



WESTERN
WASHINGTON UNIVERSITY

2009

**AFFIRMATIVE ACTION
PROGRAM**

FOR WOMEN AND MINORITIES

Prepared By

The Equal Opportunity Office

Executive Order 11246 Affirmative Action Program

For Women and Minorities

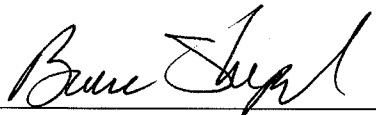
Western Washington University

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Bellingham, WA 98225

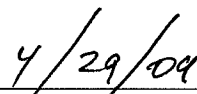
October 16, 2007 – October 15, 2008

2009 AAP

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Approval Date

CONFIDENTIALITY NOTICE TO THE OFCCP

This Affirmative Action Program (AAP) contains substantial confidential information that is subject to the provisions of Washington State Public Records Law and the Freedom of Information Act (FOIA) and is protected from arbitrary or capricious disclosure.

This AAP is the property of Western Washington University (WWU) and may be loaned to the Office of Federal Contract Compliance Programs (OFCCP), along with certain other materials requested by the OFCCP, on the condition that the government holds them totally confidential and does not release copies to any person.

WWU believes that the Washington State Public Records Law and FOICA and protects the information in the AAP from mandatory disclosure to any requesters seeking access to it. WWU asserts that in the event of an audit, at least certain sections (IV, V, VI, VII, and X), exhibits (8, 9, 10, 11, 12 and 13), compliance investigation files, and all supporting documents are exempt from Washington State Public Records Law and FOIA, and disclosure of them would constitute an unwarranted invasion of the privacy of its employees.

Notice is hereby given of a request pursuant to the regulations of the OFCCP that this entire AAP be kept confidential.

WWU does not consent to the release of any information whatsoever contained in this AAP under the Washington State Public Records Law and FOIA. If the OFCCP or any other Federal agency is considering a request to release any portion of this AAP under the Washington State Public Records Law or FOIA, WWU asks that the government immediately notify the WWU Public Records Officer.

NOTE: The term “Affirmative Action Program” or “AAP” includes its supporting exhibits, documents, data, and all materials provided by WWU to the OFCCP or other governmental agency.

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LIST OF ALL SUPPORTING EXHIBITS

Exhibit

1. Equal Opportunity/Nondiscrimination and Affirmative Action Policies
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5. Sexual Harassment Prevention Policy
6. Compensation Policies for Non-Exempt and Exempt Staff and Faculty
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9. Job Group Analysis
10. Incumbency v. Estimated Availability
11. Utilization and Movement Analysis/Reports
12. 2009 Annual Placement Goals
13. 2008 Annual Placement Goals Attainment Report
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**Western Washington University
2009 Affirmative Action Program for
Women and Minorities**

EXECUTIVE SUMMARY

I. Background

Per guidelines of the federal Executive Order 11246, the 2009 AAP for women and minorities includes as a major component, three critical analyses:

- **Workforce Analysis** This is a “snapshot” of the workforce, by job groups (JG) and by race and sex, taken on October 15, 2008.

- **Availability Analysis** This analysis is based on U.S. census data for WWU staff. For faculty, the analysis is based on Ph.D.’s by race, sex and discipline and from NORC (National Organization for Research at the University of Chicago). This data provides the numbers of qualified women and minorities in particular job groups and faculty disciplines. This analysis results in understanding the number of minorities who are “theoretically” available in the labor market to apply for open positions at WWU.

- **Utilization Analysis** If the workforce analysis shows that WWU does not currently employ 80% the availability of minorities and women in various jobs groups, a “placement goal” is calculated to accomplish this over time. The Office of Federal Contract Compliance Programs (OFCCP) requires that “good faith efforts” be undertaken (targeted outreach beyond the “standard” advertising methods) to recruit minorities and women to applicant pools that fall into underrepresented job groups.

II. Underrepresentation

This year’s AAP has identified the following job groups in which the representation of women and minorities (across all minority groups) is less than would reasonably be expected (80%), given their availability in the labor market and for which placement goals have been set:

A. STAFF (Professional and Classified):

Underrepresentation Minorities:

JG	Title	Placement Goal
11	Senior Admin Officer	2
12	Directors	6
13	Admin Managers	13
31	Academic Support Professionals	6
34	Other Support Professionals	8
43	Admin Support Staff	10
51	Tech Support Staff	7
61	Skilled Craft Support	12

Underrepresentation Women:

JG	Title	Placement Goal
61	Skilled Craft Support	6

B. FACULTY

Underrepresentation of Minorities:

JG	Tenure Track	Placement Goal
80	Science & Tech (w/out Eng Tech)	6
90	Science & Tech - Eng	2
83	Fine & Performing Arts	3
84	Woodring College	3
85	Huxley	1

JG	Non-Tenure Track	Placement Goal
800	Science & Tech (w/out Eng Tech)	4
820	Business & Economics	1
840	Woodring College	6
870	Library	2

Underrepresentation of Women:

JG	Tenure Track	Placement Goal
80	Science & Tech (w/out Eng Tech)	9
82	Business & Econ	5
85	Huxley College	6

JG	Non-Tenure Track	Placement Goal
820	Business & Economics	4

III. Breakdown of Women and Minorities in the Workforce (across all job groups), as of October 15, 2008

A. Women and Minorities (All Minority Groups)

Total Employees	Women	Minorities
1864	996 (53.4%)	250 (13.4%)

B. Specific Minority Groups¹

Total Employees	AA	HISP	API	AIAN
1864	29 (1.6%)	54 (2.9%)	139 (7.5%)	28 (1.5%)

IV. Four-Year Trend for Women and Minorities in the Workforce, 2005 – 2008 (See Attachment A)

Over the last four years, workforce demographic data indicate that WWU has made the most progress representing women and minorities in tenure-track faculty and professional staff positions. Representation of women in classified staff positions declined slightly over these four years and representation of minorities in classified staff positions remained unchanged. More detailed data is as follows:

A. Women Representation

- Women in tenure-track faculty positions increased from 38.2% in 2005 to 42.1% in 2008.
- Women in professional staff positions increased from 58.8% in 2005 to 60.9% in 2009.
- There was a slight decline of women in classified positions, decreasing from 56.8% in 2005 to 55.2% in 2008.

B. Minority Representation

- Minorities in tenure-track faculty positions increased from 13.3% in 2005 to 15.3% in 2008.

¹ AA= African American; HISP = Hispanic; API – Asian/Pacific Islander; AIAN = American Indian/Alaska Native

- Minorities in professional staff positions increased from 9.2% in 2005 to 12.3% in 2008.
- Minorities in classified staff positions remained unchanged, from 14.4% in 2005 to 14.5% in 2008.

V. Four-Year Trend for Women and Minority New Hires², 2005 – 2008 (See Attachment A)

Over that last four years, hiring data indicate that WWU has shown most progress among tenure-track faculty positions in hiring women and minorities. Currently only three tenure-track faculty jobs groups (out of a total of 9) are underrepresented by women; however, 5 job groups remain underrepresented by minorities. Significant progress can also be seen in increased hiring for minorities in professional staff positions; however, there remains 5 job groups in this category (out of 7) underrepresented by minorities. While there has been a decline in the percentage of women hired in professional and classified staff positions over the last four years, there is only one job group in which women are underrepresented. The data below more specifically detail these trends:

A. Women New Hires

- Women hired in tenure-track faculty positions increased from 37.0% of all hires in this job category in 2005 to 54.1% in 2008.
- Women hired in professional staff positions decreased from 62.7% of all hires in this category in 2005 to 56.2% in 2008.
- Women hired in classified staff positions decreased from 73.2% of all hires in this category in 2005 to 57.3% in 2008.

B. Minority New Hires

- Minorities hired in tenure-track faculty positions increased from 14.8% of all hires in this category in 2005 to 21.6% in 2008.
- Minorities hired in professional staff positions increased from 11.8% in 2005, to 23.3% in 2008.
- Minorities hired in classified staff positions remained unchanged from 8.5% of all hires in this category in 2005 to 8.0% in 2008.

² The data for new hires to the university does not include; competitive promotions, appointments or transfers.

