

Sam Houston State University
A Member of The Texas State University System

Finance & Operations Human Resources Policy ER-4
Affirmative Action Recruitment Plan

- SUBJECT:** Equal Access and Equal Employment Opportunity
- PURPOSE:** The purpose of this policy is to establish a comprehensive program ensuring Sam Houston State University is in compliance with Federal regulations and Texas Labor Code Chapter 21 which require equal access and equal employment opportunity.
- POLICY:** Sam Houston State University will not discriminate against any employee or applicant for employment because of race, creed, ancestry, marital status, citizenship, color, national origin, sex, religion, age, disability, veteran's status, sexual orientation, or gender identity. Such action shall include, but not be limited to the following: employment, up-grading, demotion or transfer, recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training. Sam Houston State University takes seriously the initiative to make the needed extra efforts to remedy areas of underutilization in our workforce. The University finds that a workforce and student body that is representative of our multicultural society is integral to our educational mission as it promotes learning and valuable experience that prepares our students to succeed in a variety of diverse environments. In recognition that the University has not yet attained a critical mass of diverse employees, the University commits to providing equal employment opportunities and determines that increasing diversity is an essential and significant component of the hiring process. Personnel actions are reviewed to ensure Equal Employment Opportunity (EEO) compliance.
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1. Dissemination of Policy

Policies related to equal employment and equal access to educational opportunities are open records for public inspection. In addition, the University will take positive steps as needed to make it known to the public that Sam Houston State University is an Equal Access and Equal Employment Opportunity institution of higher education. Some of the methods used to inform the public are:

- a. Internal Dissemination
 - (1) The importance of equal employment opportunity and equal access will be clearly documented in University policy manuals and a copy given to each Vice President, Dean, Department Head, and Supervisor who is responsible for hiring.
 - (2) The fact that Sam Houston State University is an Equal Access and Equal Employment Opportunity institution of higher education will be documented in the Faculty Handbook,

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and Student Handbook. Any follow-up Equal Employment or Equal Access information during the course of the academic year will be featured on the Human Resources Department website @ (http://www.shsu.edu/~hrd_www/).

- (3) The President of Sam Houston State University and his/her chief administrators will stress the importance of Equal Employment and Equal Access in meetings with the faculty and administrative staff.
- (4) The Affirmative Action Plan is on file in the Human Resources Department and will be made available to any interested individual upon request.

b. External Dissemination

- (1) All contracts, leases and purchase orders will contain an Equal Employment Opportunity statement.
- (2) The Equal Employment Opportunity policy statement will be on the employment application form.
- (3) Written notification of the University's Equal Employment Opportunity policy will be sent to all subcontractors, vendors and suppliers.
- (4) Recruitment literature, newspaper advertising, and position announcements will contain statements of the University's Equal Employment Opportunity policy.

2. Responsibility for Implementation

Overall responsibility for the implementation and administration of the Affirmative Action Plan is included in the job duties of the President of Sam Houston State University. As the University's chief administrator over equal access and equal employment, the President has delegated to the Vice Presidents, Deans, Department/Division/School Heads, Supervisors and Faculty the authority and responsibility for carrying out this plan at each corresponding level. Each of these individuals is expected to put forth a good faith effort to assure the success of this plan.

The Associate Vice President for Human Resources and Risk Management has been designated by the President as the University's Civil Rights Compliance (CRC) Officer. The Associate Vice President for Human Resources and Risk Management will analyze all University personnel actions to ensure compliance with this policy. As such, his/her responsibilities include:

- a. developing policy statements, and internal and external communication techniques;
- b. assisting in the identification of problem areas;
- c. assisting administrators and supervisors in arriving at solutions to problems;
- d. designing and implementing audit and reporting systems that will measure the effectiveness of the University's programs, indicate the need for remedial action, and determine the degree to which goals and objectives have been attained;
- e. serving as liaison between the University and enforcement agencies;
- f. serving as liaison between the University and minority organizations, women's organizations and community action groups concerned with employment opportunities of minorities and women; and
- g. keeping the administration informed of the latest developments in the area of equal opportunity.

