King Hall 116
The University of Alabama in Huntsville
256-824-2285
hr@uah.edu

Students

- **Contact:** *Dean of Students*, Deputy EO Coordinator/Students for Title IX, E.O. 11246, Rehabilitation Act/ADA, VEVRA
- Charger Union 223
The University of Alabama in Huntsville
256-824-6235
dos@uah.edu

SECTION II

RESPONSIBILITY FOR IMPLEMENTATION

- A. President's Role: The overall responsibility for ensuring that the University has an effectively implemented equal employment opportunity/affirmative action (EEO/AA) program rests with the President. The President is assisted in this responsibility by designated officials with more specific duties, as indicated below. Additionally, it is recognized that the success of the University's affirmative action program depends on the cooperation of administrative and supervisory personnel throughout the institution and the support of all faculty and staff. To that extent, the program calls for the involvement of the entire campus community.
- B. EEO Coordinators – Designation: The Vice President for Diversity, Equity, and Inclusion is the appointed Faculty EEO Coordinator. The Associate Vice President for Human Resources is the appointed Staff and Third Party Coordinator. These individuals are delegated authority by the President to represent the President in EEO/AA matters in their respective areas and are jointly responsible for ensuring that the University's obligations are being carried out.
- C. EEO Coordinators – Duties: It shall be the responsibility of the EEO Coordinators to:
1. Develop policy statements for approval by the President setting forth the institutional commitment to develop EEO/AA procedures, techniques, and programs which shall constitute the University's EEO/AA effort;
 2. Develop methods of internal and external dissemination of the University's EEO/AA commitment and policies;
 3. Develop, implement, and monitor institutional record-keeping, audit, and reporting systems which measure the effectiveness of the University's program and the degree to which progress is being made in the attainment of its goals and objectives and which indicate the need for remedial action;
 4. Identify problem areas and develop appropriate institutional responses;
 5. Serve as liaison, when necessary, between the University and enforcement agencies;

6. Serve as liaison between the University and minority organizations, women's organizations, and community action groups concerned with employment opportunities for minorities and women;
7. Advise and inform the University administration about developments in the equal opportunity area; and
8. Ensure that supervisors are informed that their work performance is evaluated, in part, on their EEO/AA efforts and results and that they are responsible for preventing harassment of employees placed through affirmative action efforts.

D. Role of Deans, Chairs, Directors: Deans, directors, department chairpersons, and other academic/administrative unit heads have an important part to play in providing personal leadership to ensure that the letter and spirit of the University's EEO/AA program is observed in their respective units. Specifically, it shall be the responsibility of such personnel to:

1. Assist in the identification of problem areas and establishment of unit goals and objectives;
2. Encourage involvement with local minority organizations, women's organizations, community action groups, local rehabilitation service centers, and various community service groups;
3. Ensure that periodic audits are made of training programs and hiring, promotion, and resignation/termination patterns, so as to isolate impediments to the attainment of goals and objectives;
4. Conduct regular discussions with managers, supervisors, and employees to be certain the institution's policies are understood and followed;
5. Review the qualifications of all employees to ensure that minorities, women, and other affected classes are given full opportunities for transfers and promotions;
6. Ensure the availability of career counseling to all employees;
7. Periodically check activities and facilities to ensure compliance, such as, for example, that posters are properly displayed, facilities are desegregated, and minority and female employees are afforded a full opportunity to participate in all sponsored educational, training, recreational, and social activities;

8. Inform supervisors that their work performance is being evaluated, at least in part, on the basis of their equal employment opportunity efforts and results as well as other criteria;
 9. Inform managers and supervisors to take actions to prevent harassment of employees placed through affirmative action efforts;
 10. Support the professional growth and development of minority and women employees; and
 11. Ensure that all employees are evaluated on the basis of qualifications, performance, and merit.
- E. EO/AA Committee. An Equal Opportunity/Affirmative Action Committee is a University committee appointed by the President. It shall advise and make recommendations to the President concerning EEO/AA matters, identify issues or problems which need to be addressed in order to make the University's affirmative action plan more effective, and provide assistance upon request to University officials with designated EEO/AA responsibilities. Composition of the committee shall include a cross section of personnel from both academic and non-academic units on campus, with women and minorities being represented.

SECTION III

DISSEMINATION OF POLICY

The University recognizes that widespread awareness of its policy is an important requisite for effective implementation. It is therefore committed to use a variety of dissemination techniques as a means of ensuring that notice of the policy reaches the appropriate internal and external audiences.

A. Internal Communication. University policy with respect to its affirmative action program is made known to faculty and staff through standard means of institutional communication, as follows:

1. Each year the President issues a memorandum to the University community affirming the institution's commitment to EEO/AA.
2. An electronic copy of the Affirmative Action Plan is made available on the UAH Human Resources web page. A link to the Plan is included in the President's annual memorandum. Deans, directors, department chairpersons, and other management personnel are encouraged to review the plan and share with their respective teams.
3. The University's EEO/AA policy is stated in the *Faculty Handbook* and the *Staff Handbook*. All employees are provided directions on how to electronically access both handbooks during the onboarding process. Faculty and staff are notified by Academic Affairs (faculty) or Human Resources (staff) when any portion of either handbook is updated or revised.
4. When employees are pictured in University publications or on University web pages, an effort is made to include minorities and women.
5. All brochures, bulletins, and catalogs published by the University contain a statement attesting to the institution's EEO/AA commitment.
6. Bulletin boards are located in conspicuous areas and buildings throughout the campus and are utilized for displaying official posters relating to EEO/AA.
7. All letters of offer include language stating the fact that the University is an EEO/AA employer.
8. During orientation sessions provided by the Office of Human Resources, new employees are informed about the University's affirmative action program.

9. The University utilizes every opportunity during meetings or in certain staff development and training courses to explain the intent of the affirmative action program, emphasize its importance, and define individual responsibilities in assisting the University with respect to its obligations.

B. External Communications. The EEO/AA policy of the University is disseminated externally as follows:

1. All stationery bearing The University of Alabama in Huntsville logo shall be imprinted with the statement, “An Affirmative Action/Equal Opportunity Institution.”
2. All advertisements for faculty and staff positions placed by the University include the EEO/AA statement.
3. All purchase orders and subcontracts incorporate the prescribed equal employment opportunity clause by reference.
4. All major recruiting sources are informed of the University’s EEO/AA policy and are requested to actively recruit minorities and women for all position openings at the University.
5. Prospective employees are informed about the existence of the University’s affirmative action program.
6. When employees are pictured in University publications that have wide circulation in the community, an effort is made to include both minority and female employees.

