

SECTION VII.

DISCUSSION OF PROGRESS AND PROBLEM AREAS

- A. Utilization and Goals. The University's statistical analyses of the female and minority group representation in its workforce were described in Section VI. Placement goals have been set for job groups where statistically significant underutilization was found to exist.
1. Staff Job Groups. In regard to female and minority group representation among staff job groups during the period September 1, 2018, through August 31, 2019, an assessment of developments within each job group is discussed below.
 - a. Senior/Academic Administration. The total number of employees within this job group decreased by 6%. The percentage utilization of minorities remained constant, and therefore, the employment of minorities continues to exceed the identified acceptable range and there are no minority hiring goals for this group. Notable promotions within this job group include the appointment of two (2) females, including one Asian/Pacific Islander, into the roles of Associate Dean for the College of Business and the College of Nursing. There is a placement goal for females in this job group.
 - b. Research. The total number of employees within this group increased by 6.5% and the percentage utilization for African-Americans and females increased slightly. Twenty-seven (27) females, including five (5) African Americans, one (1) American Indian, and three (3) Asian/Pacific Islanders were appointed into this group. In addition, twenty-nine (29) females, including two (2) African-Americans and two (2) Hispanics, were promoted within or into this job group in the Systems Management and Production Center, the Information Technology and Systems Center, the Earth System Science Center, the Rotorcraft Systems Engineering and Simulation Center, the College of Engineering, the Center for Space Plasma and Aeronomic Research, the Center for Management and Economic Research, the Institute for Science Education, the College of Engineering, and the Research Institute. These promotions included an Asian female being promoted to the position of Principal Research Scientist II.
 - c. Directors and Managers. There was no significant change in the number of employees in this job group. Similar to last year, there are no placement goals for women or minorities. The percentage utilization for minorities remained constant, and for

females, increased by 4%. Two (2) females accepted appointments, one as the Bursar in Accounting and Financial Reporting and the other as Senior Consultant and Director in the Small Business Development Center. Four (4) females were promoted within or into this group to the positions of Assistant Dean, College of Business; Associate Director, ASGC/NASA EPSCoR, Office of the Provost; Director of Operations, Office of International Engagement; and Director, Student Health Services, Student Health Center.

- d. Advanced Professionals. The total number of employees in this group increased slightly (3%). Similar to last year, there are no placement goals for women or minorities. Women continue to represent a majority (81%) of the employees in this job group. Ten (10) females, including one Asian/Pacific-Islander, accepted appointments into this job group, to the positions of Interim Assistant Director, Institutional Research; Chemical Hygiene Officer, Environmental Health and Safety; Assistant Coach, Volleyball, Athletics; Learning Resource Center Specialist, College of Nursing; Nurse Practitioner, Faculty and Staff Clinic; Associate Security Administrator, Research Security Administration; Registered Nurse, Student Health Center; Assistant Director, Institutional Research; Healthcare Simulation Specialist, College of Nursing; and Coordinator, Field and Clinical Experiences, College of Education. An African-American male accepted an appointment as Assistant Coach, Cross Country/Track and Field, Athletics. In addition, seventeen (17) women were promoted in this group, including two (2) African-Americans, one (1) Hispanic, and one (1) Asian/Pacific-Islander.
- e. Entry-Level Professionals. Similar to last year, there are no placement goals for women or minorities. The percentage utilization for minorities increased slightly. Nineteen (19) females, including one (1) American Indian, one (1) Hispanic, and four (4) African Americans, accepted appointments into this job group. An African-American male accepted an appointment as Accountant II in Accounting and Financial Reporting. Thirteen (13) females, including three (3) African Americans and two (2) Asian/Pacific-Islanders, were promoted within or into this job group.
- f. Computer Technicians and Other Technicians. The total number of employees in this group remained constant during this reporting period. Similar to last year, there are no placement goals for females and minorities. Notable changes include the appointment