VI. Action-Oriented Programs/Initiatives:

To address the underrepresentation of minorities and women that exist in various job groups, a variety of action-oriented programs/initiatives have been undertaken. Among these are:

- WWU President has identified “Diversity” as one of 15 goals of the university and has asked that an “Initiative on Recruiting and Retaining Faculty and Staff of Color be Undertaken.” This has involved extensive research on best practices and strategies, and the production of a White Paper on this issue. This Initiative is on-going.
- WWU enhanced its “Diversity Webpage,” making it much more inclusive and complete. This web page will be a useful tool in the university’s efforts to articulate its commitment to diversity and in recruiting and retaining a more diverse workforce.
- The Equal Opportunity (EO) Office briefs all faculty and professional staff search committees, reviewing equal employment opportunity and affirmative action guidelines. When Placement Goals exist for the job group in which the open position falls, strategies targeted to recruit women and minorities are discussed and added to the committee’s recruitment plan. The EO Office reviews all stages of these searches.
- Outreach efforts to target women and minority applicants have included interface with local and state-wide associations/offices, including the American Society of Women Accountants – North Cascades Chapter, the Whatcom Hispanic Business Organization, and the Washington State Diversity Network. Other outreach efforts have included providing position announcements to the Northwest Indian College.
- Representatives from the EO Office attended the Washington State Faculty and Staff of Color Conference to develop networks that could lead to additional targeted recruitment of faculty and staff of color.
- In last year’s AAP period, the EO Office implemented a pilot program: “Bridge to Workforce Diversity,” partnering with Whatcom Community College (WCC). This program, coordinated with the WWU Human Resource Office and WWU Facilities, made numerous visits to WCC classes of English-as-a-Second Language students. Information provided to these students ranged from an overview of WWU, to the types of jobs available at the university, and how to apply electronically for open positions. Because of impending budget costs and constraints on hiring, this program did not continue this year.

It is hoped that this program will be expanded into Skagit County in the future.

- The Dean, College of Sciences and Technology received an NSF ADVANCE grant to recruit and retain women in the sciences. As part of this grant, the Associate Dean, College of Sciences and Technology, Vice Provost for Equal Opportunity and Employment Diversity, and a Research Associate have undertaken a hiring study of the College, covering the period 2003 – 2008. In addition, a climate assessment has been developed which will be fielded in Spring, 2009.

ATTACHMENT A

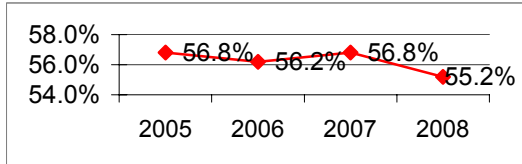
Western Washington University

**Workforce Trends for
Women and Minorities**

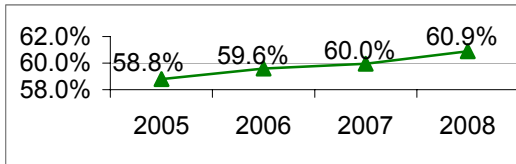
WESTERN WASHINGTON UNIVERSITY
Equal Opportunity Office
Workforce Trends for Women and Minorities¹

WWU DEMOGRAPHICS²

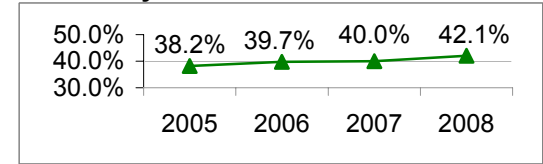
Classified - % Women ▼



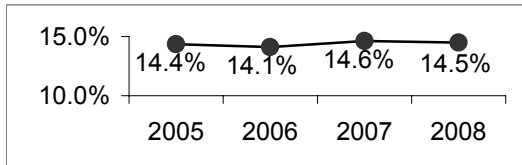
Professional - % Women ▲



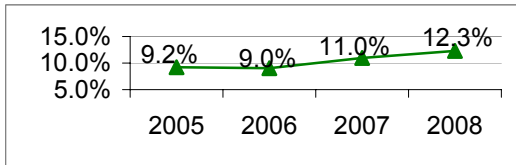
TT Faculty - % Women ▲



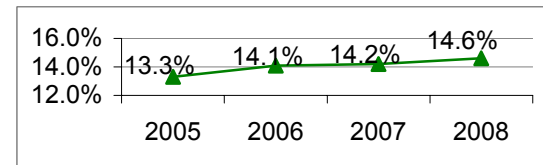
Classified - % Minorities ●



Professional - % Minorities ▲

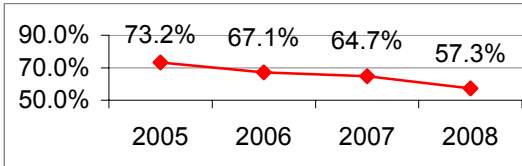


TT Faculty - % Minorities ▲

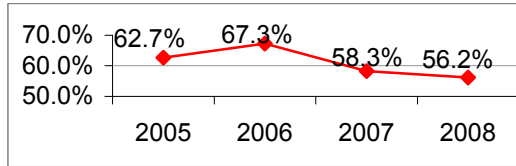


HIRING TRENDS³

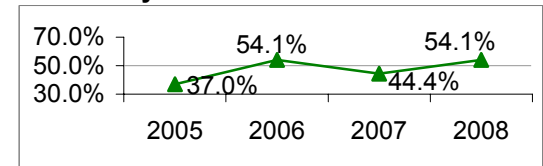
Classified - % Women ▼



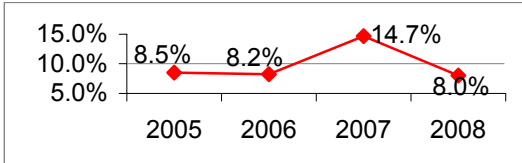
Professional - % Women ▼



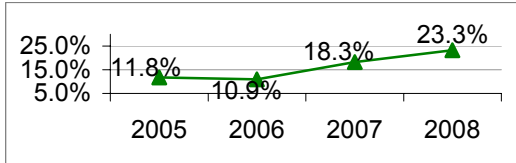
TT Faculty - % Women ▲



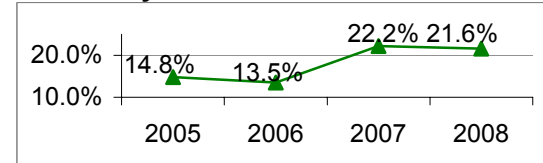
Classified - % Minorities ▼



Professional - % Minorities ▲



TT Faculty - % Minorities ▲



¹ Data Source: 2005 - 2008 WWU Affirmative Action Programs

² Demographics: WWU Workforce on October 15th of each year for employees at 50% FTE or greater

³ Hiring Data: New hires (not including promotions or transfers) from October 16 of previous AAP year to October 15 of current AAP year for employees at 50% FTE or greater

TREND:
▲ higher
▼ lower
● no change

RESULTS:
green = better
red = worse
black = neutral

SECTION I

COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION

No citation; voluntarily included in this AAP

WWU is committed to affirmative action and equal employment opportunity. As a federal contractor, WWU complies with federal and state laws governing Equal Opportunity (EO) and Affirmative Action (AA).

WWU has been and will continue to be an Equal Opportunity/Affirmative Action employer. Accordingly, WWU will continue to recruit, hire, train, and promote into all job levels the best qualified persons without regard to race, color, religion, sex, sexual orientation (including gender expression/identity), age, marital status, disability, veteran's status, creed or national origin. Additionally, all personnel matters—such as hiring, termination, compensation, benefits, transfers, layoffs—along with University-sponsored training, education, and social and recreational programs will continue to be administered in accord with WWU's policies on Equal Opportunity/Nondiscrimination and Affirmative Action (**Exhibit 1**). Further, all employment decisions are based on job-related standards and must comply with the principles of equal employment opportunity.

The University strives to resolve complaints of illegal discrimination at the earliest and most informal level, conduct internal investigations in a timely and effective manner, adhere to the principles of due process in all investigations and hearings, and provide prompt corrective action when necessary. See **Exhibit 2** for discrimination complaint procedures.

In addition to WWU's Equal Opportunity/Nondiscrimination and Affirmative Action policies, WWU's Board of Trustees passed a Diversity Resolution December 5, 1997, (**Exhibit 3**), affirming the University's commitment to diversity and reaffirmed its commitment in April 1999. Most recently, the Board of Trustees approved WWU's 2006 Strategic Plan, "Engaged Excellence" (**Exhibit 4**) which reaffirms the University's commitment to diversity. Both the Diversity Resolution and WWU's Strategic Plan provide a foundation for achieving Western's goal of increasing representation of affected group members in WWU's workforce.