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 asked during the application process are restricted to those necessary to determine individual abilities and job-related competencies.
 - d. Tests are generally not administered during the selection process, with the exception of job-related psychological, physical agility, and physical ability tests conducted for candidates for campus Police Officer. When a test is administered, it is evaluated and approved by Human Resources to ensure that it tests job-related competencies and is applied consistently and fairly.
 - e. Position descriptions are available to all personnel engaged in recruiting and as well as candidates. These position descriptions are continually reviewed to ensure that there is no bias with respect to race, color, religion, national origin, sex, pregnancy, sexual orientation, age, disability, citizenship, genetic information, or veteran status.
 - 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. All staff vacancies are listed on the UAH Staff Careers Page, along with minimum qualifications for each vacancy. Existing personnel are encouraged to apply.
- h. Candidates for new positions are sought from a broad range of sources, including but not limited to appropriate related web sites and publications; various employment agencies, groups, and individuals concerned with equal employment opportunity; trade journals and *The Chronicle of Higher Education*, as appropriate to each recruiting effort; and college and university placement offices.
- i. All recruitment literature, letters, and position announcements include the University's EEO/AA statement.
2. Selection. To ensure selection of personnel on only on the basis of relevant job qualifications, the following affirmative action policy is observed:
- All applications for staff positions must be submitted to Human Resources where initial screening of applicants is accomplished. These applications are uploaded by the applicant directly into an electronic applicant tracking system. The Office of Human Resources provides accommodations for applicants who are unable to download the application.
- a. 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 may be 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.
- b. Hiring managers must disposition each candidate to provide the necessary detail that supports the selection of their preferred candidate over other candidates. This dispositioning is reviewed by Human Resources prior to the extension of a job offer to ensure that nondiscriminatory selection criteria were used to select a candidate.

- c. 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.
 - d. Offers of employment are not made during the interview process and supervisors are not permitted to discuss salary matters with applicants. Applicants are advised of beginning salary levels by the Office of Human Resources.
 - e. Reference and background checks are conducted by the Office of Human Resources before an offer of employment is made.
 - f. Offers of employment are made by the Office of Human Resources after consultation with the appropriate department or unit head.
 - g. 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 reorganization, or to avoid underutilization of an incumbent that would otherwise result from reclassification or reorganization. Contingent upon approval by the Associate Vice President for Human Resources, the following employment actions 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 or where continuation of business operations will be critically impacted if the position is not filled. 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 or layoff 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 may be discussed during the pre-employment interview and again during the onboarding process.
- b. Employees learn of promotional opportunities through posting of open positions on the UAH Staff Careers web page.
- 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 should make special efforts to encourage women and minority employees to take full advantage of these opportunities.
- e. The Office of Human Resources provides access to 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, wellness, and conflict resolution.

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 ensure 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 academic head unit must prepare and submit to the Faculty EEO Coordinator and the Provost 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 ensure they do not contain language or conditions that might have an adverse impact upon or be a disincentive to females or protected minorities.
 - f. The position advertisement/announcement is widely distributed, 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 predominantly 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 Applicant Worksheet. In addition, the Applicant Worksheet 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 positions, are constituted so as to include women and minority members, whenever possible.
- a. Prior to authorization from the dean and Provost for a virtual or 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 who meet the basic qualifications specified in the position advertisement/announcement and who complete the application process are considered.
- 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 and the dean/director 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 may 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 or director 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 and academic support units 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 EEO 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. to 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*.

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. Policies are developed and administered with the intent to promote fair and equitable decision-making, consistency of practice, and effective stewardship of University resources.
 - a. The University has adopted a classification and compensation system based upon job analysis and benchmarking to the external market. Each job is assigned to one of 19 pay zones. Each pay zone denotes the broad salary parameters for jobs that are similar in level, as determined primarily by market rate and difficulty of work. The

pay zones are also aligned to the job groups used for Affirmative Action reporting.

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. 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.

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 System. Under current Board rules, the Chancellor is responsible for annually approving salary ranges for all faculty positions with 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 ensure fundamental equity.

D. Fringe Benefits.

1. Review. Fringe benefits are regularly reviewed by the Office of Human Resources to ensure 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 ensure 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 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 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 made available to all University employees. Courses and webinars are designed to promote personal and professional growth, with specific emphasis given to developing supervisory and leadership skills. These staff development and training resources are also available through partnerships with external vendors, such as the University's Employee Assistance Provider. Women and minorities are especially encouraged to take advantage of these opportunities.

SECTION V

INTERNAL AUDIT AND REPORTING SYSTEMS

Appropriate monitoring mechanisms are essential to on-going and periodic evaluations of compliance with and progress under the institution's affirmative action program. Accordingly, the University has devised and is utilizing a variety of internal audit and reporting procedures by which officials with EEO/AA responsibilities can monitor and review actions being taken.

- A. Faculty Hiring – EEO Officer/Coordinator Monitoring. Faculty recruitment and selection is governed by a standard procedure that requires specific reporting with respect to the position description and qualifications, the breadth of the recruitment, the process for screening the applicant pool and interviewing candidates, the justification for the final selection, and the involvement of female and minority candidates in the process. This procedure and the documentation that accompanies it are closely monitored by the Faculty EEO Coordinator.
- B. Staff Hiring – EEO Officer/Coordinator Monitoring. Recruitment for staff positions is centralized in the Office of Human Resources. Applicant flow data are collected and maintained in this office including name, race, gender, referral source, position applied for, interview results, and final disposition. A computerized personnel system is utilized to prepare monthly reports of major personnel actions such as hires, transfers, promotions, and terminations.
- C. Exit Interviews. Each terminating staff employee is offered the opportunity to be personally interviewed by the Office of Human Resources. During this interview, the terminating employee is encouraged to speak openly about his or her employment experience at the University and to suggest ways to make better the working environment at the University and in the particular working unit. Interviewing personnel are particularly sensitive to any suggestion by or complaint from the terminating employee concerning discriminatory treatment or conditions. If there is such a suggestion or complaint, the matter is immediately followed up by the Staff EEO Coordinator or his/her designee with the supervisor or other University official concerned.

