

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, 2016, through August 31, 2017, an assessment of developments within each job group is discussed below.
 - a. Senior/Academic Administration. The total number of employees within this job group, and the percentage utilization of minorities increased slightly, with the hire of an Asian Male as the Director of the Invention and Innovation Center. An Asian female was promoted to the position of Associate Dean for Undergraduate Programs in the College of Business. As such, the employment of minorities exceeds the identified acceptable range. However, the percentage of representation of females remains lower than acceptable levels, and therefore, placement goals remain for this group.
 - b. Research. There is no longer a placement goal for women in this job group. Eighteen (18) females, including one (1) African-American and two (2) Asian-Pacific Islanders accepted appointments in the College of Science and to the Systems Management and Production Center, the Information Technology and Systems Center, the Earth System Science Center, the Center for Space Plasma and Aeronomic Research, the Institute for Science Education, and the Rotorcraft Systems Engineering and Simulation Center. Twenty (20) females, including one Asian/Pacific Islander, one (1) African-American, and one (1) Hispanic, were promoted within or into this job group to positions as Principal Research Scientist I/III, Principal Research Engineer V, Research Technician VII, and Research Associate I/II/III/IV. Seven (7) minority males, four (4) African Americans, two (2) Asian/Pacific Islanders, and one (1) Native American were promoted within or into this job group.
 - c. Directors and Managers. The total number of employees increased in this group, and similar to last year, there are no placement goals for females or minorities.

The representation of females in this job group increased from 55% to 58%. Five (5) females, including three (3) African-Americans, accepted appointments as Assistant to the President for Governmental Relations and Economic Development; Director, Compliance & Title IX Coordinator; Director, Employment and Employee Relations; Director, Osher Lifelong Learning Institute; and, Senior Director, Alumni Affairs and Executive Director, Alumni Association. Three (3) females were promoted from within or into this job group to positions as Director, Early Learning Center; Director, Admissions Communications; and, Executive Director, Human Resources.

- d. Advanced Professionals. Females continue to represent a majority (81%) of the employees in this job group. Seventeen (17) females accepted appointments into this job group. An African American male accepted an appointment to the position of Assistant Director, Facilities Maintenance in Facilities and Operations, and a Hispanic male accepted an appointment as Brand Specialist Designer in the Marketing and Communications department. Three (3) African American females were promoted to positions as Senior HRIS Administrator, Human Resources; PCard Services Supervisor, Business Services; and, Assistant Director, Benefits and Technology Management, Human Resources.
- e. Entry-Level Professionals. Twenty-two (22) females accepted appointments into this job group. Two (2) Asian/Pacific Islander females accepted an appointment as Junior Contract Administrator, Office of Sponsored Programs, and Accountant I, Accounting and Financial Reporting. Six (6) African American females accepted appointments as Admissions Counselor, Admissions and Recruitment; Counselor, Counseling Center; Coordinator, Contracts and Grants (two appointments), Office of Sponsored Programs; and, Procurement Officer I, Business Services. Two (2) minority males, and African-American and an Asian/Pacific Islander, accepted appointments as Accountant I and Admissions Processing Counselor in the Contracts and Grants Accounting and Admissions and Recruitment departments, respectively.
- f. Computer Technicians and Other Technicians. There was a slight decrease in the total number of staff employees in this group, from the previous year. However, the percentage of representation for minorities and females remains within acceptable ranges. Notable placements include an Hispanic female as a

Virtual Learning Coordinator in the Student Success Center and an African American male as an IT Analysts within the Office of Risk Management. In addition, a female was promoted to the role of Senior Web Communications Coordinator.