SECTION II

DISSEMINATION OF POLICY

No citation; voluntarily included in this AAP

A. Internal Dissemination:

WWU will continue to make its equal employment opportunity policy known internally as follows:

1. An “Equal Opportunity is the Law” poster is posted on the EO Office bulletin board, at HR and other strategic locations throughout the university.
2. Policies related to the AAP, including the Sexual Harassment Prevention Policy (**Exhibit 5**), and the Discrimination Complaint Procedure (**Exhibit 2**), are on Western’s Policy website [www.wwu.edu/policies/] and the EO Office website [www.wwu.edu/eeo/policies.shtml], and are available to all employees.
3. In 2009, all Vice Presidents and Deans will be briefed on the AAP, including placement goals, for their administrative organizations, or College, as appropriate.
4. The EO Policy and other EO-related information is provided during new student, faculty and employee orientations.
5. An abbreviated EO statement is published in various Western publications, on a regular basis.
6. Both minority and non-minority men and women are pictured in Western publications in which employees are featured.
7. In 2008-2009, the Vice Provost for Equal Opportunity and Employment Diversity (Vice Provost) will meet with the Faculty Senate President periodically to review various aspects of the EO policy.
8. The EO Office briefs search committees for faculty and professional exempt positions. Committees are informed of women and minority utilization in the relevant Job Groups, and of corresponding placement goals. Methods for proactive recruitment of women and minorities, what constitutes “good faith efforts” in this area, and discussions on “best practices” are also included in this search committee training.

B. External Dissemination:

WWU disseminates its EO Policy externally as follows:

1. The equal employment opportunity clause is incorporated into all purchase orders, leases, and contracts covered by Executive Order 11246, as amended.
2. WWU's Human Resources (HR) office sends all employment announcements to Washington State Work Source.
3. Full position announcements for advertised positions include the following statement: *WWU is an equal opportunity/affirmative action employer, committed to assembling a diverse, broadly trained faculty and staff. Women, minorities, persons with disabilities, veterans are encouraged to apply. All new employees must comply with the immunization policy and show employment eligibility verification as required by the U.S. Citizen and Immigration Service before beginning work at WWU. A thorough background check will be conducted on all new hires. For disability accommodation, call (360) 650-3771.*
4. WWU is committed to assuring that all programs and activities are readily accessible to all eligible people without regard to race, color, religion, national origin, sex, age, disability, marital status, sexual orientation (including gender expression and identity), veteran status, or creed.

SECTION III

RESPONSIBILITY FOR IMPLEMENTATION

A. President and Senior Leadership:

The President has the overall responsibility for the implementation of the University's Affirmative Action Program (AAP). Vice Presidents and Deans are accountable for AA/EO compliance within their own spheres of responsibility and for undertaking "good-faith" efforts in addressing the underutilization of women and minorities in relevant Job Groups in individual units. As senior leaders, they are responsible for promoting and maintaining a climate free of illegal discrimination and harassment. They also are responsible for ensuring compliance with all EO and AA requirements and for ensuring their employees participate in AA training. The Vice Presidents meet annually with the Vice Provost to review the effectiveness of the AAP within their divisions.

B. Vice Provost for Equal Opportunity and Employment Diversity (Vice Provost):

The President has delegated the responsibility for the development, implementation, and coordination of the AAP to the Vice Provost who is responsible for ensuring compliance by the University with equal employment opportunity and the development and implementation of the University's AAP. This position reports directly to the President for affirmative action purposes and the President provides the necessary authority and resources to the Vice Provost to ensure effective implementation of the AAP.

The Vice Provost is responsible for the University's compliance with AA/EO requirements and University policies and practices, with respect to affirmative recruitment, non-discriminatory selection, and compliance activity reporting. In discharging these responsibilities, the Vice Provost is assisted by a staff that includes a Senior Executive EO Associate, an EO Outreach Specialist, and an Administrative Assistant. The Vice Provost's responsibilities include:

1. Developing and recommending policy on affirmative action, equal opportunity and anti-discrimination to all employees.
2. Annually updating the AAP.
3. Identifying potential problem areas as outlined in the AAP and developing responses to them.
4. Investigating and reporting alleged AA/EO violations to appropriate University administrators, so that an appropriate response can be made, per WWU discrimination complaint procedure; informally resolving, and/or mediating discrimination complaints when possible.

5. Serving as a liaison between the University and state and federal enforcement agencies for externally filed complaints and compliance reviews.
6. Assisting Vice Presidents, Deans, Managers and Supervisors at WWU in understanding their responsibility for making all employment decisions in accordance with University policies and without regard to unlawful factors. The EO Office works closely with search committees to assist in doing this.
7. Implementing technical compliance (i.e. the proper display of EEO posters and University EEO policy statements).
8. Articulating the University's prohibition of harassment based on protected EO categories.
9. Implementing auditing and reporting systems which will evaluate progress toward meeting goals and problems encountered in recruitment, applicant flow, hiring, promotion, transfer and other personnel decisions.
10. Assisting Vice Presidents and Deans in identifying strategies to address underutilization of women and minorities.
11. Overseeing compliance with affirmative action regulations and equal opportunity and anti-discrimination laws in employment search and screening procedures and in university policies, programs and services.

C. Director of Human Resources:

The Director of Human Resources also has AAP responsibilities which include:

1. Posting employment opportunities in accordance with University policies, in coordination with the EO Office.
2. Recruiting (including affirmative outreach, as appropriate) potential applicants without regard to race or sex for the purposes of this AAP.
3. Using only job-related criteria for all employment decisions (including selection for hire, promotion, transfer, termination, compensation and all other employment actions).
4. Ensuring all employees, including minority and female employees, are encouraged to participate in all University-sponsored educational, training, recreational and social activities.

5. Recruiting, screening, and referring applicants for employment in classified (non-exempt) positions at the University, in accordance with AAP goals that exist for the particular Job Group into which the non-exempt position fits.
6. Maintaining an internal vacancy pool for selected temporary classified staff positions. HR will periodically monitor this pool's diversity, and assist in placing local ads and making contacts to proactively recruit women and minorities for the applicant pools.
7. Ensuring that tests and other selection techniques are valid and free from illegal bias.
8. Maintaining complete and accurate personnel records and databases, and conducting periodic reviews of the personnel database to ensure its accuracy and currency; ensuring the personnel database makes the following data available to the EO Office for analysis: applicant flow, hiring, promotion, transfer and termination.
9. Developing, maintaining, and periodically reviewing the University's Job Classification and Compensation System, to ensure accuracy regarding proper job titles and freedom of bias on the basis of race or gender.

D. Directors, Managers, Supervisors, Vice Presidents, Deans:

All supervisors of WWU employees, regardless of level, are responsible for following EO/AA policies in all personnel actions. Additionally, supervisors are responsible for ensuring that women and minority employees are afforded full opportunity and encouraged to participate in all University-sponsored training, recreational, and social activities.

Vice Presidents and Deans are responsible for:

- Ensuring the success of the AAP in their divisions by participating in the development and implementation of action-oriented programs focused on underutilized groups.
- Including the appropriate non-discrimination clause in all contracts.
- Monitoring subcontractors' compliance with federal and state anti-discrimination laws when the laws require the University to act as monitor.
- Disseminating EO, AA, anti-discrimination and diversity policies and procedures throughout their divisions.
- Ensuring that employees participate in the University's AA/EO training program.

- Creating an atmosphere conducive to recruiting, hiring and retaining women and minorities in underrepresented Job Groups.
- Ensuring compliance with the University's standard recruitment and hiring procedures.
- Ensuring the maintenance of required records including those relating to tenure and promotion for at least three years.
- Preventing and responding quickly to allegations of illegal discrimination and harassment of all employees.

SECTION IV

**IDENTIFICATION OF PROBLEM AREAS
BY JOB GROUP AND ORGANIZATIONAL UNIT**

41 CFR §60-2.17(b)(1)

WWU has conducted an in-depth analysis of its total employment process to determine whether and where any impediments to equal employment opportunity exist by Job Group or organizational unit.

A. Problems with Women or Minority Utilization by Job Group

Pursuant to 41 CFR §60-2.15, WWU has compared the percentage of minorities and women in each Job Group with the availability for those Job Groups to determine if there are any Job Groups in which the percentage of minorities or women employed in the Job Group is less than would reasonably be expected. When the percentage of minorities or women employed in a particular Job Group is less than would reasonably be expected given their availability percentage in that particular Job Group, a placement goal has been established in accordance with §60-2.16.

All Job Groups with placement goals will be monitored and instructions given to hiring authorities and search committees on “good faith efforts” to assist in reaching those goals. The establishment of a placement goal does not, in any way, imply the existence of discrimination against women or minorities. WWU uses the “80% Rule,” and where women and minorities are represented in Job Groups at less than 80% of their availability, a placement goal has been set.

