

## PROBLEM IDENTIFICATION

The University continues to place salaries and recruitment and retention as high priorities in an effort to assure ASU remains competitive with other universities. Despite these efforts, salaries remains below the target levels and positions have been eliminated. Recruiting increased during 2005 compared to the two previous years. ASU hired 1234 full-time employees through open searches during 2005, 19 more hires than in 2004. Of these hires, minorities accounted for 27% and women 59%. The types of jobs minorities and women were most frequently hired for, however, remains an issue of concern. While there is usually hiring activity in all EEO categories, the significant percents remain in very stereotypical categories. The University is continuing to make more hires through waivers, more than doubling the number of hires through waivers since 2000. The need for budget flexibility, increased grant funding, and emergency situations account for the majority of waivers, however, the trend is disturbing given the goal achievement percents in most vice presidential areas. During 2005 there were 1077 terminations for full time employees, 152 more than in 2004; minorities represented 24% and women 54% of the terminations. Below is an analysis of the issues for each vice presidential area on the Tempe campus and for the Polytechnic, West, and Downtown Phoenix campuses.

Tempe Campus – The percent of job groups in which goals were met for the campus was 34% for women and 42% for minorities. Minorities accounted for 27% of all full-time hires and women were 58% of these hires. Adverse impact in hiring of minority persons occurred in 50% or more of the job groups in the Provost's area; adverse impact in hiring of women in 50% or more of the job groups did not occur in any vice presidential area. Minorities were 25% of all terminations and women were 52%. Involuntary terminations accounted for three percent of all terminations for minorities and only University Undergraduate Initiatives had termination adverse impact for minorities in 50% or more of the job group categories. The President's and University Undergraduate Initiatives areas showed adverse impact in terminations for women in 50% or more of the job group categories. Involuntary terminations of women also accounted for three percent of all terminations.

President – Sixty percent of the full-time hires were female and 30% were minority. The majority of the female hires were in the professional EEO category. Goals were met for both women and minorities in 50% of the job groups with goals. Fifty seven percent of the full-time terminations were for women and 25% for minorities. There were no involuntary terminations of minorities or women. There was adverse impact in terminations of women in 64% of the job groups with terminations.

Provost – Minorities accounted for 23% of the full-time hires in this area with the largest percent in the professional EEO category. Goals for minorities were met in 38% of the job groups with goals. There was adverse impact in hiring in 53% of the job groups with minority applicants. Women were 60% of the hires and the highest percent was in the clerical category. Twenty five percent of the job groups with goals for women had goals met and 25% of the job groups with goals saw no activity. Minorities accounted for 24% of all terminations and women accounted for 53%. Adverse impact in terminations of both minorities and women occurred in less than 50% of the job groups with terminations.

Public Affairs – In this vice presidential area, goals were met in 29% of the job groups with goals for minorities and 43% of the job groups had no progress toward goal achievement. Fifty percent of the job groups with goals for women had goals met and 25% of the job groups with goals had no hiring activity. Minorities were 25% of the hires and women were 86% of the hires. The clerical EEO category was again the one with the highest percent of female hires, while the executive/administrative EEO category had the highest percent of minority hires. Adverse impact in hiring of minorities occurred in less than 50% of the job groups with hiring activity. Women were 59% of all terminations and minorities were 14% of the terminations.

University Administration/General Counsel – In the first year of this vice presidential area, minorities were 30% of the hires and women were 51% of the hires. The highest percent of hires for minorities occurred in the executive/administrative EEO category and in the professional category for women. Sixty percent of the goals for minorities were met while 50% of the goals for women were met. Adverse impact in hiring for both women and minority persons occurred in 38% of the job groups with activity. Minorities accounted for 21% of the terminations and women accounted for 55% of the terminations.

Business and Finance – Women accounted for 33% of the full-time hires in this area and goals were met in 29% of the job groups with goals. Goals for minorities were met in 53% of the job groups with goals and 33% of all full-time hires were minorities. The clerical EEO category had the highest percent of women hired while minorities had the highest percent of their hires in the service maintenance category. Thirty five percent of the terminations in this area were female and 26% were minority. Adverse impact in terminations for minorities and women occurred in less than 50% of the job groups with terminations.

Research and Economic Affairs – Goals were met for minorities in 56% and for women in 50% of the job groups with goals. Minorities accounted for 25% and women 76% of the full-time hires in this area; the largest percent of minority hires occurred in the skilled craft EEO category. Twenty percent of terminations were for minorities while women accounted for 41% of the terminations. While adverse impact in terminations for women and for minorities occurred in 25% or less of the job groups with terminations, minorities accounted for 67% of the involuntary terminations.

Student Affairs – Women were 69% and minorities were 29% of the full-time hires in this area. Goals for minorities were met in 8% of the job groups with goals and there was no progress in meeting goals in 50% of the job groups with goals. Seventy five percent of the goals were met in job groups with female goals. The highest number of hires of minority persons was in both the executive/administrative category and the service maintenance category. The highest percent of female hires occurred in the office/clerical EEO category. Sixty four percent of the terminations in this area were of women and 33% were minority. One hundred percent of the involuntary terminations were for women and minorities.

University Undergraduate Initiatives – Minorities were 37% of full-time hires and 33% of the terminations while women accounted for 75% of the hires and 86% of the terminations. Minorities accounted for 67% of the involuntary terminations. One hundred percent of the goals for minorities were met and 50% of the goals for women were met. There was adverse impact in hiring for women and minorities in less than 40% of the job groups with activity; there was adverse impact in terminations for both minorities and women in 50% or more of the job groups with terminations.

