

**SAM HOUSTON STATE UNIVERSITY  
HUMAN RESOURCES POLICY ER-4  
AFFIRMATIVE ACTION PLAN  
REVISED 09-01-2005  
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**SUBJECT:** Affirmative Action Plan

**PURPOSE:** To establish a comprehensive program which will assure that Sam Houston State University (SHSU) is in compliance with Federal regulations which require affirmative action in employment and educational opportunities and Texas Labor Code Chapter 21.

**POLICY:** Sam Houston State University will not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin. Such action shall include, but not be limited to the following: employment, up-grading, demotion or transfer, recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training. Sam Houston State University takes seriously the initiative to make the needed extra efforts to remedy the areas of underutilization in our Affirmative Action Plan.

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**1. Dissemination of Policy**

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

a. Internal Dissemination

- (1) The Affirmative Action Plan will be documented in the University's policy manuals and a copy given to each Vice President, Dean, Department Head, and Supervisor who is responsible for carrying out the Plan.

- (2) The fact that Sam Houston State University is an Affirmative Action/Equal Opportunity institution of higher education will be documented in the Faculty Handbook, and Student Handbook. Any follow-up Affirmative Action information during the course of the academic year will be featured on the Human Resources Department website ([www.shsu.edu/hr](http://www.shsu.edu/hr)).
- (3) The President of Sam Houston State University and his chief administrators will stress the importance of the Affirmative Action Plan in meetings with the faculty and administrative staff.
- (4) The Affirmative Action Plan will be placed on file in the Library of Sam Houston State University and will be made available to any interested individual upon request.

b. External Dissemination

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

**2. Responsibility for Implementation**

The overall responsibility for the implementation and administration of the Affirmative Action Plan is included in the job duties of the President of Sam Houston State University. As the chief administrator of the Affirmative Action Plan, the President has delegated to the Vice Presidents, Deans, Department/Division/School Heads, Supervisors and Faculty the authority and responsibility for carrying out this plan at each corresponding level. Each of these individuals is expected to put forth a good faith effort to assure the success of this plan, and each will be evaluated for their affirmative action efforts and results in addition to, and on the same basis as, other work performance criteria.

Mr. Ted E. Michael, Director of Human Resources, has been designated by the President as the University's Affirmative Action/Equal Opportunity Officer. He will analyze all University personnel actions to ensure compliance with this policy. As such, his responsibilities include:

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

**3. Workforce Analysis**

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

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

**4. Utilization Analysis**

Sam Houston State University uses the Census EEO Data information to perform a utilization analysis and identify underutilization of each protected class of employees within each job classification and occupational group. For faculty and other instructional positions, departments with similar disciplines are combined; and for non-instructional positions, jobs are grouped by EEO job categories. The Affirmative Action analysis is completed for each EEO job category, and achieving the following determinations:

- a. Current Workforce
- b. Expected New Hires
- c. Percentage Available
- d. Employment Goal
- e. Number of years expected to achieve goal based on average number of expected new hires.

**5. Goals and Timetables**

Where deficiencies exist and where numbers or percentages are relevant in developing corrective action, the University establishes and sets forth specific goals and timetables separately for minorities and women.

The Goals and Timetables are calculated as follows:

- a. The utilization of each protected class is determined by subtracting the availability from the representation in the workforce for each race and sex.
- b. If the remainder is negative, underutilization exists and a goal is established.
- c. Employment goals are established by multiplying the total number of employees in the work group by the percent of availability and rounding to the nearest whole number.
- d. Hiring goals are established for each underutilized group by subtracting the number currently in the workforce from the employment goal.
- e. The time required to meet employment goals is calculated by multiplying the percent available by the number of expected vacancies to get the annual hire rate. The annual hire rate is divided into the employment goal to get years to goal.

**6. Identification of Problem Areas**

- a. In order to identify problem areas, an in-depth analysis has been made of the following:
  - (1) the composition of the workforce by minority group status and sex;
  - (2) the composition of applicant flow by minority group status and sex;
  - (3) the total selection process including position descriptions, position titles, worker specifications, application forms, interview procedures, test administration, test validity, referral procedures, and the final selection process;
  - (4) transfer and promotion practices, and the awarding of tenure;
  - (5) facilities, University sponsored recreation and social events and special programs such as educational assistance;
  - (6) University training programs, both formal and informal;
  - (7) workforce attitude; and

(8) the technical phases of compliance such as retention of applications, notification to subcontractors, etc.

b. The following problem areas have been identified:

(1) There is an underutilization of minorities and women in certain job titles and EEO categories.

(2) Some positions are incorrectly classified and graded.

(3) Some positions are improperly described.

(4) There is an underutilization of minorities and women in faculty positions.