In the following Job Group classifications, the percentage of minorities and women is less than would reasonably be expected, given their availability in the labor market, for that particular Job Group (JG):

1. STAFF (Exempt and Non-Exempt)

Minorities		Women	
JG	Title	JG	Title
11	Senior Admin Officer	61	Skilled Craft Support
12	Directors		
13	Admin Managers		
31	Academic Support Professionals		
34	Other Support Professionals		
43	Admin Support Staff		
51	Tech Support Staff		
61	Skilled Craft Support		

2. FACULTY

Minorities:

JG Tenure Track

80 Science & Tech (w/out Eng)
83 Fine & Performing Arts
84 Woodring College
85 Huxley
90 Science & Tech - Eng

JG Non-Tenure Track

800 Science & Tech (w/out Eng)
820 Business & Economics
840 Woodring College
870 Library

Women:

JG Tenure Track

80 Science & Tech (w/out Eng)
82 Business & Econ
85 Huxley College

JG Non-Tenure Track

820 Business & Economics

B. Problems with Women or Minority Utilization by Organizational Unit

WWU's organizational structure is comprised of seven Academic colleges administrated by Deans, four Vice-President Administrative Units, and the President/Provost. All employees are situated in one of these organizational units. Each unit shares a variety of the 15 nonacademic employee job groups. The academic units exclusively add to their nonacademic job groups faculty job groups that singularly exist in their units. In an effort to identify any impediments to equal employment by organizational unit (pursuant to 41 CFR § 60-2.17), we have used the data generated in our workforce analysis (**Exhibit 8**) to determine whether there are problems of underutilization by women or minority utilization by unit. When analyzing this data, staff and faculty numbers were combined in each unit to provide a thorough representation of utilization by females and minorities.

The following data summarizes those administrative and academic organizational units that have any underrepresentation of either women or minorities or both. The chart indicates the number of job groups underrepresented out of the total number of job groups in their unit:

Underrepresentation in Organizational Units by Job Groups (JG)

VP Organizational Units	Total Job Groups	Underrepresentation by JG	
		Women	Minorities
Academic Affairs	13	0	8
Business & Financial Affairs	13	1	7
External Affairs	11	1	7
President/Provost	11	0	7
Student Affairs	13	0	7
University Advancement	11	0	6

Academic Organizational Units	Total Job Groups	Underrepresentation by (JG)	
		Women	Minorities
College of Business & Economics	10	2	7
College of Fine & Performing Arts	13	1	9
College of Humanities & Social Sciences	14	0	7
College of Sciences & Technology – w/out Engineering	13	1	9
College of Sciences & Technology – Engineering Tech	5	0	3
Fairhaven College	7	0	3
Huxley College	9	1	6
Woodring College of Education	13	0	8

C. Problems with Women or Minority Distribution/Placement by Job Group

WWU has evaluated women and minority placement within the various Job Groups and has identified no impediments to their placement in the different jobs within the Job Groups. To the extent that the percentage of minorities or women employed in a particular Job Group is less than would be reasonably expected given their availability in the Job Group, a placement goal has been set for that entire Job Group. In such Job Groups, the University will monitor the hiring process to ensure “good faith efforts” are applied to the entire Job Group to avoid problems of minority or female distribution within the Job Groups. The establishment of a goal does not in any way imply the existence of discrimination. See also Section VIII (Action-Oriented Programs), and Section IX (Internal Auditing and Reporting.) A summary of the underutilization and placement goals by Job Groups is in Section X.

D. Problems with Women or Minority Distribution/Placement by Organizational Unit

Pursuant to §60-2.15(1), WWU has evaluated women and minority placement in the different jobs within the various organizational units and has found no impediments to their placements. The EO Office will monitor and review hiring actions for all jobs within Job Groups where goals have been established. Further, the EO Office will work with search committees and organizational unit leadership to assist them in working toward achieving their placement goals. Specific programs for enhancing women and minority representation within these units are addressed in Section VIII (Action Oriented Programs).

SECTION V

IDENTIFICATION OF PROBLEM AREAS PERSONNEL ACTIVITY

41 CFR §60-2.17(b)(2)

The WWU HR Office maintains data on applicant demographics, terminations, hires, promotions and other actions in order that the University may periodically determine whether there are disparities, which may indicate impediments to equal employment opportunity. To accomplish this more efficiently the HR Office has installed HR Novus. This electronic application system will more efficiently monitor the diversity of applicant pools and the selection process of minorities and women. It is anticipated that HR Novus will be fully implemented in 2009.

The HR Office partners with the EO Office and search committees to assist with identifying avenues for recruiting qualified minority and women applicants. The EO Office works with search committees to reach out in targeted ways to attract women and minority applicants to apply for open positions. In this search committee training the EO Office explores strategies that may be used for recruiting qualified minority and women applicants and briefs them on the need to evaluate applicants for qualitative and quantitative attributes that are important for selecting the “best qualified” candidate. The EO Office also briefs search committees on equal employment opportunity guidelines for evaluating applications to ensure applicants who best meet the required and preferred qualifications are referred for further consideration.

The EO Office Personnel Activity Report (**Exhibit 14**) captures **Applicant Flow, Interviewees and New Hires** that occurred from Oct. 16, 2007 - Oct. 15, 2008. This report is an annual comparative analysis of the referral rates (candidates selected for interviews) of minorities and women applicants to determine if their referral rates were comparable to those of Caucasian and male applicants. Further, this report indicates the number and percentage of women and minorities hired during the report period for the open positions at WWU.

The report reflects a total of 22 minorities hired (13%) of the 175 Classified and Professional positions filled at WWU. Further, 106 women were hired for these Classified and Professional positions, representing 61% of all new hires for this period. For tenure-track faculty positions, 9 minorities were hired, representing 24% of the total 37 hires in this category. Also, of these 37 faculty positions, 20 women were hired, representing 54% of all tenure-track faculty hires for this period.

The comparative shows that while 10.53% of the known³ applicants for professional and classified positions were minorities. WWU actually hired 12.57% of that group, representing a 2% increase over minority applicants available to be hired.

In addition, women represented 51.13% of all applicants for professional and classified positions, and again WWU hired a higher percentage of women – 60.57% a nearly 9% increase over applications.

Regarding tenure-track faculty positions, 12.12% of all applicants were minorities and WWU hired 24.32%, 12% higher than the percentage of minorities who had applied.

Women applicants composed 19.55% of the available pool for tenure-track faculty positions and WWU hired 54.05% women from these positions, approximately 34% increase proportionate to the percentage of women who had applied.

³ As required by the OFCCP, WWU collects voluntary applicant demographic data. Therefore the applicant demographic data in the “Personnel Activity Report” reflects only those applicants who self identified.

SECTION VI

IDENTIFICATION OF PROBLEM AREAS COMPENSATION SYSTEMS

41 CFR §60-2.17(b)(3)

Periodically, the university conducts salary studies. The most recent one was undertaken in 2006, when WWU's President commissioned a race and gender salary equity study for faculty. Utilizing a consultant nationally recognized for salary equity work, Haignere, Inc., WWU sought to determine if similarly situated minority and women faculty were being compensated at similar levels compared to their white male counterparts. The results of this study, utilizing regression analysis, showed no systematic race or gender disparity in faculty salaries. Because the numbers of African American and Hispanic faculty is so small, Haignere, Inc. recommended a closer, individual review of this group. In 2007, the university President convened a committee which conducted a comprehensive review, resulting in a salary adjustment for one faculty member. This salary study represents a proactive attempt to develop baseline data which can be used in further salary analyses.

WWU utilizes the compensation systems outlined in **Exhibit 6** for classified, exempt, and faculty positions. Each system provides for equal opportunity in pay practices, and compensation is not reduced by disability or pension income. Copies of the compensation systems are available to employees and applicants in HR or on its department website at [<http://www.acadweb.wvu.edu/hr/>] under "Policies and Procedures."