- D. Annual Procedures Review. At least annually, the Faculty EEO Coordinator and the Staff EEO Coordinator review all selection, promotion, and training procedures to ensure that they are nondiscriminatory.
- E. Records. Copies of pertinent internal and external correspondence relating to EEO/AA matters are maintained in permanent electronic or physical files. Academic EEO/AA correspondence is kept on a centralized basis by the Faculty EEO Coordinator, while files pertaining to positions filled are maintained both by the Faculty EEO Coordinator and by the academic unit head. Staff EEO/AA correspondence is maintained by the Staff EEO Coordinator in the Office of Human Resources.
- F. Annual Progress Reports. Annual progress reports summarizing all relevant data and information are prepared by the Faculty EEO Coordinator and by the Staff EEO Coordinator. Problem areas and deficiencies, if any, are noted in the annual report, along with recommended remedial measures and other actions that may advance EEO/AA objectives.
- G. EO/AA Committee Assessments. The Equal Opportunity/Affirmative Action Committee reports to the President. It is invited to include in its report an assessment of the University's EO/AA efforts, an evaluation of the Affirmative Action Plan, an identification of problem areas, and proposed changes or alternatives with regard to Plan provisions or efforts undertaken pursuant to it.
- H. Management Modifications of Plan. Each year, the President, EEO officials, and other upper level management review the Affirmative Action Plan and make any revisions necessary, utilizing the foregoing annual reports and other pertinent information and input. The objective of this annual review is to ensure that the University's EEO/AA program meets all applicable legal requirements and remains an effective tool for advancing the interests of minorities and women in the workplace.

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 statistically gauging 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. Summary data, excluding salary and wage rates, is included in the published Affirmative Action Plan.
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. As with the Staff workforce analysis, summary data, excluding salary and wage rates, is included in the published Affirmative Action Plan.
4. Lines of Progression. 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. Formal lines of progression for faculty are indicated by the traditional academic ranks (*i.e.*, Instructor, Lecturer, 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.

5. Workforce List. The complete work force listing is contained in Exhibit 1 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 acknowledgement 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.

- b. The ten staff job groups are listed and generally described below. A detailed listing of specific jobs included in each job group is displayed in Exhibit 2.

- 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; conduct professional scientific research reviews and assessments; and perform verification of requirements and conduct in-depth studies on research projects in the University’s 17 research centers and nine academic colleges. 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 and academic Deans. 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 to 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 these tasks may be learned on the job and prior experience is not generally required. Employees work within well-defined guidelines and established procedures.
 - ix. ***Custodial Workers.*** 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 ensure 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 within 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; 2010 EEO Special Census File United States EEO-1 Category Report – Limestone, Madison Counties, AL; UAH Internal Records. The completed availability tables are attached to this Plan as Exhibit 3.

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 and the Library. Full-time faculty in baccalaureate and higher degree programs were used to determine a pool for the College of Nursing and the Library, since candidates for faculty positions in those academic units need not hold a Ph.D.
- b. The National Center for Education Statistics' *Degrees and Other Awards Conferred by Postsecondary Institutions of Higher Education* annual report is the resource from which national figures for minority, Black, and female doctorate holders is obtained. Information on nursing faculty is obtained from the annual *Salaries of Instructional and Administrative Nursing Faculty in Baccalaureate & Graduate Programs in Nursing*, published by the American Association of Colleges of Nursing.
- c. The academic fields of doctorate or master's degree 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 4.

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 analysis 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 the University'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 5 shows the range of protected class incumbents for each job group which, according to the use of this formula, would reasonable be expected by their availability. The University reserves the right to modify the foregoing statistical method or substitute other methods at any time 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 5 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. 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 several 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,

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. The overall workforce increased by 2%, from 1,393 to 1,427, with the largest increase in the Research job group (13%). The representation of females and minorities increased by 2% and 6%, respectively.

1. Staff Job Groups. In regard to female and minority group representation among staff job groups during the period September 1, 2019 through August 31, 2020, an assessment of developments within each job group is discussed below.

a. Senior/Academic Administration. Although there were no appointments in this job group during this reporting period, five (5) employees were promoted into senior administrative positions. Two (2) females, including one African American, were promoted positions as Vice President for University Advancement and Vice President for Diversity, Equity, and Inclusion.

b. Research. There was an increase of 13% in this job group. The percentage utilization increased for females (3.11%), minorities (29%), and African Americans (32%). Twenty-nine (29) females, including three (3) African Americans, three (3) Hispanics, and four (4) Asian/Pacific Islanders, accepted appointments into this job group. Appointments of minority males included five (5) African Americans, three (3) Hispanics, and seven (7) Asian/Pacific Islanders. Ten (10) minority females (5) African Americans, three (3) Hispanics, one (1) Asian/Pacific Islander, one (1) Native American) and eighteen (18) minority males (10 African Americans, 2 Hispanics, 4 Asian/Pacific Islanders, 2 Native Americans) were transferred or promoted within or into this job group.

c. Directors and Managers. There was an 11% increase in the number of employees in this job group with corresponding increases in the percentage utilization of females

(14%) and minorities (11%). Three (3) females were appointed to positions as Director, Customer Services and Facilities Management Systems; Director, Utilities and Sustainability in Facilities and Operations; and Executive Project Manager in the Office of the President. Six (6) females were promoted within or into this job group. An African American male was promoted to the position of Interim Assistant Director, Facilities and Grounds Management, and one Hispanic male was promoted to the position of Director of Creative Services in the Office of Marketing and Communications.

d. Advanced Professional. There was a slight increase (6%) in the number of employees in this job group, with females continuing to comprise the majority (79%) of employees. One African-American female accepted an appointment Academic Advisor in the College of Business and one Asian male was appointed to the position of Senior Admissions Counselor in Graduate Studies. Promotions within this job group include one African American female to the position of Senior Resource Manager in the College of Engineering.

e. Entry-Level Professional. The number of employees in this job group decreased slightly and there are no placement goals for women or minorities. Twelve (12) females, including four (4) African Americans, accepted appointments into this job group. A majority of those appointments was the placement of Admissions Counselors in the Office of Admissions and Recruitment.

f. Computer Technicians and Other Technicians. The number of employees in this job group decreased by 12%; however, the percentage utilization of females increased while the percentage utilization of African Americans and minorities remained the same. Notable changes include the appointment of five (5) females, including one (1) African American and one (1) Asian/Pacific Islander, to the following positions: Instructional Designer, Enhanced Teaching and Learning Center; Graphic Designer, Office of Marketing and Communications; Academic Technology Specialist, College

of Nursing; and Enterprise Applications Administrator and Information Systems Analyst III in the Office of Information Technology.

g. Advanced Clerical. Similar to last year, there are no placement goals for women or minorities and the group remains predominantly female at 91%. Fourteen (14) women, including seven (7) African Americans, were appointed to positions within this job group. One (1) African American female was promoted to the position of Senior Records Coordinator in Records and Registration.

h. Entry-Level Clerical. The total number of employees in this job group decreased by 26%; there were ten (10) terminations and seven (7) promotions out of this job group. Despite the decrease in the total number of employees, the percentage utilization of African Americans and minorities increased. Females continue to be the majority in this job group at 68%. Seven (7) females, include one (1) African American and one (1) Native American, accepted appointments into this job group. An African American male was appointed to the position of Office Assistant in the Office of Diversity, Equity, and Inclusion.