of one female to the position of Web Developer/Programmer in the Office of Marketing and Communications and an African-American male to the position of Help Desk Associate I 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%. Twelve (12) women, including one (1) Hispanic, were appointed to positions within this job group. One (1) African-American female was promoted to the position of Financial Aid Specialist in the Office of Financial Aid and one (1) American Indian female was promoted within the Counseling Center to the position of Intake/Outreach Coordinator.
 - h. Entry-Level Clerical. The total number of employees in this group decreased slightly. Females continue to be the majority in this job group at 71%. Twelve (12) females, including three (3) African Americans and one (1) Asian/Pacific-Islander, accepted appointments into this job group. In addition, one (1) African American woman was promoted to the position of Talent Management Assistant in Human Resources.
 - i. Custodians. The total number of employees in this group decreased by 11%; however, the representation of females increased from 60% to 63%. Minorities continue to represent a majority (87%) of this job group, with African Americans comprising 80%.
 - j. Service/Maintenance. The total number of employees in this group remained constant; however, the representation of females increased slightly and the representation of minorities remained constant. Two (2) females accepted appointments as Radio Dispatcher and Parking Enforcement/Security Officer in Public Safety. Two (2) African American males were appointed to positions as Groundskeeper and Police Officer Recruit in Grounds Management and Public Safety, respectively. One (1) Hispanic male accepted an appointment as Parking Enforcement Officer in Public Safety. One (1) female was promoted to the position of Police Officer Recruit in Public Safety, and one (1) African-American male was promoted to Landscaper I in Grounds Management.
2. Faculty Job Groups. The total number of faculty increased by 3% (from 347 to 358); however, the representation of females and minorities remained constant.
- a. Arts, Humanities, and Social Sciences. The College of Arts, Humanities and Social Sciences appointed three (3) women as lecturers. One (1) African American female in the Political Science department, one (1) Caucasian female in Art, Art History and

Design, and one (1) Caucasian female lecturer in English.

- b. Business Administration. During this reporting period, the College of Business Administration appointed one (1) female Asian Pacific Islander as an Assistant Professor in the Management Science department, one (1) African American female as Assistant Professor in Information Systems, and one (1) Asian male Assistant Professor/ Eminent Scholar in the Economics department. The COB promoted one (1) Asian female to Senior Lecturer within the department of Economics. The College of Business Administration had one (1) Asian female in Accounting accept other employment. One Caucasian female in Management also accepted other employment.
- c. Education. The College of Education appointed two (2) Caucasian females. One (1) as a Curriculum and Instruction Assistant Professor, and the other as Clinical Instructor for the Kinesiology department. The College of Education promoted two (2) Caucasian females. One to Assistant Professor, and one to Clinical Assistant Professor within the Curriculum and Instruction department. There were no minority terminations.
- d. Engineering. The College of Engineering appointed two (2) Asian males as Assistant Professors; one within the Civil Engineering department, and the other in Mechanical and Aerospace Engineering. COE also appointed one (1) male Hispanic as an Assistant Professor in the Chemical Engineering department. The COE promoted two (2) Asian males. One to Associate Professor in the Chemical Engineering department, and one to Associate Professor in Mechanical and Aerospace Engineering. The COE had one (1) minority termination. An Asian male in Civil Engineering accepted other employment.
- e. Graduate Studies. Graduate Studies had no employment activity during this reporting period.
- f. Library. One (1) Caucasian female was promoted/relocated to the library. There were no terminations for the library during this reporting period.
- g. Nursing. This reporting period, the CON appointed six (6) Caucasian females. Two (2) were temporary clinical instructors, two (2) were Clinical Professors, and two (2) were Clinical Assistant Professors. One (1) Asian male was promoted to Associate Professor. Eight (8) Caucasian females were promoted: two (2) to full Professor, three (3) to Clinical Assistant Professor, one (1) to Clinical Professor/Executive Director LTRC, one (1) to Associate Professor/Director of the Faculty and Staff Clinic, and one (1) to full

Professor. The CON had three (3) terminations. One (1) Caucasian female left due to personal reasons, and one (1) Caucasian female accepted other employment.

h. Professional and Continuing Studies. There were no faculty appointments in the College during this reporting period. This new college is poised to have significant impact with its diverse programmatic and regional outreach programs.

i. Science. The College of Science appointed two (2) African American males: one as an Assistant professor in Biological Sciences, and the other as a lecturer in Mathematics. One (1) Caucasian female was appointed as an Full-time Lecturer in Atmospheric Science. The COS also hired two (2) Asian females, both Assistant Professors within the Space Sciences department. Five (5) Caucasian females were promoted. Three (3) to Senior Lecturers in the Mathematics department, one (1) Senior Lecturer in the Chemistry department, one (1) to Lecturer/Director CLC in Chemistry, Three (3) Asian males were promoted/reclassified: one (1) to full Professor in Mathematics, one (1) to full Professor in Space Science, and one (1) Asian male was reclassified from Dean to Professor in Atmospheric Science. The COS had two minority terminations. One (1) Asian male in the Computer Science department accepted other employment, and one (1) African American male in Physics retired.