SECTION VII

PROBLEM IDENTIFICATION **PERSONNEL PROCEDURES**

41 CFR §60-2.17(b)(4)

As part of WWU's on-going self-audit to identify problems or potential problems, we have conducted an in-depth analysis of the personnel procedures component of the total employment process. The EO Office reviews the initial phase (job description, rating tool, and recruitment plan), interview and hiring phases of the search and selection process for faculty and exempt professional hires, utilizing the AAP as a guide for identifying the need for additional outreach to under represented groups. (See WWU's Standard Recruitment and Hiring Procedures at **Exhibit 7.**)

A. Requisitions, Position Descriptions and Job Specifications

1. A position allocation must be completed and approved prior to the commencement of recruitment for any new position or for any replacement. HR is responsible for contacting the selecting department to carefully review the job specifications before posting and to ensure that they are job related. A representative from the EO Office also meets with the search committee (for professional and faculty positions), typically prior to advertising the position, to discuss AA and EO-related issues. On occasion, the EO Office will work with the Chair of the search committee to approve the job description prior to briefing the entire search committee when time constraints for advertising exist.
2. Position descriptions are reviewed periodically by HR and when necessary, changes are made to reflect current job duties. Additionally, the EO Office reviews and approves all faculty and professional staff position announcements, applicant evaluation instruments, and recruitment plans to ensure there are no impediments to equal employment opportunity and that good faith, proactive outreach efforts are made to target women and minorities for jobs that are in their job groups for which placement goals exist.

B. Selection Procedures

1. Applicants for posted opportunities may be either internal employees or job seekers not currently employed by the University. Both internal and external applicants are treated the same in the selection process. In cases where there are internal applicants, these applicants are not allowed access to application information submitted by external applicants. Confidentiality is maintained throughout the process.
2. The search committee reviews and screens all applications/resumes. If a firm, posted deadline is indicated, applications must be received by that date in order to

be evaluated. For classified hiring, HR may refer all or only a portion of the applications received to the hiring official based on bargaining unit rules.

3. Search committees review faculty and professional staff positions applications to determine which applicants meet the minimum required qualifications. The committee then further reviews the applications and recommends finalists to be interviewed to the hiring official. For all searches, the search committee determines reasons for non-selection for the remaining applicants.
4. The search committee and hiring official do not have access to application information on the race, sex or ethnicity of any applicants. Applicants are asked to voluntarily submit demographic information as part of the application process for Affirmative Action applicant tracking purposes. (See **Exhibit 14**)
5. WWU's hiring practices and the EO Office search committee guidance strongly encourage hiring authorities to interview at least three candidates prior to making a final decision.

C. Transfer and Promotion Procedures

1. All positions are posted in accordance with WWU's hiring policies referenced above and relevant bargaining unit contracts. Personnel actions may involve a lateral transfer, promotion with a change in work location, or promotion without a change in work location. Employees are transferred voluntarily or reassigned involuntarily depending on the needs of the organization. Four of the five bargaining unit contracts provide seniority preference to hiring qualified transfer applicants and RIF'd (reduction in force) employees within their respective bargaining unit. All employees, including women and minorities, are encouraged to take advantage of the opportunity to apply to the appropriate transfer list. Selections are made on the basis of knowledge, skills, and abilities without regard to race, color, religion, sex, national origin, disability, age, veteran's status, sexual orientation (including gender expression/identity), marital status, or creed. We have determined that there are no impediments to equal opportunity in these practices.
2. Employees may also be promoted non-competitively as a result of reclassification of the position that the employee holds. This reclassification may come about as a result of the employee "growing into" the job, taking on more responsibility, and/or performing better and better over time. Or, it may come about as the result of the employee assuming some or all of another employee's duties as a result of an economic lay-off, hiring moratorium, or reorganization. It would be inappropriate to competitively recruit in these situations, as there is no real "vacancy" or opportunity for anyone but the incumbent.

SECTION VIII

ACTION-ORIENTED PROGRAMS

41 CFR §60-2.17 (c)

In response to issues identified in Sections IV and V of this AAP, WWU has undertaken or will undertake a number of action-oriented programs and initiatives. These are detailed below, and organized according the “Problem Identification” sections of this AAP.

A. Section IV: By Job Group and Organizational Unit

Problems with Female or Minority Utilization by Job Group:

WWU has identified Job Groups in which the incumbency of minorities and/or women is less than that which would reasonably be expected based on their availabilities. Responsive goals, equal to 100% of availability, have been set. The methodology for this computation and the identification of Job Groups with placement goals is set out in Section X of the AAP.

The EO Office and HR work closely with search committees to enhance outreach efforts to attract qualified women and minority applicants for positions in **Faculty Job Groups** that have placement goals. Particular focus, during EO search committee briefings, will be on the following Job Groups that are underutilized by women and /or minorities:

1. For underutilization of women in faculty tenure track positions: College of Science and Technology [Job Group 80]; Business and Economics [Job Group 82]; Huxley [Job Group 85].
2. For underutilization of women in non-tenure track positions: Colleges of Business and Economics [Job Group 820] and Fairhaven College [Job Group 860].
3. For underutilization of minority faculty in tenure track positions: College of Science and Technology (w/out Engineering) [Job Group 80]; Fine and Performing Arts [Job Group 83]; Woodring College of Education [Job Group 84]; Huxley [Job Group 85]; and College of Science & Tech - Engineering [Job Group 90].
4. For underutilization of minority faculty in non-tenure track positions: College of Science and Technology [Job Group 800]; Woodring College [Job Group 840]; and Librarian [Job Group 870]

For the **Professional and Classified Job Groups** where minorities and women are underutilized, the EO Office will work closely with WWU Vice Presidents, Deans and other leadership to seek focused “good faith efforts” to enhance their utilization in these Job Groups:

1. For Minorities:

- 11 (Senior Admin Officers)
- 12 (Directors)
- 13 (Admin Managers)
- 31 (Academic Support Professionals)
- 34 (Other Support Professionals)
- 43 (Administrative Support Staff)
- 51 (Technical Support Staff)
- 61 (Skilled Craft Support)

2. For Women:

- 61 (Skilled Craft. Support)

B. Additional Action-Oriented Program Efforts:

1. WWU President has identified “Diversity” as one of 15 goals of the university and has asked that an “Initiative on Recruiting and Retaining Faculty and Staff of Color be Undertaken.” This has involved extensive research on best practices and strategies, and the production of a White Paper on this issue. This Initiative is ongoing.
2. WWU enhanced its “Diversity Webpage,” making it much more inclusive and complete. This web page will be a useful tool in the university’s efforts to articulate its commitment to diversity and in recruiting and retaining a more diverse workforce.
3. Last year, the EO Office launched its pilot project, “Bridge to Workforce Diversity,” which targeted English as a Second Language (ESL) students from Whatcom Community College to apply for positions at Western. The EO Office in coordination with the HR Office and University Facilities made numerous presentations to Whatcom Community College ESL students, familiarizing them with WWU’s job opportunities and how to apply for open positions. Work is being undertaken this year to explore expanding this program to Skagit County, an area with a dramatic increase in the ESL community, particularly among the Hispanic populations.
4. The EO Office reviews and approves all recruitment plans for faculty and professional staff positions. When recruitment plans do not indicate “good faith efforts” to recruit women and/or minority applicants for Job Groups where placement goals exist, the EO Office contacts the search committee chairperson

and leadership, as appropriate, and provides additional assistance with performing a proactive search.

5. In an effort to proactively assist search committees, the EO Office researches additional resources for outreach to women and minority applicants; the EO Office works closely with Search Committee Chairs to identify appropriate targeted outreach resources. Among other endeavors this sometimes involves researching appropriate professional organizations and identifying minority or women caucuses or networks to which job announcements can be sent.
6. HR engages in outreach to women and minorities through a combination of social, professional, employment, and educational network resources for women and minorities. Professional network resources include organizations such as the Washington State Diversity Recruitment Network, Women's Professional Network, The Whatcom Women in Trades network in Bellingham, and national organizations such as the Association of Hispanic Engineers.
7. HR has conducted additional outreach with the American Society of Women Accountants-North Cascades Chapter. HR has provided information and maintained relationships with the Ethnic Student Center to encourage minority graduates from Western to apply for Western employment. HR staff has also coordinated outreach at local WWU job fairs and has organized an email distribution list to attendees of the Northwest Faculty and Staff of Color Conference, with continued correspondence to attendees about job availabilities.
8. Local outreach efforts include contacts with Northwest Indian College, Whatcom Hispanic Business Organization, and participation in the Road Less Graveled Job Fair for women in the trades.
9. The Vice Provost for Equal Opportunity and Employment Diversity is a member of the Governor's Affirmative Action Policy Committee (GAAPCom). The GAAPCom provides policy guidance, recommends approval/disapproval of AA plans, oversees progress and accomplishments on an agency-by-agency basis, and regularly shares successful practices and resources with all state agencies. Best practices and strategies for recruiting and retaining women and minorities in the workforce are explored and then shared with WWU search committees.
10. In October of 2008, the EO Office sent two representatives to the Faculty and Staff of Color Conference (FSOCC). This conference offers a wealth of resources, contact, and support for faculty, administrators, professional and classified staff, and other employees of color from all higher education institutions across the state of Washington. It is a primary professional development opportunity for employees in Washington State.

