

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, 2017, through August 31, 2018, an assessment of developments within each job group is discussed below.
 - a. Senior/Academic Administration. The total number of employees within this job group increased slightly. 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 an African American male into the role of Chief Information Officer and an African American woman into the role of Interim Vice President for Diversity, Equity, and Inclusion. Two females were promoted into this job group to the positions of Interim Vice President for University Advancement and Interim Associate Dean for Nursing Undergraduate Programs.
 - b. Research. The total number of employees within this group decreased slightly; however, the percentage utilization for minorities remained constant, and for females, increased slightly (1%). Twenty (20) females, including one (1) African American, one (1) Hispanic and two (2) Asian/Pacific Islanders were appointed into this group. In addition, twenty-four (24) females, including two (2) Hispanics, were promoted within 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, and the Center for Cybersecurity Research and Education. Three (3) of these promotions included the promotion of women to Principal Engineer or Principal Scientist. Due to successful recruitment and retention efforts, there is also no longer a placement goal for minorities, overall, in this job group. Relative to promotions for minorities, and in addition to the aforementioned two (2) Hispanic females and four (4) African American

men were promoted within this group. Appointments of minorities included three (3) African American men, four (4) Asian men, one (1) African American woman, one (1) Hispanic woman and two (2) Asian women. While the employment of minorities overall has reached acceptable levels for this group, there remains an opportunity for African Americans, who currently have a placement goal (9.92%).

- c. Directors and Managers. The total number of employees decreased slightly for 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, decreased by 2%. A female accepted an appointment as the Director for Professional Development and one (1) Hispanic male accepted an appointment as Project Manager with the Center for Space Plasma and Aeronomic Research. Four (4) females, including one African American, were promoted within or into this group to the positions of Interim Director for Environmental Health and Safety, Director of Campus Recreation, Director of Charger Card Operations, and Sr. Associate Director for Accounting and Financial Reporting. Also, one (1) Asian male was promoted to the position of Director of Research Information Systems.
- d. Advanced Professionals. The total number of employees in this group remained the same. Similar to last year, there are no placement goals for women or minorities. Women continue to represent a majority (82%) of the employees in this job group. Five (5) females accepted appointments into this job group, to the positions of Senior Administrative Assistant, College of Nursing; Academic Advisor, College of Engineering; Assistant Coach, Women's Basketball, Effort Compliance Officer, and Learning Resource Center Specialist (an African American woman). In addition, fourteen (14) women were promoted in this group, including one (1) Asian woman.
- e. Entry-Level Professionals. Similar to last year, there are no placement goals for women or minorities. The percentage utilization for minorities increased from 26% to 29%. Twenty-three (23) females, including three (3) Asian/Pacific Islanders and two (2) African Americans, accepted appointments into this job group. Eleven (11) females, including six (6) African Americans, were promoted within or into this job group. Relative to the employment of minorities in this job group, one (1) African American male was promoted to the position of Accountant I, Accounting and Financial Reporting,

two (2) African American males were appointed as Resident Directors, and one (1) Asian male was appointed to the position of Contracts and Grants Accountant.

- f. Computer Technicians and Other Technicians. The total number of employees in this group increased slightly during this reporting period. Similar to last year, there are no placement goals for females and minorities. Notable changes include the appointment of three (3) women to the positions of Campus Safety Specialist, Instructional Designer, and Help Desk Associate I, in Environmental Health and Safety, Enhanced Teaching and Learning Center, and the Office of Information Technology, respectively, and the appointment of one (1) Hispanic male into the position of Network Technician 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%. Eighteen (18) women, including three (3) African Americans, were appointed to positions within this job group. In addition, one (1) African American woman was promoted from the Entry-Level Clerical job group to the position of Student Accounts Assistant in Accounting and Financial Reporting, and one (1) Hispanic male was promoted to the position of Senior Staff Assistant in Mechanical and Aerospace Engineering.
- h. Entry-Level Clerical. The total number of employees in this group increased slightly. Females continue to be the majority in this job group at 71%. Eight (8) females, including one (1) African American and one (1) Native American, accepted appointments into this job group. A Hispanic female was promoted to the position of Teacher's Assistant in the Rise School at the Early Learning Center.
- i. Custodians. The total number of employees in this group remained the same; however, the representation of females increased from 58% to 60%. Minorities continue to represent a majority (83%) of this job group, with African Americans comprising 77%.
- j. Service/Maintenance. The total number of employees in this group decreased; however, the representation of females remained constant and the representation of African Americans increased slightly. 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 in Grounds Management and Public Safety, respectively.