B. Personnel Activity Analysis.

1. Monitoring. The University has monitored data regarding applicant flow, hires, transfers/promotions, and terminations throughout the year with respect to female and minority participation. The annual summary reports are reproduced in Exhibit 8.
2. Selection Rates. A statistical comparison of staff selection ratios for whites and blacks was performed, with the selection ratio for blacks falling below the 80% threshold of the selection ratio for white applicants.
3. Recruitment Resources. The University received 4,168 applications for staff positions during the past year. From year to year, the most popular recruitment sources continue to be UAH employees, the Internet (Interview Exchange), and career websites. African Americans and minorities accounted for 26% and 31% of the applicant pool, respectively, a decrease for both groups from the prior year (30% and 33%, respectively). A majority of the applications received were for positions in the Research, Advanced Professionals, Entry-level

Professionals, and Advanced/Entry-level Clerical job groups.

- C. Job Group Representation Analysis. The University monitors and analyzes periodically the representation of minorities and females in its job groups.
1. Custodial. Comments concerning black and minority representation in the Custodial group are as follows:
 - a. The University continues its attempts to reduce the relatively high percentage of minorities in the custodial job category. To highlight promotional opportunities for employees in custodial or similar jobs, current UAH vacancies are posted weekly in the Human Resources office and on the online application and employment system. Upward mobility is encouraged by both the Office of Human Resources and immediate supervisors in the area.
 - 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. Many employees in the Custodial job category remain unpromotable due to educational limitations or lack of desire for upward movement. A competitive benefits package, not provided by some area employers, allows the University to attract many qualified applicants. Avenues for promotion continue to increase with greater availability of educational and training opportunities, career counseling, and the creation of more intermediate level jobs.
 2. Clerical. In the Advanced and Entry-Level Clerical categories, where 91% and 71%, 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 195 UAH employees who participated in the tuition assistance program provided by the University, 52% (101) were female and 23% (45) were minorities.

- D. Compensation System Analysis. The University uses the Hay and Mercer compensation systems for designating salary ranges. Each job is evaluated and assigned a point factor based on the know-how, problem-solving and accountability required. As part of the ongoing self-audit process, staff in the Office of Human Resources review the point factor and salary range for each position prior to extending an offer of employment. Periodically, a more detailed analysis is conducted to ensure that there are no gender, race, or ethnicity-related disparities.
- E. Personnel Procedure Review. The Staff EEO Coordinator reviews the selection, recruitment, referral, and other personnel procedures from time to time to insure that they do not adversely affect the hiring and retention of female and minority staff employees. The Faculty EEO Coordinator performs the same review with respect to female and minority faculty.
- F. University and Community Action Programs. The University participates in a number of institutional and community programs that enhance employment opportunities for women and minorities.
1. Temporary Placements. The University contracts with Lyons HR Temporary Services to place persons in temporary assignments. During this reporting period, 162 persons were placed into temporary positions. The total number of placements is shown below in chart form with a breakdown for each job classification.

Job Group	Minority			White			Unknown			Total				
	M	F	Total	M	F	Total	M	F	Unk	Total	M	F	Unk	Combined
Advanced Clerical	1	6	7	0	10	10	0	0	0	0	1	16	0	17
Advanced Professional	1	1	2	1	4	5	0	0	0	0	2	5	0	7
Custodial Services	28	37	65	3	3	6	3	3	0	6	31	40	6	77
Entry-level Clerical	3	10	13	2	16	18	0	1	3	4	5	26	4	35
Entry-level Professional	0	0	0	0	2	2	0	0	0	0	0	2	0	2
Computer/Other Techs	1	1	2	3	0	3	0	0	0	0	4	1	0	5
Research	1	0	1	0	0	0	0	0	0	0	1	0	0	1
Service/Maintenance	13	1	14	3	0	3	0	0	1	1	16	1	1	18
Totals	48	56	104	12	35	47	3	4	4	11	60	91	11	162

- Minorities and females accounted for 64% and 56% of temporary placements, respectively.
2. Career Fairs. Representatives from Staff Employment attended several career fairs and over 350 persons expressed interest in employment at UAH. These career fairs include the following:
 - a. UAH Spring and Fall Career Fairs
 - b. Alabama Career Center Career Fair
 - c. Second Chance Career Fair
 - d. Alabama A&M University Spring and Fall Career Fairs
 3. Professional Development. Representatives from Staff Employment participated in several workshops and webinars that focused on a range of topics relevant to Human Resources, including the following:
 - a. *Strategies for Addressing Toxic Workplace Behaviors*
 - b. *Purpose Driven Recruiting*
 - c. *Purpose Based Recruiting and Talent Management*
 - d. *Creating the Candidate Experience You Want Them to Remember*