C. Section VI: Compensation Systems

Periodically WWU studies race and gender salary equity, utilizing an outside consultant. Results of that study found no systematic race or gender disparity in faculty salaries. [See Section VI for additional information on this.]

D. Section VII: Personnel Procedures

1. The EO Office will continue to meet with each professional staff and faculty search committee, offering assistance to those committees from the beginning of the search until the final offer is made. In this process, the EO Office reviews the position announcements (short ads and long ads) to ensure the position requirements are written in such a way as to include minorities and women and ensure the requirements are necessary for the successful performance of the advertised position. The EO Office also informs committees of the requirement of a proactive search when the Job Group is underutilized by women and minorities.
2. The EO Office and HR serve as resources to assist search committees with best practices in reaching out to women and minority applicants. Additionally, the EO Office is in the process of updating and researching additional opportunities for outreach to increase the number of women and minorities in applicant pools.
3. The EO Office has compiled a notebook by academic discipline of potential targeted outreach resources for minorities and women and utilized this information with search committees.
4. The Vice Provost of Equal Opportunity and Employment Diversity, in collaboration with the College of Sciences and Technology, and with grant support from the **National Science Foundation (ADVANCE)** is undertaking a comprehensive assessment of systemic institutional factors affecting recruitment, retention, and advancement of women in STEM (science, technology, engineering, and mathematics) disciplines. Currently projects under the ADVANCE Grant are as follows: an analysis of hiring trends for women and minorities, an analysis of tenure and promotion outcomes, and an examination of offers including start up packages. In 2009 ADVANCE will be undertaking a campus climate assessment as well as a review of workloads for both males and females in the STEM disciplines.
5. WWU will continue to seek and support the expanding role of administrative leaders in promoting networking as a proactive recruitment tool. These proactive measures are highlighted in search committee briefings. Search committees for academic, professional, and executive positions are encouraged to contact minority and women caucuses and networks of the national professional associations to proactively target these groups and encourage their members to apply.

6. HR, with assistance from the EO Office, will continue to identify and utilize local and regional recruitment sources to increase minority applicants in all non-exempt Job Groups with under-representation. The increasing representation of Hispanics in the local community will continue to be targeted with aggressive outreach and recruitment.

SECTION IX

INTERNAL AUDITING AND REPORTING SYSTEM

41 CFR §60-2.17(d)

The EO Office is responsible for the implementation of the auditing and reporting system. The EO Office will audit personnel activity on at least an annual basis in order to measure the effectiveness of the AAP. The following actions are key to the auditing and reporting system:

- A. Requiring workforce analysis “snapshots” each fall to ascertain how women and minorities are distributed across Western’s workforce and then through availability analyses, the extent determining underrepresentation.
- B. Monitoring personnel activity, including new hires, transfers, promotions, appointments, and terminations, at all levels, to ensure the equal opportunity and nondiscrimination policy is carried out;
- C. Reviewing AAP data results with the highest levels of leadership;
- D. Advising top management of program effectiveness and making recommendations to enhance progress toward meeting Affirmative Action goals.
- E. Periodically conducting race and gender salary equity studies (see Section VI).

SECTION X

METHODOLOGY FOR AAP NUMERICAL ANALYSES AND ESTABLISHMENT OF GOALS

41 CFR. §§60-2.11 through 2.16

WWU herein describes the methodology employed with respect to all analyses and actions required by 41 CFR §§60-2.11, -2.12, -2.13, -2.14, -2.15 and -2.16. In addition, the AAP is annotated herein as required by 41 CFR §60-2.1(d).

A. Organizational Profile (See Workforce Analysis, Exhibit 8)

WWU has elected to prepare a Workforce Analysis in accordance with 41 CFR §60-2.11 (c). Specifically, the Workforce Analysis lists each job title as it appears in payroll records ranked from lowest to highest paid, by department, including departmental supervision. The Workforce Analysis also lists, for each job title, the total number of incumbents by gender and minority subgroup.

Pursuant to 41 CFR §60-2.1(d), there are a number of positions that are in this AAP, rather than in the AAP of an establishment where the employee is physically located (i.e., education sites; research sites; etc.) because the selection decision for such positions is made at this location (-2.1(d)(3)) and/or because the establishment where the incumbent is physically located has fewer than 50 employees (-2.1(d)(2)) and/or because he or she works at an establishment other than the establishment of the manager to whom he or she reports (-2.1(d)(1)) and that establishment does not have its own AAP.

This Workforce Analysis includes 1864 incumbents employed as of October 15, 2008.

B. “Lines of Progression”

There are no formal “Lines of Progression” for positions at the University. To the extent that there is a usual “promotional sequence,” it is taken into account in establishing feeder Job Groups or feeder titles in the Availability Analysis.

C. Job Group Analysis (See Exhibit 9)

In accordance with 41 CFR §60-2.12 (b), WWU has combined all job titles into Job Groups, grouping them by similarity of wages, content and opportunity. There are 1864 employees in this Job Group Analysis included in 33 WWU Job Groups.

The EOO carefully considered several different means of grouping job titles and took into account usual career paths so as to analyze meaningful feeder Job Groups. The

EOO strove for the greatest practicable similarity in content and wages, tempered by resulting size of incumbency. In some cases the Job Group is smaller than would be preferred (as is the case with non-tenure track faculty), but to combine those jobs with any others would depart from “similarity” more than we considered reasonable.

The regulations neither require nor permit any one of the three design criteria to be superior to another in establishing Job Groups. All are to be considered. The regulations do not define “how similar” the jobs in each Job Group are to be. WWU as a contractor has both the right and the obligation to design Job Groups in accordance with these flexible regulatory criteria.

We are also aware that size of incumbency is an appropriate factor to consider in design of Job Groups, since Job Groups should be sufficient in size to permit meaningful analysis of utilization. As a consequence of this careful analysis, the Job Groups in this AAP are faithful to both the regulatory design criteria and to common sense.

Guidance from the Office of Federal Contract Compliance Programs suggests that contractors take other factors into account in reconciling combinations of job titles into Job Groups. For example, we are aware that size is a factor that is appropriate to consider in design of Job Groups and it is desirable that Job Groups be of meaningful size for purposes of analysis. Because of the wide variety of pay levels within job titles, our primary focus was on similarity of content and opportunity more than wages.

The Job Groups used in this AAP are meaningful and appropriate to this employer for this AAP Year. Nonetheless, in the case of the Job Groups of Academic Support Professionals, Academic Support Staff and Technical Support Staff, the content and opportunities of employees in these various functions differ from each other, as may wage rates. Job titles in these Job Groups are very generic and further review into specific job titles, responsibilities, etc., will be conducted on an ongoing basis to enhance and refine current Job Groups.

As required, the Job Group Analysis includes a list of the job titles that comprise each Job Group (-2.12 (c)). In addition, the Job Group Analysis voluntarily displays the total number of female and minority employees in each job title in the Job Group. A wage range and the list of all titles included in each Job Group is available from the EO Office on request.

Staff Job Groups

- 11 **Senior Administrative Officers:** Positions which have the primary responsibility and major accountability for management of the institution. Typical positions include President, Provost, Vice Provost, Vice President, Assistant Vice President and Dean.
- 12 **Directors:** Positions which have the primary responsibility and accountability for management of a specific institutional unit.
- 13 **Administrative Managers:** Positions which have the primary responsibility for managing either the operational aspects of or the specific functions within an institutional unit and require independent judgment and discretion. Typical positions include associate and assistant directors, managers, assistant managers and program managers.
- 31 **Academic Support Professionals:** Professional support positions which have the primary responsibility of sustaining and supporting academic functions of the institution and performing assignments that require college education (or equivalent experience and education). Typical academic functions include research, teaching support, curriculum development, laboratory and studio support.
- 32 **Administrative Support Professionals:** Professional support positions which have the primary responsibility of sustaining and supporting the institution's administrative functions, and which perform assignments that require college education (or equivalent experience and education). Typical administrative functions and services include accounting, auditing, budgeting, executive support, buying, information management and records management.
- 33 **Student Support Professionals:** Professional support positions which have the primary responsibility of sustaining and supporting student services in the institution and performing assignments that require college education (or equivalent experience and education). Typical student support services include athletics, admissions, financial aid, recreation programming, health and counseling, career planning and registration services.
- 34 **Other Support Professionals:** Professional support positions which have the primary responsibility of sustaining or supporting various institution-wide activities and functions and performing assignments that require college education (or equivalent experience and education). Typical institution-wide functions include personnel/human resource management, systems/programming, affirmative action, special events coordination, interior design and engineering, architectural services, safety and health administration and media services.