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 total number of employees in this job group decreased slightly (3%); however, the percentage utilization of females increased slightly and the representation of minorities remained constant. Three (3) females accepted appointments as Police Officer and Radio Dispatcher in Public Safety, and Supervisor, Auxiliaries Maintenance in Facilities and Operations. An Asian male was appointed to the position of Police Officer in Public Safety.

2. Faculty Job Groups. In regard to female and minority group representation among faculty during the period September 1, 2019 through August 31, 2020, an assessment of developments within each College is discussed below.

a. Arts, Humanities, and Social Sciences. The College of Arts, Humanities, and Social Sciences appointed three (3) females to positions as Lecturer and Temporary Lecturer

in the English Department and Lecturer in Communication Arts. Nine (9) females, including one (1) African American, were promoted during this period. Two of those promotions were to full Professor in Psychology and Communication Arts. One (1) Asian male was appointed to the position of Lecturer in the English Department. Eight (8) females, including one (1) African American, one (1) Hispanic, and one (1) Asian/Pacific Islander separated from the University during this period.

b. Business Administration. The College of Business appointed one (1) Asian female to the position of Assistant Professor in Accounting. The department of Management Science appointed one (1) Asian male to the position of Assistant Professor. The department of Marketing/Management and Information Systems promoted two (2) Asian males; one (1) was awarded tenure and promoted to Associate Professor and one (1) was promoted to full Professor. Two (2) females, including one (1) African American, separated from the University in the department of Management and the department of Accounting.

c. Education. There were no faculty appointments, terminations, or promotions in the College of Education during this reporting period.

d. Engineering. Three (3) faculty, including one (1) African American and one (1) Native American, accepted appointments in the College of Engineering. One (1) African American male was promoted to full Professor in Industrial and Systems Engineering and Engineering Management and one (1) Asian female was awarded tenure and promoted to Associate Professor in Civil and Environmental Engineering.

e. Graduate Studies. There were no faculty appointments, terminations, or promotions in the College of Education during this reporting period.

f. 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.

g. Nursing. The College of Nursing appointed two (2) females as Assistant Professor and Temporary Clinical Instructor. One (1) African American male was appointed to

the position of Clinical Instructor. Eight (8) females were promoted to Clinical Assistant/Associate Professor and Clinical Instructor. Three (3) females in the College of Nursing separated from the University during this period.

h. Professional and Continuing Studies. The College of Professional and Continuing Studies appointed one (1) female to the position of Clinical Assistant Professor.

There were no promotions or terminations.

i. Science. One (1) female was appointed to the position of Lecturer in Mathematical Sciences. Two (2) Asian males received were promoted to full Professor in Mathematical Sciences and Physics and Astronomy. Two (2) female lecturers in Mathematical Sciences separated from the University.

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 6.
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 4,304 applications for staff positions during the past year. From year to year, the most popular recruitment sources continue to be UAH employees, the Internet (UAH Careers Page), and career websites. African Americans and minorities accounted for 23% and 28% of the applicant pool, respectively, similar to the prior reporting period. A majority of the applications received were for positions in the Research, Advanced and 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 available on the online application and employment system, which is updated frequently. Upward mobility is encouraged by both the Office of Human Resources and immediate supervisors in the area. Training opportunities are offered through the Office of Human Resources 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 91% and 68%, 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 221 UAH employees who participated in the tuition assistance program provided by the University, 49.32% (109) were female and 23% (51) were minorities.

- D. Compensation System Analysis. The University adopts a Total Rewards compensation philosophy to attract, motivate, and retain staff. In this reporting period, the University updated its approach to classification and compensation of staff positions (non-Research). While the prior compensation system did promote internal equity, it hindered the University's ability to perform external benchmarking and maintain market competitiveness. Adopting an approach used by many universities today, the University now utilizes a market-reference system and classification of work is based upon job analysis and benchmarking to the external market. Each position is assigned to a Pay Zone, with salary parameters for jobs that are similar in level, as determined primarily by market rate and difficulty of work.
- E. Personnel Procedure Review. The Staff EEO Coordinator reviews the selection, recruitment, referral, and other personnel procedures from time to time to ensure 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 Elwood Staffing and Spur Staffing to place persons in temporary assignments. During this reporting period, 45 persons were placed into temporary positions. The total number of placements is shown below with a breakdown for each job classification, including percentages of minority placements:

Job Group	Minority			White			Unknown			Total				
	M	F	Total	M	F	Total	M	F	Unk	Total	M	F	Unk	Combined
Advanced Clerical		2	2		2	2				0	0	4	0	4
Advanced Professional			0			0				0	0	0	0	0
Custodial Services	15	8	23	1	0	1		1		1	16	8	1	25
Entry-level Clerical	1	6	7	1	1	2				0	2	7	0	9
Entry-level Professional			0		2	2				0	0	2	0	2
Computer/Other Techs		1	1	3	1	4				0	3	2	0	5
Research			0			0				0	0	0	0	0
Service/Maintenance			0			0				0	0	0	0	0
Totals	16	17	33	5	6	11	0	1	0	1	21	23	1	45

2. Career Fairs. Representatives from Talent Management attended several career fairs during this reporting period, including the following:

- a. UAH Job Fair
- b. Second Chance Career Fair

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

- a. *Alabama Department of Rehabilitative Services Medical and Psychological Aspects of Disability in the Workplace*
- b. *Huntsville Area Committee for the Employment of People with Disabilities*
- c. *Recruitment and Employment of People with Disabilities*
- d. *Inclusivity During the Employee Lifecycle*
- e. *HR as Allies: How HR Can Support Diversity, Equity, and Inclusivity at Work*

SECTION VIII

COMPLIANCE WITH GUIDELINES ON SEX DISCRIMINATION

It has been, and continues to be, the policy of the University not to discriminate in employment on the basis of sex.