Polytechnic Campus – Minorities were 27% of all full-time hires and women were 48% of these hires. Goals for minorities were met in 14% of the job groups with goals and 22% of the job groups with goals for women. There was no hiring activity in 78% of the job groups with goals for women and in the 57% of the job groups with goals for minorities. Women had the highest percent of hires in the executive/administrative and in the clerical EEO categories; minorities had the highest number of hires in the professional EEO category. Women accounted for 46% of the terminations while minorities accounted for 19% of the terminations. Women were 100% and minorities 67% of the involuntary terminations.

West Campus – Minorities accounted for 27% of all full-time hires while women accounted for 63% of the hires. Thirty six percent of the job groups with goals for minorities had goals met and 36% of the job groups had no activity. Forty one percent of the job groups with goals for women had goals met and 47% saw no progress in meeting goals. The executive/administrative EEO category had the highest percent of minority hires. For women, the highest percent of hires was in the office/clerical EEO category. Adverse impact in hiring of women occurred in 35% of the job groups and for minorities in 67% of the job groups. Minorities accounted for 17% of the terminations and women for 63%. Minorities accounted for 100% of the involuntary terminations.

Downtown Phoenix Campus – Women accounted for 74% and minorities 26% of the full time hires. Women were also 82% of the terminations while minorities accounted for 18% of the terminations. Forty three percent of the minority goals were met and 36% of the job groups with goals for women were met. Adverse impact in hiring and in terminations occurred in less than 40% of the job groups with activity for both minorities and women. There were no involuntary terminations of women; however, 67% of the involuntary terminations were for minorities. The highest percent of hires of minorities and women occurred in the office/clerical category.

## **ACTION PROGRAM**

ASU makes a concerted effort to assure equal opportunity through affirmative action via a recruitment monitoring process and educational workshops for those involved in the recruitment process. The University also provides various support mechanisms aimed at addressing retention issues such as wellness programs, employee assistance programs, support for campus employee organizations, and continual review of policies and procedures. Examples of these activities are listed below.

### Recruitment

1. A Campus Enrichment Program has been established to provide additional hiring resources to departments to meet very specific programmatic needs, enhance the national/international reputation of the department and/or to enhance diversity.
2. Each search committee is required to have a trained affirmative action representative as a member. The Office of EO/AA provides annual training on recruitment procedures and affirmative action and equal employment opportunity requirements. The training program emphasizes skills and knowledge needed to conduct equal opportunity searches.
3. Professional and service organizations, employment agencies, local officials and organizations, and local trade schools and colleges are notified directly by departments and/or Human Resources (for classified, service professional and administrative positions) about vacancies. The majority of the resources contacted provide employment assistance to members of the protected classes.
4. The university assures that protected class members are aware of ASU job opportunities through posting in the ASU Insight and listing openings on Human Resources' web sites and on other electronic bulletin boards.
5. The EO/AA Office monitors the recruitment activity by reviewing: a) job announcements and search plans before positions are opened for recruitment, b) all applications and reasons for not interviewing applicants, and c) reasons for the hiring decision. The current three stage monitoring process will change in 2006 due to an ASU administration directive to reduce EO/AA recruitment monitoring. Continued analysis of hiring and termination patterns will be conducted in an effort to assess the impact of the new monitoring process.

### Training and Development

1. Equal opportunity, affirmative action and diversity issues are discussed in faculty, staff and student orientation sessions.
2. EO/AA and other departments offer workshops to promote awareness of diversity and EO/AA management issues. Examples of workshops are: Harassment: Who, What, When, Why; Supervisors: How to Address Issues of Discrimination; Diversity/Discrimination/EO/AA: The Basics; Diversity/Discrimination/EO/AA: Advanced Proactive/Resolution Issues; Dealing with Difficult Behavior; The Americans with Disabilities Act: Employment Issues; Affirmative Recruitment/Hiring: CLASP; and Affirmative Recruitment/Hiring: FAP; Work Style Preferences; and Family Medical Leave Act.
3. ASU continues to offer programs for senior administrators, academic department chairs, and supervisory personnel. These programs always contain sections dealing with diversity and/or EO/AA issues. The Law for University Administrators program, offered by the Office of the General Counsel, is an annual program updating administrators about legal issues and always includes information on EO/AA issues. Additionally, Supervisory Academy, for individuals with two years or less supervisory experience contains a program on managing a diverse workforce and EO/AA requirements.

### Recognition/Incentive Programs

1. The University Awards Program was developed to recognize accomplishments of all employees. The program includes peer recognition, team recognition and service enhancement recognition. A criterion for many of these awards is demonstrated diversity efforts.
2. The Affirmative Action Small Business Program continues to provide assistance to small, minority or women owned businesses in learning how the university procurement process works. Efforts continue to support economic development for these businesses and to increase the amount of business conducted with the university.

#### Diversity Programs

Three ASU campuses have a Campus Environment Team to monitor the campus climate and provide educational programs about the value of diversity. Since the Downtown Phoenix Campus will not exist as a campus until August 2006, a Campus Environment Team has yet to be established. Each Team has representatives from faculty, staff, academic professionals and students.

The Tempe campus also has an Intergroup Relations Center whose mission is to foster opportunities for research related to diversity issues and intergroup interactions. In 2005, the Executive Vice President and Provost appointed a Diversity Policy Council, with representatives from all campuses, to create a diversity strategic plan for the university.

Three campuses also have a Commission on the Status of Women (CSW), which monitors conditions for female employees and students. The Downtown Phoenix campus has representation on the Tempe campus CSW until the campus is large enough for a campus CSW. This employee and student group also identifies policy issues and makes recommendations to assure equity in all aspects of employment and student life.