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3. Workforce Analysis

Sam Houston State University utilizes the following reports showing the representation of employees in each job classification or occupational group:

- a. Workforce - a report that gives total workforce by Equal Employment Opportunity (EEO) job category, race, and sex.
- b. Annual Report and Agency New Hire/Workforce Summary - a report that provides new hire data by EEO job category, race, and sex.

4. Utilization Analysis

Sam Houston State University uses the Equal Employment Opportunity Minority Hiring Practices Report prepared by the Texas Workforce Commission Civil Rights Division to compare SHSU's current workforce to the statewide civilian workforce composition to identify underutilization of each protected class of employees within each job classification and occupational group. For faculty and other instructional positions, departments with similar disciplines are combined; and for non-instructional positions, jobs are grouped by EEO job categories. Additional analysis includes separation of faculty by college and the combination of all faculty and professional positions. The Affirmative Action analysis is completed for each EEO job category, and achieving the following determinations:

- a. Current Workforce
- b. Expected New Hires
- c. Percentage Available
- d. Employment Goal

5. Goals

Where deficiencies exist and where numbers or percentages are relevant in developing corrective action, the University establishes and sets forth goals.

The Goals are calculated as follows:

- a. The utilization of each protected class is determined by subtracting the availability from the representation in the workforce for each race and sex.
- b. If the remainder is negative, underutilization exists and a goal is established.
- c. Employment goals are established by multiplying the total number of employees in the work group by the percent of availability and rounding to the nearest whole number.
- d. Hiring goals are established for each underutilized group by subtracting the number currently in the workforce from the employment goal.

6. Identification of Problem Areas

- a. In order to identify problem areas, an in-depth analysis has been made of the following:
 - (1) the composition of the workforce by minority group status and sex;
 - (2) the composition of applicant flow by minority group status and sex;

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- (3) the total selection process including position descriptions, position titles, worker specifications, application forms, interview procedures, test administration, test validity, referral procedures, and the final selection process;
 - (4) transfer and promotion practices, and the awarding of tenure;
 - (5) facilities, University sponsored recreation and social events and special programs such as educational assistance;
 - (6) University training programs, both formal and informal;
 - (7) workforce attitude.
- b. The following problem areas have been identified:
- (1) There is an underutilization of minorities and women in certain job titles and EEO categories.
 - (2) There is an underutilization of minorities in executive, professional, secretarial/clerical, skilled craft and service maintenance positions.
 - (3) There is an underutilization of minorities and women in faculty positions.

7. Faculty Recruitment Plan to Remedy Underutilization of Minorities and Women

- a. Personnel Requisition:
To assure that only job related criteria is considered in the staffing process, the following steps are taken before the job opening is announced. When a requisition is received by the Human Resources Department to fill a faculty position, the Human Resources Specialist will:
- (1) Verify, using the job description, the job related criteria to be used in the recruiting and selection process.
 - (2) Prepare a job announcement to be posted for at least five (5) to ten (10) calendar days.
 - (3) Provide the chairperson of search committees with EEO information such as faculty hiring goals, and the dos and don'ts of EEO hiring.
- b. Recruitment:
Job openings for faculty job classifications that are identified as being underutilized relative to our employment goals will receive special effort to recruit qualified protected class applicants. Special efforts should include but not limited to:
- (1) Targeted advertising and distribution of the job announcement
 - (2) Contact with faculty organizations
 - (3) Contact with higher education leaders in the targeted class
 - (4) Word of mouth
- c. Applicant Screening Steps:
- (1) Pre Screening – Letters of interest, resumes, and applications are screened by the search committee to determine if the person has the minimum requirements for the faculty position. Applicants are screened using a matrix or other selection tool based on previously established job related criteria. Only applicants who have completed an official application are considered for the job. Those who do not meet the minimum requirements are held in the search committee file for future reference.