- 41 **Clerical/Secretarial Staff I:** Entry-level positions which have the primary responsibility of providing clerical and secretarial support. Typical positions include office assistants, secretaries, fiscal and library technicians, clerks, word processors, data entry operators, copy machine operator, credit evaluators and receptionists.
- 42 **Clerical Secretarial Staff II:** Positions which provide technical clerical or secretarial support and which may have lead or supervisor responsibility for other support staff. Typical positions include program assistants; technical, senior and lead secretaries; conference coordinators; level III office assistants, fiscal technicians and library technicians; fiscal or office supervisors and leads.
- 43 **Administrative Support Staff:** Senior-level clerical or secretarial positions which provide specialized administrative support. Typical positions include program coordinators, administrative assistants, fiscal supervisors and specialists, program support supervisors, library supervisors and secretary supervisors.
- 51 **Technical Support Staff:** Positions which provide technical or paraprofessional support and which perform assignments that require specialized knowledge or skills. Typical positions include computer operators and programmers, engineering assistants, media technicians, environmental technicians, communications technicians, technical writers and early childhood program specialists.
- 61 **Skilled Craft Support Staff:** Positions which provide support in one or more of the skilled trades and perform duties that require special manual skills acquired through a combination of experience and training. Typical positions include carpenters, painters, locksmiths, steam engineers, level II maintenance mechanics and electricians.
- 71 **Custodians and Cleaners:** Positions which perform duties and contribute to the upkeep and care of institutional facilities.
- 72 **Service/Maintenance Workers:** Positions which perform duties and either contribute to the maintenance and service of institutional facilities or provide general support services.
- 73 **Protective Service Workers:** Positions which perform duties contributing to the safety and security of the university community, and require specialized experience and/or education.

Faculty Job Groups

- 80 Science and Technology Tenure Track Faculty (not including Engineering Faculty)
- 81 Humanities and Social Sciences Tenure Track Faculty
- 82 Business and Economics Tenure Track Faculty
- 83 Fine and Performing Arts Tenure Track Faculty
- 84 Woodring College of Education Tenure Track Faculty
- 85 Huxley College of the Environment Tenure Track Faculty
- 86 Fairhaven College Tenure Track Faculty
- 87 Librarian Tenure Track Faculty
- 90 Science and Technology, Engineering Department Tenure Track Faculty

- 800 Science and Technology Non-Tenure Track Faculty (not including Engineering Faculty)
- 810 Humanities and Social Sciences Non-Tenure Track Faculty
- 820 Business and Economics Non-Tenure Track Faculty
- 830 Fine and Performing Arts Non-Tenure Track Faculty
- 840 Woodring College of Education Non-Tenure Track Faculty
- 850 Huxley College of the Environment Non-Tenure Track Faculty
- 860 Fairhaven College Non-Tenure Track Faculty
- 870 Librarian Non-Tenure Track Faculty
- 900 Science and Technology, Engineering Department Non-Tenure Track Faculty

D. Availability Analysis

Consistent with regulatory requirements, WWU has separately determined the availability of minorities and women for each Job Group [41 CFR §60-2.14(b)]. Availability analyses of each Job Group are maintained in the EO Office and are available upon request.

WWU has considered two factors for minorities and two factors for women: the percentage of minorities or women with requisite skills in the reasonable recruitment area and the percentage of minorities or women among those promotable, transferable and trainable at this location in this AAP Year. Factor one is relevant for all Job Groups. Factor two was considered, but since all advertised positions are open to external and internal applicants and no normal lines of promotions exist, data for factor two was not collected.

WWU has used the most current and discrete statistical information available to derive external availability data. In an effort to estimate availability as accurately as possible, WWU has purchased 2000 census data (the most current available) for 516 occupational classifications for its reasonable recruiting areas. In determining “requisite skills,” WWU identified those Standard Occupational Classifications

(SOCs) reported in the Census that were most representative of the skills required for the positions being analyzed [41 CFR §60-2.14(d)].

The reasonable recruiting area for each Job Group [41 CFR §60-2.14(e)] is as follows:

1. The entire United States for Job Groups: 11, 12, 22, 80, 800, 81, 810, 82, 820, 83, 830, 84, 840, 85, 850, 86, 860, 87, 870, 90, and 900
2. Regional for Job Groups: 13, 31, 32, 33, 34, 42, 43, 51, 61, and 73
3. Statewide for Job Groups: 41, 71, and 72

These reasonable recruitment areas have not been drawn in such a way to effectively exclude minorities or women. The United States includes a broader mix of minorities and a substantial number of women. In each case the reasonable recruiting area was drawn based on the actual experience of WWU in attracting applicants and was designed to attract a broad and diverse applicant pool. Higher level jobs demand wider searches and a willingness to assist in relocation costs. Lower level jobs, or jobs for which there is ample local availability, are not appropriate for national recruitment efforts since WWU is not willing to pay relocation costs and job seekers outside the state are typically not willing to relocate at their own expense for jobs in these pay ranges [41 CFR §60-2.14(e)].

For each Job Group, consideration was given to which factor or factors represented a genuine source of available workers for the Job Group during the AAP year, and with what frequency the factor(s) could be expected to represent availability. That is, how often WWU expects to fill vacancies externally (whether in a statewide, regional, or national search) or from within. In this analysis, the EO Office then weighted each factor in accordance with these judgments and computed the final estimate of availability using any factor(s) having a weight other than “zero” (i.e., considered, but determined to be not relevant, so not computed). WWU utilizes Peopleclick’s AAPanner software which automatically analyzes the “value weight” for each of the job titles in a Job Group prior to its computation of the “composite” availability.

Census data, which serve as a proxy for “requisite skills,” were “weighted” based on the number of positions in the Job Group requiring such skills [41 CFR §60-2.14(g)].

E. Comparing Incumbency to Availability (See Exhibit 10)

Comparing incumbency to availability, pursuant to 41 CFR §60-2.15(b), the contractor is required to establish a Placement Goal in any Job Group having fewer women or minorities than might reasonably be expected given their availability. An appropriate measure of “reasonably expected” is statistical probability: that is, if the difference between availability and actual participation is statistically significant, the current incumbency is not “reasonably expected.” An appropriate test (80% Rule) of

statistical significance was used. A placement goal was set wherever the difference between availability and incumbency was less than 80% of availability.

F. Placement Goals by Job Group

In the 2009 AAP for WWU there are five Job Groups in which a placement goal has been established for women. There are 17 Job Groups in which a placement goal has been established for minorities (See Utilization Analysis at **Exhibit 11**). Good faith efforts will be made to accomplish these goals in accordance with 41 CFR §60-2.16.

In the 2009 AAP year, WWU will make a “good faith effort” to fill any vacancies in the Job Groups and at the availability rates indicated in **Exhibit 12**.

Whether there is a placement goal or not, WWU is committed to taking affirmative steps to ensure that employment policies and practices are non-discriminatory.

For the 2009 AAP Year (2007-2008 Workforce data), WWU had some success in meeting placement goals as shown in the Goals Attainment Report, **Exhibit 13**. Of particular significance are goal attainments in the following areas:

Minorities and Women:

Although there is underutilization in a majority of job groups university-wide, there have been positive gains in the employment, promotions and transfers of minorities and women. This indicates that managers and hiring officials are using recruitment and retention strategies supporting the WWU AAP goals with some success.

University Wide:

The EOO has enhanced its website to include workforce diversity recruitment resources, equal opportunity resources, and information and access to sign up for WWU’s required sexual harassment prevention training for all employees.

In 2008, the EOO continued to develop Strategic Initiatives to target faculty, professional and classified minorities to apply for underutilized Job Groups.

In 2007, the EOO published Western’s first Diversity Handbook; summarizing 193 programs, classes and projects some of which contribute toward recruiting and retaining diverse populations. This Handbook has been widely disseminated throughout the university, and is available at: www.wvu.edu/eoo.

In 2008, the University began an enhancement of its overall Diversity web page, providing a much broader array of information to the campus and external community.