A. Recruitment and Advertisement.

1. The University actively recruits both men and women for all jobs. Referral sources are informed that the University has no specific sex preference and seeks only qualified applicants without regard to race, color, sex, religion, or national origin.
2. Advertisements for job openings, when used, are placed in a general category with no sex preference indicated.
3. All advertisements include the University's EEO/AA statement.

B. Job Policies and Practices. All relevant written personnel policies indicate that they apply to all employees on an equal basis, regardless of sex.

1. The University makes no distinction in hours, wages, benefits, or other terms and conditions of employment on the basis of sex.
2. Job classifications are not gender-restrictive and sex is not currently considered a bona fide occupational qualification for any job at the University. Qualified employees of either sex are given equal consideration for any position vacancy.
3. Employees are not treated differently on the basis of marital status or parental status.
4. The University provides appropriate and comparable physical facilities for both female and male employees.
5. The University employs individuals on the basis of their qualifications, regardless of the existence of state "protective" laws.
6. All leave policies of the University are, in content and application, nondiscriminatory with respect to sex.
7. The University's retirement plan and policies do not differentiate between employees on the basis of sex.

8. Where “seniority” (i.e. length of service) is a factor for certain benefits or conditions of employment, the same criteria are applied to all employees regardless of sex.
9. University wage and salary schedules and its compensation policies are not related to or based on the sex of employees.
10. Ongoing salary monitoring occurs during the selection process and before beginning salary rates are established for new hires and promotions through use of a quarterly “compensation ratio” report maintained by the University. This report displays salaries of employees in comparable positions, with years in service in those positions indicated, and it thus provides a comparative means of evaluating the appropriateness of the proposed salary for the new position.

C. Pregnancy and Medical Conditions.

1. Women who find it necessary to spend time away from the job because of childbearing or related medical conditions are not penalized in their employment with the University. The University’s leave policy includes provisions for maternity leave. Seniority, position, and other benefits are retained when the employee returns to work.
2. Disabilities caused or contributed to by pregnancy, childbearing, or related conditions are treated the same as disabilities caused or contributed to by other medical conditions under the University’s health insurance plan.

D. Sexual Harassment. The University does not tolerate sexual harassment of any kind in its workplace. See the University’s policy statement on Equal Opportunity and Affirmative Action that includes provisions relating to sexual harassment in Section I.

E. Affirmative Action.

1. The University recruits in good faith females for all job levels.
2. Access to all training programs is equally available to male and female employees.

SECTION IX

COMPLIANCE WITH GUIDELINES ON DISCRIMINATION

BECAUSE OF RELIGION OR NATIONAL ORIGIN

It has been, and continues to be, the policy of the University not to discriminate against employees or applicants for employment because of religion or national origin and to take affirmative action to ensure that applicants are employed and employees are treated without regard to their religion or national origin.

A. Implementing Procedures and Activities.

1. The University is committed to an on-going review of its employment practices to ensure that members of various religious and/or ethnic groups are being given fair consideration for all job opportunities.
2. The University's obligation to provide equal employment opportunity without regard to religion or national origin is communicated to all employees.
3. Recruiting sources are informed of the University's commitment to equal employment opportunities without regard to religion or national origin.

B. Accommodations to Religious Observance and Practice. The University accommodates the religious observances and practices of employees or prospective employees up to the point where such accommodation would cause undue hardship to the employing unit and the University. In determining the extent of its obligation to accommodate, the University considers business necessity, financial costs and expenses, and any resulting personnel or health problems.

C. Nondiscrimination. The implementation of this policy shall not be accomplished in a manner that results in discrimination against any qualified employee or applicant for employment because of race, color, religion, sex, or national origin.

Affirmative Action Program II

Individuals with a Disability

and

Protected Veterans

SECTION I

POLICY STATEMENT ON EQUAL EMPLOYMENT OPPORTUNITIES

FOR INDIVIDUALS WITH A DISABILITY AND PROTECTED VETERANS

It is the policy and intent of the University to provide equal opportunity in employment to all persons, as stated in the University's current Equal Employment Opportunity and Affirmative Action (EEO/AA) policy. Consistent with that policy, the University is dedicated to providing equal employment opportunities to qualified individuals with a disability and protected veterans and to taking affirmative action to employ and advance in employment those persons. The objective of this commitment is the utilization of qualified individuals with a disability and protected veterans in all levels of job classification at the University. The University commits to making employment decisions based solely on valid job requirements and to ensuring that all personnel actions are taken and employee programs are administered without regard to disability or to protected veteran status.

For the purposes of this program, an "*individual with a disability*" shall be understood to mean any person who has a physical or mental impairment that substantially limits one or more of that person's major life activities, any person who has a record of such an impairment, or any person who is regarded as having such an impairment. A "*qualified individual with a disability*" shall be defined to mean an individual with a disability who possesses the skill, experience, education, or other job-related requirements for a position and who is capable of performing the essential functions of a particular job, with or without reasonable accommodation to his or her disability, at the minimum acceptable level of productivity applicable to a nondisabled incumbent employee. The term "*protected veteran*" includes a disabled veteran, a recently separated veteran, an active duty wartime or campaign badge veteran, and an Armed Forces service medal veteran. Those terms shall have the meanings stated in 41 CFR Part 60-300.

This policy shall apply to all employment actions, including but not limited to recruitment, hiring, upgrading, promotion, aware of tenure, transfer, demotion, layoff, termination, recall, job assignments and classifications, position descriptions, lines of progression, rates of pay or other forms of compensation, leave and fringe benefits, selection for training at all levels of employment, and any other term, condition, or privilege of employment.