- g. Advanced Clerical. This job group increased by 7% over the previous year and remains predominantly female at 92%. The percentage representation of minorities decreased very slightly (less than 2%). However, three (3) African American females were hired in as Contract Assistant II, Client Services Coordinator and Staff Assistant. The percentage of female and minority representation remained within an acceptable range.
 - h. Entry-Level Clerical. The total number of staff in this job group increased by 10%. The group remains predominantly female at 70%. The percentage utilization of minorities increased greatly, from 19% to 34%. Notable hires include four (4) African American females who were hired as Receptionist, Contract Assistant, Auxiliary Teacher, and Teacher's Assistant; an Hispanic female who was hired as an Auxiliary Teacher; and three African American males who were hired as Asset Management Assistant, AMSTI Materials Clerk and Warehouse Operations Assistant. In addition, an African American male was promoted to Materials Handler. The percentage of female and minority representation remained within an acceptable range, and thus, placement goals were not identified.
 - i. Custodians. The total number of staff in this group increased by 13%. There were no significant changes in the representation of females and minorities in this job group. The group remains predominantly minority at 83%, with African Americans comprising 77%, and a majority female at 58%.
 - j. Service/Maintenance. The total number of staff increased by 8% in this job group. The presentation of minorities increased slightly during the reporting period. An African American was hired as a Radio Dispatcher and three African American males were hired as Police Officer, Police Officer Recruit and a Groundskeeper respectively. The representation of females and minorities remains within acceptable levels for this group.
2. Faculty Job Groups.
- a. Arts, Humanities, and Social Sciences. The College of Arts, Humanities and

Social Sciences hired two (2) White Females: one Lecturer in English and one Visiting Lecturer in Psychology; one (1) Black female was hired as an Assistant Professor in Sociology. Three (3) White females received promotions: one was a reclassification from Chair of Philosophy to Professor, one from Associate Professor to Interim Chair of World Languages, and one from Associate Professor to Department Chair in Psychology. There were no minority terminations in the AHSS College this reporting period. One (1) White female retired from her position as Associate Professor in Communication Arts.

- b. Business Administration. During this reporting period, the College of Business Administration appointed two (2) White females: one Clinical Assistant Professor in Management and one Lecturer in Management. One (1) Black male was appointed in the position of Associate Professor of Management. One (1) Asian female was promoted from Associate Professor to Associate Dean for Undergraduate Programs in Economics. Two (2) Asian males received promotions: one from Associate Professor to Professor in Accounting, and one (1) from Assistant Professor to Associate Professor in Accounting respectively. There were no minority terminations this reporting period.
- c. Education. The new College of Education continues to grow and add personnel. During this reporting period, the college added Three (3) White females who were appointed to new positions in Curriculum and Instruction: one as an Instructor and two in Lecturer positions. One (1) Asian male was appointed as an Assistant Professor in Kinesiology. Three (3) White females received promotions: one from coordinator to Assistant Professor in Curriculum, one from a Temporary Full-time to Lecturer position in Communication Arts and one from Associate Professor to Interim Department Chair and Associate Professor. There were no terminations for this reporting period.
- d. Library. . One (1) Hispanic male Lecturer was appointed this reporting period and one (1) White female Lecturer was appointed for the Library. Continued efforts to address underutilization for Blacks and other underrepresented groups remains as a priority for the Library. There were no promotions or terminations for the library this reporting period.
- e. Nursing. The College of Nursing continues its commitment and concerted efforts to identify and recruit underrepresented male applicants. This reporting period

one (1) Native American female Clinical Instructor was appointed; one (1) Asian female Assistant Professor was appointed and one (1) Black female Clinical Instructor . Five (5) White females were appointed: two Clinical Assistant Professors, two Clinical Instructors and one Clinical Associate Professor. One (1) White female was promoted from Clinical Instructor to Clinical Assistant Professor. Three (3) White female Clinical Instructors and one (1) White female Clinical Assistant Professor terminated their positions citing personal persons. One (1) White female Clinical Assistant Professor accepted other employment and one (1) Native American female Clinical Instructor was not reappointed. There was one (1) White male appointment this reporting period.

- f. Professional and Continuing Studies. The newly formed College of Professional and Continuing Studies appointed a White Female Clinical Associate Professor in the Fall term of 2016. This new college is poised to have significant impact with its diverse programmatic and regional outreach programs.
- g. Science. The College of Science hired four (4) Asian females this reporting period: one in a Lecturer position in Mathematics, one in an Assistant Professor position in Chemistry, one in an Assistant Professor position in Computer Science and one as an Assistant Professor in Atmospheric Science. One (1) Black female was appointed as an Assistant Professor in Chemistry and one (1) White female was appointed as a Lecturer in Biology. One (1) White female was promoted from Interim Chair to Professor in the Chemistry department. One (1) Asian male retired from his position as Professor in Mathematics.