Faculty Job Groups.

- a. Arts, Humanities, and Social Sciences. The College of Arts, Humanities and Social Sciences appointed six (6) White Females: one (1) lecturer in Art, Art History and Design, one (1) lecturer in Communication Arts, one (1) lecturer in English, one (1) lecturer in History, one (1) visiting assistant professor in Music, and one (1) lecturer in Philosophy. The College appointed one (1) Hispanic Female lecturer in World Languages and Cultures, and one (1) Asian female lecturer in Communication Arts. The College also appointed one (1) Asian male lecturer in History. An Asian male was appointed as lecturer in the History department. The College of Arts, Humanities and Social Sciences promoted seven (7) White females: One (1) promoted as Interim Department Chair for Art, Art History and Design, one (1) promoted to Department Chair in Communication Arts, one (1) promoted to Assistant Professor in Communication Arts, one (1) to Assistant Professor in Psychology, one (1) to Associate Professor in Sociology, one (1) to Department Chair in World Languages and Cultures, and one (1) promoted to full professor in World Language and Culture. The College of Arts, Humanities and Social Sciences had seven (7) female terminations. One (1) Hispanic female was not reappointed in World Languages and Culture. Two (2) White females retired, one from Psychology and the other from English. One (1) White female in Political Science left for personal reasons. Two (2) White females in Communication Arts and English accepted other employment.
- b. Business Administration. During this reporting period, the College of Business Administration appointed one (1) White female to the position of Assistant Professor in Economics. The College of Business Administration promoted two (2) Asian males; one (1) to full Professor in Finance and one (1) to Associate Professor in Marketing. The College of Business Administration had one (1) White female in Marketing leave due to relocation.
- c. Education. There were no appointments in the College of Education during this reporting period. The College of Education promoted one (1) White female to Assistant Professor in Curriculum and Instruction. There were no minority terminations.
- d. Engineering. The College of Engineering appointed one (1) Asian female Department Chair in Chemical Engineering, one (1) Asian male as assistant professor in Electrical and

Computer Engineering, and one (1) Black male as assistant professor in Civil Engineering. The College of Engineering promoted one (1) Asian to Associate Professor in Mechanical and Aerospace Engineering. An Asian male retired in the Chemical Engineering department.

- e. Graduate Studies. Graduate Studies had one faculty termination. One (1) Hispanic female in Intensive Languages and Cultures accepted other employment.
- f. Library. A female accepted an appointment as Lecturer in the Library. There were no promotions or terminations for the Library during this reporting period.
- g. Nursing. The College of Nursing continues its commitment and concerted efforts to identify and recruit underrepresented male applicants. This reporting period four (4) White females were appointed: one Clinical Assistant Professor and three (3) three Clinical Instructors. 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. One (1) White female was promoted to Clinical Associate Professor.
- 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 hired three (3) White females this reporting period: one assistant professor in Biological Sciences and two (2) lecturers in Mathematics. One (1) Asian male was hired as an assistant professor in Computer Science, and one (1) Black male was hired as Department Chair in Mathematics. Two (2) Asian males were promoted: one (1) to Associate Professor in Space Science, and one (1) to Associate Professor in Physics. One (1) Asian male retired from his position as Professor in Mathematics. One (1) White female retired from her position as chair of Biological Sciences and one (1) White female resigned as lecturer in Computer Science for personal reasons.

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 184 UAH employees who participated in the tuition assistance program provided by the University, 55% (102) were female and 19% (35) 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		Combined
	Male	Female	Total	Male	Female	Total	Male	Female	
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.