SECTION II

RESPONSIBILITY FOR IMPLEMENTATION

- A. President's Role: The President shall have overall responsibility for the University's compliance with the commitments expressed in this affirmative action program. The President is assisted in this responsibility by designated officials with more specific duties, as indicated below. Additionally, it is recognized that the success of this affirmative action program depends on the cooperation of administrative and supervisory personnel throughout the institution and the support of all faculty and staff. To that extent, the program calls for the involvement of the entire campus community.
- B. EEO Officers and Coordinators.
- a. Designation. The University officials with the principal executive roles in directing the institution's efforts under this program shall be the Staff EEO Coordinator (the Associate Vice President for Human Resources) and the Faculty EEO Officer (the Vice President for Diversity, Equity, and Inclusion), as designated in the University's general Affirmative Action Plan.
 - b. Duties. It shall be the responsibility of the EEO Coordinators to:
 - i. Develop policy statements, affirmative action programs, and internal and external communication techniques, including discussions with managers, supervisors, and employees, to ensure that the policies stated herein are followed;
 - ii. Ensure that supervisors are advised that their work performance is evaluated on the basis of their affirmative action efforts and results, as well as other criteria, and that they are responsible for preventing harassment of employees placed through affirmative action efforts;
 - iii. Identify problem areas in the implementation of this program and develop solutions to such problems;
 - iv. Maintain an audit and reporting system to monitor the progress and effectiveness of the program;

- v. Serve as liaison between the University and the various governmental enforcement agencies, vocational rehabilitation organizations, and organizations of and for disabled persons and protected veterans;
 - vi. Advise and inform the University administration about developments in the equal opportunity area affecting disabled persons and protected veterans; and
 - vii. Ensure that career counseling is available for disabled and protected veteran employees.
- C. Role of Deans, Chairs, and Directors. Deans, directors, department chairpersons, and other academic/administrative unit heads have an important part to play in providing personal leadership to ensure that the letter and spirit of this program is observed in their respective units.
- D. EO/AA Committee: The Equal Opportunity/Affirmative Action Committee, discussed in the University's general Affirmative Action Plan, shall also take into consideration individuals with a disability and protected veterans.

SECTION III

DISSEMINATION OF POLICY

- A. Internal Dissemination. To help build an adequate base of understanding and support on the part of University employees for this EEO/AA program, the following means of internal communication are utilized:
- a. Each year the President issues a memorandum to the University community affirming the institution's commitment to EEO/AA. The memorandum includes specific reference to increasing employment opportunities for individuals with a disability and protected veterans.
 - b. An electronic copy of the Affirmative Action Plan is made available on the UAH Human Resources web page. A link to the Plan is included in the President's annual memorandum. Deans, directors, department chairpersons, and other management personnel are encouraged to review the plan and share with their respective teams.
 - c. The University's EEO/AA policy is stated in the *Faculty Handbook* and the *Staff Handbook*. All employees are provided directions on how to electronically access both handbooks during the onboarding process. Faculty and staff are notified by Academic Affairs (faculty) or Human Resources (staff) when any portion of either handbook is updated or revised.
 - d. Whenever possible, University publications feature pictures of or articles about individuals with a disability and protected veterans employed at the University.
 - e. All brochures, bulletins, and catalogs published by the University contain a statement attesting to the institution's EEO/AA commitment.
 - f. Bulletin boards are located in conspicuous areas and buildings throughout the campus and are utilized for displaying official posters relating to EEO/AA.
 - g. All letters of offer include language stating the fact that the University is an EEO/AA employer.

- h. During orientation sessions provided by the Office of Human Resources, new employees are informed about the University's affirmative action program.
 - i. The University utilizes every opportunity during meetings or in certain staff development and training courses to explain the intent of the affirmative action program, emphasize its importance, and define individual responsibilities in assisting the University with respect to its obligations.
- B. External Communications. To bring this EEO/AA program to the attention of the community it serves and from which it recruits, the University relies on the following means of outreach, recruitment, and communication:
- a. All stationery bearing The University of Alabama in Huntsville logo shall be imprinted with the statement, "An Affirmative Action/Equal Opportunity Institution."
 - b. All advertisements for faculty and staff positions placed by the University include the EEO/AA statement.
 - c. All purchase orders and subcontracts incorporate the prescribed equal employment opportunity clause by reference.
 - d. All major recruiting sources are informed of the University's commitment to employ qualified individuals with a disability and protected veterans and have been requested to actively recruit and refer such individuals to the University.
 - e. An effort is made to maintain contact with and periodically to seek the assistance and support of local veterans' groups, the nearest Department of Veterans Affairs Regional Office, the Alabama Department of Rehabilitation Services, veterans' employment representatives in local employment offices, etc. in recruiting qualified disabled veterans and other protected veterans. The same effort is made with regard to State vocational rehabilitation agencies, social service agencies, organizations of or for individuals with disabilities, etc. Such contacts are also used, as needed, for advice, technical assistance, and referral of potential employees.

SECTION IV

DEVELOPMENT AND EXECUTION OF PROGRAMS

A. Recruitment and Selection.

- a. University job notices contain language that affirms its commitment to providing equal access for all applicants, including veterans and individuals with disabilities, and to increase employment opportunities for such applicants.
- b. Each employee and each applicant for employment (both at any time “pre-offer” and after an offer is made but prior to the beginning of employment) is invited to identify himself or herself as an individual with a disability or a protected veteran, so that he or she may benefit from this affirmative action program. The invitation to employees to self-identify is made at least every five (5) years. Documents in generally the form as set forth in Exhibits 1 (Veteran Status – Pre-offer and Post-offer/Present Employee) and 2 (Disability Status – Invitation to Self-Identify) are used for this purpose. This information is kept separate from employment records and is not shared with hiring managers or supervisors.
- c. To ensure that its application system is accessible to applicants with a disability and disabled veterans, the University provides notice online and in poster form at several campus locations informing such applicants that they may request an accommodation to be able to utilize the online application system or they may use an alternative method to apply for employment positions.
- d. The University periodically reviews all its employment procedures to assure careful, thorough, and systematic consideration of the job qualifications of known disabled individual and protected veteran applicants for job vacancies filled either by hiring or promotion and for all training opportunities offered or available. Modifications in these procedures are made from time to time as necessary to ensure compliance with this obligation.