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 ration for blacks falling below the 80% threshold of the selection ration for white applicants.
- 3. Recruitment Resources. The University received 4,973 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 30% and 33% of the applicant pool, respectively, an increase for both groups from the prior year. A majority of the applications received were for positions in the Advanced Professionals, Entry-level Professionals, and Advanced/Entry-level Clerical job groups.

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

1. Custodial. Comments concerning black and minority representation in the Custodial group are as follows:
 - a. The University continues its attempts to reduce the relatively high percentage of minorities in the custodial job category. To highlight promotional opportunities for employees in custodial or similar jobs, current UAH vacancies are posted weekly in 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 86% and 70%,

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 175 UAH employees who participated in the tuition assistance program provided by the University, 54% (94) were female and 21% (37) 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, 164 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			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Combined
Advanced Clerical	1	0	1	2	3	5	3	3	6
Advanced Professional	1	0	1	2	1	3	3	1	4
Custodial Services	21	27	48	2	7	9	23	34	57
Entry-level Clerical	4	16	20	5	32	37	9	48	57
Entry-level Professional	1	4	5	1	5	6	2	9	11
Computer/Other Techs	2	3	5	2	2	4	4	5	9
Research	0	0	0	1	0	1	1	0	1
Service/Maintenance	17	1	18	1	0	1	18	1	19
Totals	47	51	98	16	50	66	63	101	164

Job Group	Minority			White			Total	
	Male	Female	Total	Male	Female	Total	Male	Female
Advanced Clerical	100%	0%	17%	40%	60%	83%	50%	50%
Advanced Professional	100%	0%	25%	67%	33%	75%	75%	25%
Custodial Services	44%	56%	84%	22%	78%	16%	40%	60%
Entry-level Clerical	20%	80%	35%	14%	86%	65%	16%	84%
Entry-level Professional	20%	80%	45%	17%	83%	55%	18%	82%
Computer/Other Techs	40%	60%	56%	50%	50%	44%	44%	56%
Research	0%	0%	0%	100%	0%	100%	100%	0%
Service/Maintenance	94%	6%	95%	100%	0%	5%	95%	5%
Totals	48%	52%	60%	24%	76%	40%	38%	62%

2. Career Fairs. Representatives from Staff Employment attended several career fairs and over 450 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. Alliance for Opportunity and Development Career Fair (specifically designed for low-income families)
 - 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.
 - a. *The Fair Pay and Safe Workplaces Final Rule* sponsored by VALIC.
 - b. *HR's Strategic role in Team Building*, hosted by NASHRM: A representative from MTI Business Solutions discussed the importance of strategic thinking, planning,

and implementation.

- c. Training on *Title IX* hosted by the UA System Office, focusing on issues related to Title IX compliance, including a review of pending litigation on current cases.
- d. Representatives from Staff Employment attended the CUPA-HR Fall meeting held at Samford University. Attorneys from Ogletree Deakins law firm presented on *The New OT Regulations Are Coming. Are You Ready?* Participants were given a 5-step action plan to prepare for the proposed changes to the Fair Labor Standards Act. They also reviewed the top 5 mistakes made and were given tips on how to correct those mistakes.
- e. Staff Employment representatives participated in a webinar hosted by LawLogix on pending changes to Form I-9.
- f. Human Resources staff completed an Insider Threat training offered by the Department of Defense in partnership with the University's Office of Research Security. Employees were trained on how to spot and report suspicious behavior that may threaten the physical and information security of the University.
- g. Representatives from Staff Employment participated in a lunch and learn hosted by NASHRM. A presenter from the HR department at Henderson International spoke on *Unlocking Success through Diversity*. The session focused primarily on the benefits of diversity and inclusion in the workplace and gave participants tools needed to impact job satisfaction and retention.