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- (2) Invitations for interview – The most promising candidates chosen by the search committee are invited for a job interview.
- d. Campus visit and interview:
Candidates accepting the invitation are scheduled for a campus interview with members of the search committee and the department chair.
- e. Hiring Selection:
 - (1) Committee Recommendations – The Search Committee will submit a report to the department chair recommending the candidate(s) deemed best suited for the position.
 - (2) Selection – The department chair in consul of the dean of the college will review the Search Committee report and select the applicant they wish to offer the job. Decision makers shall have the flexibility to holistically consider the pertinent elements of each candidate's diversity with the candidate's qualifications in light of the University's commitment to achieving a workforce representative of our society.
 - (3) EEO compliance review – The dean of the college recommends to the Provost and Vice-President for Academic Affairs the terms and conditions of the proposed job offer to the chosen candidate. The VPAA reviews the committee report and the dean's recommendation to determine that EEO hiring guidelines were complied with throughout the selection process before the job offer is authorized.
 - (4) Approval - All faculty appointments are contingent upon the approval of the President and the Board of Regents.

8. Non-Faculty Recruitment Plan to Remedy Underutilization of Minorities and Women

- a. Personnel Requisition:
To assure that only job related criteria is considered in the staffing process, the following steps are taken before the job opening is announced. When a requisition is received by the Human Resources Department to fill a non-faculty position, the Human Resources Specialist will:
 - (1) Compare the requisition with the standard position description to ensure that it accurately reflects the position functions, and that it is consistent for the same position from one location to another.
 - (2) Verify the required job specifications by comparing with the position description. Special attention is given to the specific education, experience and skill requirements to ensure that the requirements in themselves do not create an adverse impact on protected classes.
 - (3) Determine that the position is correctly classified, or recommend the job for a reclassification study before recruitment efforts begin.
 - (4) Prepare a job announcement to be posted for at least five (5) to ten (10) calendar days.
- b. Recruitment:
Job openings for non-faculty job classifications that are identified as being underutilized relative to our employment goals will receive special effort to recruit qualified protected class applicants.

Special efforts should include but not limited to:
 - (1) Targeted advertising and distribution of the job announcement.

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(2) Contact with community organizations to list vacancy notices. The specific organizations will vary depending on the underutilization.

(3) Contact with community leaders in the targeted class. The specific leaders will vary depending on the underutilization.

(4) Word of mouth

c. **Applicant Screening Steps:**

Applications are received by the Human Resources Department. Our applicant screening tool or matrix is used to determine if the applicant meets the minimum requirements for the job. The applicants who meet the minimum requirements go on to step 2. Applicants not meeting the minimum requirements are not considered for the position.

(1) Pre-Interview Screening - The Human Resources Specialist will refer all of the applicants meeting the minimum requirements to the hiring supervisor. The hiring supervisor will decide the group of applicants who will be interviewed. The hiring supervisor will use a screening tool or matrix to evaluate the applicants based on the required knowledge, skills, abilities, experience and education as outlined in the job vacancy notice. All qualified applicants will be considered. The screening tool or matrix is part of the record that will be maintained to indicate the disposition of each applicant at this step.

(2) Interview Questions - The hiring supervisor and Human Resources Specialist will work together to develop interview questions that cover objective, job related criteria, and inquire about each applicant's knowledge and competencies to perform the job. Interview questions should be similar for each applicant, strictly job related, and meet the legal standard. Questions should not be of a personal nature or any that could be used to discriminate on Civil Rights protected grounds.

(3) Interview - During the interview process, the hiring supervisor will use the screening tool or matrix to rate the applicants interviewed.

d. **Hiring Selection:**

The hiring department supervisor will review the finalists, and in counsel with the Human Resources Specialist, will select the applicant to which the job offer will be extended. Managers shall have the flexibility to holistically consider the pertinent elements of each candidate's diversity with the candidate's qualifications in light of the University's commitment to achieving a workforce representative of our society. The requisition file will be reviewed by the Associate Vice President for Human Resources and Risk Management or designee to assure compliance with EEO guidelines before the selection is final. A record of the disposition of each applicant at this level is maintained.