- e. All selection processes are monitored to ensure that they do not have a discriminatory effect on qualified individuals with a disability and protected veterans and do not allow stereotypes to be applied to such individuals so as to limit access to employment opportunities. Questions on the electronic application form for staff positions are restricted to those necessary to determine individual abilities and job-related competencies. Forms and procedures used in the faculty selection process are reviewed to ensure that they include and incorporate EEO/AA features for the benefit of qualified individuals with a disability and protected veterans.
- f. Members of the Human Resources staff who are involved in the recruiting and selection process are carefully selected and trained so as to be knowledgeable about the University's affirmative action program and obligations and regarding the unique recruitment issues relating to veterans and individuals with a disability.
- g. In determining the qualifications of a protected veteran, the University limits its consideration of the individual's military record, including discharge papers, to that portion of the record that is relevant to the requirements for the job opportunity for which the individual is being considered.
- h. The personnel or application records of each known individual with a disability or protected veteran employee or applicant for employment will include information necessary to identify each vacancy, promotion, or training opportunity for which he or she was considered.
- i. When an individual with a disability or a protected veteran applies for a position that is unavailable, he/she should be considered for any other available position for which he/she may be qualified.
- j. In each case where an individual with a disability or a protected veteran employee or applicant is rejected for employment, promotion, or training, a statement of the reason(s) as well as any accommodations considered (for an individual with a disability or a disabled veteran) will be included in the record. When an individual with a disability or a disabled veteran individual is hired, promoted, or trained and the University provided any

special accommodation to make this possible, the personnel record will contain a description of the accommodation. Information about the reason for rejection, if medically related, and the description of the accommodations considered or made will be treated as part of the individual's confidential medical records. These materials will be made available to the applicant or employee upon request.

- k. The University reviews annually all physical and mental job qualification requirements. The purpose of this review is to ensure that, to the extent qualification requirements tend to screen out qualified individuals with a disability or qualified disabled veterans in the selection of employees or applicants for employment or other employment status changes, such as promotion and training, such job qualification requirements are related to the specific job(s) for which the individual is being considered and are consistent with business necessity and the safe performance of the job.
 - l. Information obtained from applicants/employees concerning a physical or mental condition is kept confidential, except that (a) supervisors and managers may be informed regarding accommodations or restrictions on work or duties; (b) first-aid and safety personnel may be informed when appropriate, if the condition might require emergency treatment; and (c) government officials investigating compliance with equal employment opportunity laws may be informed.
 - m. With the exception of sworn police officers, no pre-employment physical examinations or questionnaires are used by the University in its hiring process.
- B. Reasonable Accommodations. The University makes reasonable accommodation to the known physical and mental limitations of employees or applicants to the extent that such accommodation does not impose an undue hardship, in the form of a significant difficulty or expense, on the conduct of University operations. The University engages in an interactive process with the individual requesting or possibly needing an accommodation, to determine the kind of accommodation that is appropriate.

C. Compensation – Salary. Compensation offered to individuals with a disability or protected veterans will not be reduced because of any disability income, pension, or other benefit the individual may receive from another source.

D. Harassment and Retaliation.

- a. University policy prohibits the harassment of any employee or applicant because of his/her status as an individual with a disability or as a protected veteran.
- b. University policy also prohibits unlawful retaliation against employees or applicants because they have filed a complaint of discrimination relating to disability or protected veteran status; have assisted with or participated in an investigation, compliance review, or hearing; have opposed any practice made unlawful by federal, state, or local law requiring equal treatment of individuals with a disability and/or protected veterans; or have exercised any rights under such laws. Such retaliation may take the form of harassment, intimidation, threats, coercion, or discrimination.
- c. The University's procedures for seeking redress for complaints of discrimination may be used by an individual with a complaint of harassment or retaliation as described above. Information about these procedures may be found in the faculty and staff handbooks and may be obtained from the Office of Human Resources (256-824-6545).

E. Facilities. In designing new construction and remodeling old facilities, special consideration is given, insofar as is economically and physically practicable, to the removal of architectural barriers to individuals with a disability and disabled veterans. The University has made its present facilities functional for such individuals.

F. Community Contacts. The University recognizes the importance of developing and maintaining meaningful contacts with appropriate social service agencies, organizations of and for disabled individuals and veterans, vocational rehabilitation agencies, and other such groups. These contacts are utilized for the purpose of obtaining advice, technical assistance, and referral of qualified individuals with a disability and protected veterans to the University as potential employees.

SECTION V

AUDIT AND REPORTING SYSTEMS AND RECORDKEEPING

- A. Objectives. The University carries out audit and reporting activities in connection with the affirmative action obligations set forth in this program. These activities are designed to accomplish the following objectives:
1. Measure the effectiveness of this EEO/AA program
 2. Document personnel activities
 3. Identify problem areas where remedial action may be needed
 4. Determine the degree to which any designated goals and objectives have been attained
 5. Determine whether known individuals with a disability and known protected veterans have had the opportunity to participate in University sponsored educational, training, and other activities
 6. Measure the University's compliance with specific obligations stated in this affirmative action program
 7. Document compliance efforts
- Some audit activities are conducted in connection with the preparation and issuance of this plan.
- B. Responsible Officials. The EEO Coordinators identified in Section II above have been given the responsibility to ensure that appropriate audit and reporting actions are taken.
- C. Monitoring of Employment Procedures. The University's Coordinators review and monitor at least annually faculty and staff hiring and promotion procedures, education and training opportunities, and other employment benefits in the context of the University's stated EEO/AA obligations.
- D. Data Analysis. Each year the University conducts several analyses of its affirmative action program for individuals with a disability and protected veterans, pursuant to the requirements of applicable federal regulations.
- a. Applicant/Hire Analysis.

- i. General. The University collects and reviews annually the following information for the preceding year regarding applicants and employees:
 - 1. The number of applicants who self-identify as individuals with a disability and protected veterans, and, in addition, the number of applicants who are otherwise known to fit into either such category
 - 2. The total number of job openings and the total number of jobs filled
 - 3. The total number of applicants for all jobs
 - 4. The total number of individuals with a disability and protected veterans who were hired
 - 5. The total number of applicants hired
 - ii. Benchmark – Protected Veterans. A hiring benchmark based on the national percentage of protected veterans in the work force, as provided by the Office of Federal Contract Compliance Programs (OFCCP), is established by the University. This benchmark is regarded as a means of measuring progress toward achieving equal employment opportunity for protected veterans. Currently, this figure is 5.9%. The foregoing data is maintained by the University for three years.
- b. Utilization Analysis. The University reviews the previous year’s outreach and recruitment efforts in terms of the effectiveness of those efforts in identifying and recruiting qualified individuals with a disability. This review involves comparing the utilization of faculty and staff who have a disability with a utilization goal of 7% for each job group, as established by the OFCCP. Utilization data is also collected and reviewed for protected veterans.
- E. Reporting. Managers and supervisors are asked to report to the EEO/AA Coordinator any current or foreseeable problems or problem areas involving individuals with a disability or protected veterans who are applicants or employees. Suggestions or recommendations for resolving such problems are solicited from the managers and supervisors.