Annual Placement Goals and Attainment:

Administrative Exempt and Classified Staff:

[Job Group 11] Senior Administrative Officers: In the 2008 AAP no goal was set for minorities in Job Group 11. From October 16, 2007 through October 15, 2008, in Job Group 11 there were a total of 4 hires, promotions, transfers, and appointments, 2 of those 4 were women, and 0 were minorities. In the 2009 AAP, WWU has a placement goal of 15% (2 people) for minorities.

[Job Group 12] Directors: In the 2008 AAP, there was a placement goal of 21% or 7 minorities. WWU did not meet this goal. From October 16, 2007 through October 15, 2008, in Job Group 12 there were a total of 8 hires, promotions, transfers, and appointments, and 4 of those 8 were women, and 0 were minorities. In the 2009 AAP, WWU has a placement goal of 20% (6 people) for minorities.

[Job Group 13] Administrative Managers: In the 2008 AAP no goal was set for minorities in Job Group 13. From October 16, 2007 through October 15, 2008, in Job Group 13 there were a total of 21 hires/promotions appointments and/or transfers in this reporting period, 3 were minorities and 15 were women. In the 2009 AAP, WWU has a placement goal of 21% (13 people) for minorities.

[Job Group 31] Academic Support Professionals: For a total of 13 hires/promotions appointments and/or transfers in this reporting period, 1 was a minority and 9 were women. The 2009 goal is 16% (6 people) for minorities.

[Job Group 32] Administrative Support Professionals: For a total of 14 hires/promotions appointments and/or transfers in this reporting period, 2 were minorities and 10 were women. The current incumbency rate for minorities is 12% and for women is 72%. There are no goals set for this Job Group.

[Job Group 33] Student Support Professionals: For a total of 29 hires/promotions appointments and/or transfers in this reporting period, 10 were minorities and 16 were women. The current incumbency rate for minorities is 22% and for women is 69%. There are no goals set for this Job Group.

[Job Group 34] Other Support Professionals: For a total of 24 hires/promotions appointments and/or transfers in this reporting period, 6 were minorities and 13 were women. The 2009 goal is 15% (8 people) for minorities.

[Job Group 41] Clerical Staff I: For a total of 18 hires/promotions appointments and/or transfers in this reporting period, 0 were minorities and 17 were women. There are no goals set for this Job Group for 2009.

[Job Group 42] Clerical Staff II: For a total of 23 hires/promotions and/or transfers in this reporting period, 3 were minorities and 20 were women. There are no goals set for this Job Group for 2009.

[Job Group 43] Administrative Support Staff: For a total of 32 hires/promotions appointments and/or transfers in this reporting period, 2 were minorities and 30 were women. There is a goal of 14% (10 people) for minorities in 2009.

[Job Group 51] Technical Support Staff: For a total of 17 hires/promotions appointments and/or transfers in this reporting period, 4 were minorities and 5 were women. There is a goal of 18% (7 people) for minorities in 2009.

[Job Group 61] Skilled Craft Support: For a total of 7 hires/promotions appointments and/or transfers in this reporting period, there were no minorities or women hired. For 2009, there are two hiring goals: 17% (12 people) for minorities and 11% (6 people) for women.

[Job Group 71] Custodians: For a total of 23 hires/promotions appointments and/or transfers in this reporting period, 4 were minorities and 10 were women. There are no goals for 2009 in this Job Group.

[Job Group 72] Service Maintenance Workers: For a total of 7 hires/promotions/appointments and/or transfers in this reporting period, 2 were minorities. There are no goals for 2009 in this Job Group.

[Job Group 73] Protective Service Workers: For a total of 4 hires/promotions appointments and/or transfers in this reporting period, 0 were minorities and 0 were women. There are no goals for 2009 in this Job Group.

Faculty:

Tenured Faculty: There is no current underutilization of minorities for the Colleges of Humanities and Social Sciences, Business and Economics, Fairhaven College and the Library. The focused efforts in these colleges will be on retention of minorities.

There is no current underutilization of women for the Colleges of Humanities and Social Sciences, Fine and Performing Arts, Woodring College, Fairhaven College, College of Sciences & Technology–Engineering and the Library. Emphasis will be placed on retention of women in these Colleges.

Non-Tenured Faculty: There is no current underutilization of minorities in the Colleges of Humanities and Social Sciences, Huxley College, Fine and Performing Arts, College of Sciences and Technology–Engineering, and Fairhaven College. Emphasis will be placed on retention of minorities in these

colleges.

There is no current underutilization of women in the Colleges of Sciences and Technology (without Engineering), College of Sciences & Technology-Engineering, Humanities and Social Sciences, Fine and Performing Arts, Woodring College, Huxley College, Fairhaven College and the Library. Emphasis will continue to be on retention of women.

Faculty Hires and Promotions: Of the total hires and faculty promotions in this reporting period, minorities were either hired or promoted at a rate of 13%, down from 21% in the 2008 AAP, and women were hired¹ and/or promoted at a rate of 53%, up from the 41% in the 2008 AAP.

By Administrative Units:

Academic Affairs: Minorities make up 9% of this administrative unit and women make up 52% of the total number of incumbents. Of the total hires in this administrative unit, women were hired⁴ at a rate of 47% while minorities were hired¹ and/or promoted at a rate of 18%.

Business and Financial Affairs: The percentage of minorities in this administrative unit is 17%, up from 16% one year ago, and the percentage of women is 40%, the same as one year ago. Of the total hires in this administrative unit, women were hired¹ and/or promoted at a rate of 54% while minorities were hired¹ and/or promoted at a rate of 12%.

External Affairs: The percentage of minorities in this administrative unit is currently 8% up from 7% one year ago, and the percentage of women is currently 70%, up from 69% one year ago. Of the total hires¹ in this administrative unit, women were either hired¹ and/or promoted at a rate of 67%, down from 83 % one year ago, and minorities were either hired¹ or promoted at a rate of 0%, down from last year's 17%.

President/Provost Office: Minorities make up 12% of this relatively small unit, and women make up 79% of the total number of incumbents. Of the total hires¹ in this reporting period, minorities were hired¹ and/or promoted at a rate of 13%, down from 20% of last year's reporting period, and women were hired¹ or promoted at a rate of 81%, up from 60% of last year's reporting period.

Student Affairs: Of the total number of incumbents minorities make up 21%, up from 19% of last year's reporting period, and women make up 66%, down from 67% of last year. Overall, women were hired¹ at a rate of 60% and minorities were hired¹ at a rate of 31%, up from 26% of last year's reporting period.

⁴ This percent may include hired, promoted transferred or appointed.

University Advancement: Minorities make up 0% of this small unit and women make up 79% of the total number of incumbents. Of the total hired¹ and/or promoted in this reporting period, women were hired¹ or promoted at a rate of 80% and minorities were hired¹ at a rate of 0%.

By Colleges:

College of Business and Economics: Currently minorities make up 15% of the total number of incumbents and women make up 33%, both percentages are the same as last year. This College has hired¹ and/or promoted minorities at a rate of 21% in this reporting period, and hired¹ or promoted women at a rate of 46%.

College of Fine & Performing Arts: Of the total number of incumbents minorities make up 7% and women make up 48%. Of the total hires¹ and promotions during this reporting period, minorities were hired¹ or promoted at a rate of 12%, and women at a rate of 71%.

College of Humanities & Social Sciences: Currently minorities make up 15% of the total number of incumbents in this College, and women make up 57%, up from 56% of last year. Of the total number of hires¹ and promotions, minorities were hired¹ at a rate of 18%, down from 19% for last year,, and women were hired¹ at a rate of 52%, down from 65% last year.

College of Science & Technology: Minorities currently make up 7% of the total number of incumbents for this College, and women make up 38%. Of the total number of hires¹ 0% were minorities, and 38% were women.

College of Science & Technology – Engineering Technology: Minorities currently make up 4% of the total number of incumbents for this College, and women make up 50%. Of the total number of hires and promotions, minorities were hired or promoted at a rate of 0%, and women were hired or promoted at a rate of 50%.

Fairhaven College: Minorities make up 29% of the total number of incumbents and women make up 55%. Of the total hires¹ minorities were hired¹ at a rate of 38% and women at a rate of 75%.

Huxley College: The current percentage of minorities is currently 6% for minorities and 43% for women. The rate of hires¹ and/or promotions for minorities was 0% over this reporting period and 73% for women.

Woodring College of Education: Minorities make up 8% of the total incumbents and women make up 77%. The rate of hires¹ and/or promotions for minorities was 1% over this reporting period and 20% for women.

¹ This percent may include hired, promoted, transferred, or appointed