9. Compensation Practices

Sam Houston State University has established a plan of action to assure compensation practices are administered in a fair and equitable manner which does not discriminate against protected class employees as follows:

a. Six-Month Pay Adjustments - All six-month pay adjustments will be reviewed by the CRC Officer to assure they are in compliance with EEO guidelines and University policy.

b. Merit Pay Increases - All merit pay increases will be reviewed by the CRC Officer to assure compliance with EEO guidelines and university policy.

c. All Other Pay Increases - Any personnel actions resulting in adjustments in pay will be reviewed by the CRC Officer to assure compliance with EEO guidelines and university policy.

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If the CRC Officer determines a discrepancy exists he/she will have the authority to act to make immediate remedy.

10. Integration of Equal Access and Equal Opportunity

Sam Houston State University has taken the following steps to ensure equal access and equal employment opportunity is integrated into every area of the University and the community:

- a. If apparently qualified minority or female employees are passed over for upgrading or promotion, the department head or supervisor must submit written justification and receive approval from the Associate Vice President for Human Resources and Risk Management prior to the action.
- b. As part of their regular job duties, Human Resources personnel engage in job counseling with employees to aid them in opportunities for advancement.
- c. All employees are informed about and actively encouraged to participate in University social and recreational activities.
- d. The Human Resources Department web site (http://www.shsu.edu/~hrd_www/) lists all current staff and faculty job openings. The Staff and Faculty Employment Opportunities web pages are available seven (7) days a week, twenty-four (24) hours a day and are updated as changes occur.

11. Sex Discrimination Guidelines

It is the policy of Sam Houston State University to recruit, hire, train and promote persons in all job titles without regard to sex, except where sex is a bona fide occupational qualification. For additional guidance, please see Finance & Operations Human Resources Policy ER-7, Discrimination, Sexual Harassment, and Equal Employment Opportunity. Furthermore, all personnel actions such as compensation, benefits, transfers, layoffs, return from layoff, training, education, social and recreational programs will be administered without regard to sex. It is also the policy of Sam Houston State University to maintain a workplace free of sexual harassment.

All recruiting sources will be informed verbally and in writing of the University's Affirmative Action Recruitment Plan, stipulating that these sources recruit and refer applicants for all positions listed without regard to the sex of the applicant.

12. Guidelines on Discrimination Because of Religion or National Origin

It is the policy of Sam Houston State University to recruit, hire, train and promote persons in all job titles without regard to religion or national origin. The CRC Officer periodically reviews University employment practices to determine whether members of various religions and/or ethnic groups are receiving fair consideration for job opportunities. Based upon the findings of such reviews, appropriate outreach and positive recruitment activities, such as those listed below, are undertaken in order to remedy existing deficiencies:

- a. Internal communication of the University's obligation to provide equal employment opportunity without regard to religion or national origin in such a manner as to foster understanding, acceptance and support among administrative, supervisory and all other employees and to encourage such persons to take the necessary action to aid the University in meeting this obligation.
- b. Review of internal procedures to ensure that the University's obligation to provide equal employment opportunity without regard to religion or national origin is being fulfilled.

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- c. Periodically informing all employees of the University's commitment to equal employment opportunity for all persons, without regard to religion or national origin.
- d. Enlisting the assistance and support of all recruitment sources for the University's commitment to provide equal employment opportunity without regard to religion or national origin.

The University agrees to make reasonable accommodations to the religious observances and practices of employees or prospective employees who regularly observe Friday evening and Saturday, or some other day of the week, as their Sabbath and/or who observe certain religious holidays during the year and who are conscientiously opposed to performing work on such days, when such accommodations can be made without undue hardship on the conduct of the University's business. In determining the extent of hardship such accommodations might make, the University considers the following factors: (a) business necessity, (b) financial costs and expenses, and (c) resulting personnel problems.

The President of Sam Houston State University, has a strong personal commitment to equal employment opportunity, and requires the assistance and support of faculty and staff employees in her commitment to the spirit of equal access. -

Reviewed by: David M. Hammonds, Associate VP for Human Resources & Risk Management-03/20/2014
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