- F. Period Meetings. EEO Coordinators meet at least once, mid-way through the annual period encompassed by this Affirmative Action Plan, to review activities conducted hereunder and data regarding the representation of individuals with a disability and protected veterans in its workforce. EEO problem areas, such as a drop in the number or percentage of qualified disabled or protected veteran employees, grievances by individuals in these groups, etc. are discussed and suggestions and/or recommended remedial actions are, where possible, identified.
- G. VETS-4212 Report. The University submits an annual VETS-4212 report to the Department of Labor indicating the number of employees in its workforce by job category, who are protected veterans. The report also requires a statement of the number of new hires during the reporting period who are protected veterans. This report is based on data obtained principally from new hires as a result of the invitation to self-identify (see Exhibits 1 and 2). This data and the VETS-4212 report provide a means of measuring the effectiveness of this EEO/AA program.
- H. Recordkeeping. The University retains all personnel records for a period of three (3) years from the date the record was made or three (3) years from the date of the personnel action involved, whichever occurs later. These records include, but are not limited to, job advertisements and posting, applications and résumés, tests and test results, interview notes, records relating to requests for reasonable accommodation, the results of any physical examination, and any other records relating to hiring, assignment, promotion, demotion, transfer, layoff or termination, rates of pay or other terms of compensation, selection for training, etc. of employees.

SECTION VI

ASSESSMENT OF EXTERNAL OUTREACH AND RECRUITMENT EFFORTS

- A. Data Display. Data has been assembled for the Applicant/Hire Analysis for staff and faculty positions for the period September 1, 2019 through August 31, 2020. This data is shown in Exhibits 4 and 5. Data has also been assembled for a Utilization Analysis for staff and faculty employees as of August 31, 2020 and is shown in Exhibit 6.
- B. Data Review and Analysis.
1. Individuals with a Disability.
 - a. Applicants/Hires. For staff positions, the ratio of disabled individual applicants hired to total applicants hired is 2.84%. The ratio of disabled applicants to total applicants is 4.81%. See Exhibit 4. A majority of the applicants were seeking positions in the Advanced Clerical, Advanced and Entry-Level Professionals, and Research job groups. Five (5) individuals with a disability were hired into the Research, Entry-level Professionals, and Service/Maintenance job groups. For faculty, the ratio of disabled individual applicants hired to total applicants hired is 5.26 % and 2.21% and the ratio of disabled applicants to total applicants is 0.72%. See Exhibit 5.
 - b. Utilization. The University employs forty-one (41) individuals with known disabilities. The general staff utilization rate for individuals with a disability (3.26%) is below the federally-mandated utilization goal of 7%. See Exhibit 3. For faculty employees, the general utilization rate for individuals with a disability is 1.70%. See Exhibit 3.

2. Protected Veterans.

a. Applicants/Hires.

- Staff Positions. The University received 140 applications from protected veterans for staff positions. A majority of those applicants were seeking positions in the Research, Advanced and Entry-Level Professionals, Advanced Clerical, and Service/Maintenance job groups. The percentage of protected veteran applicants to total applicants is 3.25%. The overall ratio of protected veteran applicants hired to total applicants hired is 1.70%. See Exhibit 4. Three (3) protected veterans hired were into the Research and Custodians job groups.

- Faculty Positions. The University received 416 applications for faculty positions during this reporting period. Of those applications, 0.24 % (1) and 0.72% (3) were from protected veterans and individuals with disabilities, respectively.

b. Utilization. While the University is not required to analyze the utilization of protected veterans, it has done so. The protected veteran staff utilization rate is 3.44%. The protected veteran faculty utilization rate is 1.13%. See Exhibit 3. In its workforce as a whole, the University employed 37 veterans, representing 2.59% of all of its employees. A majority of veterans (62%) work in the Research job group.

C. Outreach, Training, and Recruitment Activities.

1. Individuals with a Disability.

a. Human Resources partnered with local agencies that serve individuals with a disability to host the Ability Career Fair. A representative from Staff employment served as the event co-chair. Sixty (60) persons attended this event which connects employers with individuals with disabilities and provides workshops on interview skills and résumé preparation.

b. The Alabama Department of Rehabilitation Services participated in the University's annual Health & Wellness Fair.

c. A representative from Staff Employment attended the Governor's Career Fair for People with Disabilities. Sixty (60) persons expressed an interest in clerical, child-care, and engineering careers.

2. Protected Veterans.

a. A representative from Staff Employment completed the Veterans at Work Certification offered by the Society for Human Resource Management.

b. Human Resources continues to develop partnerships with local organizations that serve veterans, with a goal of increasing the number of applicants and employees who are protected veterans.

c. Job postings:

- Soldier for Life Transition Assistance Program
- AMC – Army Material Command
- Veteransjoblisting.org website

D. Assessment and Action-Oriented Efforts.

1. Assessment. The applicant and hire ratios for protected veterans groups are generally good, though some improvement can be made with respect to faculty positions. The utilization rate for protected veterans in the University's workforce is also favorable. Attention needs to be given to increasing the University's utilization of individuals with a disability by attracting a greater number of such individuals into the applicant pool. The University's ability to monitor the presence of both protected groups in its workforce is largely dependent upon the willingness of applicants and employees to self-identify. It is likely that some, if not many, of such individuals are not engaging in self-identification, and as a result the number of individuals with a disability and protected veterans in the applicant and employment pools may be underreported. A greater emphasis on self-reporting by potential and current employees may result in an increase in reported numbers.

2. Action-Oriented Efforts.

a. To increase utilization, the University will continue to pursue partnerships with organizations that serve these groups. Human Resources will also provide training for managers and supervisors and increase outreach efforts at job fairs and recruiting events.

b. To promote the hiring of individuals with a disability, the University will post vacant staff positions with the following organizations that serve these individuals: The Alabama Business Leadership Employment (ABLE) Network, which maintains a network of businesses with a

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commitment to disability issues; Career Opportunities for Students with Disabilities, which assists disabled students and recent graduates with career development; and the Job Accommodation Network, which helps persons with disabilities enhance their employability.

c. To promote the hiring of protected veterans, the University will post vacant staff positions with the HirePatriots.com and veteransjoblistings.com.