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

Sam Houston State University uses the Search Guidelines To Enhance Diversity issued by the Texas State University System when hiring Faculty.

a. Personnel Requisition:

To assure that only job related criteria is considered in the staffing process, the following steps are taken before the job opening is announced. When a requisition is received by the Human Resources Department to fill a faculty position, the Human Resources Representative will:

(1) Verify, using the job description, the job related criteria to be used in the recruiting and selection process.

(2) Prepare a job announcement to be posted for at least ten working days.

(3) Provide the chairperson of the search committee with EEO information such as faculty hiring goals, search guidelines to enhance diversity, and the dos and don'ts of EEO hiring.

b. Recruitment:

Job openings for faculty job classifications that are identified as being underutilized relative to our employment goals will receive special effort to recruit qualified protected class applicants. Special efforts should include but not limited to:

(1) Targeted advertising and distribution of the job announcement

(2) Contact with faculty organizations

(3) Contact with higher education leaders in the targeted class

(4) Word of mouth

c. Applicant Screening Steps:

(1) Pre Screening – Letters of interest and resumes are screened by the search committee to determine if the person has the minimum requirements for the faculty position. Those who have the minimum requirements are contacted and invited to complete an official application. Applicants are screened using a matrix or other selection tool based on previously established job related criteria. Only applicants who have completed an official

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application are considered for the job. Those who do not meet the minimum requirements are held in the search committee file for future reference.

- (2) Invitations for interview – The most promising candidates chosen by the search committee are invited to campus for a job interview.

d. Campus visit and interview:

Candidates accepting the invitation are scheduled for a campus interview with members of the search committee and the department chair. Search committee interviews are conducted using the methods described in the Search Guidelines to Enhance Diversity.

e. Hiring Selection:

- (1) Committee Recommendations – The Search Committee will submit a report to the department chair recommending the candidate(s) deemed best suited for the position.
- (2) Selection – The department chair in consul of the dean of the college will review the Search Committee report and select the applicant they wish to offer the job.
- (3) EEO compliance review – The dean of the college recommends to the Provost and Vice-President for Academic Affairs the terms and conditions of the proposed job offer to the chosen candidate. The VPAA reviews the committee report and the Dean’s recommendation to determine that EEO hiring guidelines were complied with throughout the selection process before the job offer is authorized.
- (4) Approval - All faculty appointments are contingent upon the approval of the President and the Board of Regents.

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

Sam Houston State University uses the Search Guidelines To Enhance Diversity issued by the Texas State University System when hiring non-Faculty employees.

a. Personnel Requisition:

To assure that only job related criteria is considered in the staffing process, the following steps are taken before the job opening is announced. When a requisition is received by the Human Resources Department to fill a non-faculty position, the Human Resources Representative will:

- (1) Compare the requisition with the standard position description to ensure that it accurately reflects the position functions, and that it is consistent for the same position from one location to another.
- (2) Verify the required job specifications by comparing with the position description. Special attention is given to the specific education, experience and skill requirements to ensure that the requirements in themselves do not constitute inadvertent discrimination.
- (3) Determined that the position is correctly classified, or refer the job to the job classification officer for a reclassification study of the position before recruitment efforts begin.

b. Recruitment:

Job openings for non-faculty job classifications that are identified as being underutilized relative to our employment goals will receive special effort to recruit qualified protected class applicants.

Special efforts should include but not limited to:

- (1) Targeted advertising and distribution of the job announcement
- (2) Contact with community organizations to list vacancy notices. The specific organizations will vary depending on the underutilization.
- (3) Contact with community leaders in the targeted class. The specific leaders will vary depending on the underutilization.
- (4) Word of mouth

c. Applicant Screening Steps:

- (1) Screening Applications - Applications are received by the Human Resources Clerk who initiates an applicant screening tool or matrix to determine if the applicant meets the minimum requirements for the job. The applicants who meet the minimum requirements go on to step 2. Applicants not meeting the minimum requirements are not considered for the position and are entered into the applicant data base for future reference.
- (2) Pre-Interview Screening - The Human Resources Representative will refer all of the applicants meeting the minimum requirements to the hiring supervisor. The hiring supervisor will decide the group of applicants who will be interviewed. The hiring supervisor will use a screening tool or matrix, to evaluate the applicants based on the required knowledge, skills, abilities, experience and education as outlined in the job vacancy notice. All qualified applicants will be considered. The screening tool or matrix is part of the record that will be maintained to indicate the disposition of each applicant at this step.
- (3) Interview Questions - The hiring supervisor and Human Resources Representative will work together to develop interview questions that cover objective, job related criteria, and inquire about each applicant's knowledge and competencies to perform the job. Interview questions should be similar for each applicant, strictly job related, and meet the legal standard. Questions should not be of a personal nature or any that could be used to discriminate on Civil Rights protected areas.
- (4) Interview - During the interview process, the hiring supervisor will use the screening tool or matrix to rate the applicants interviewed.

d. Hiring Selection:

The hiring department supervisor will review the finalists, and in counsel with the Human Resources Representative, will select the applicant to which the job offer will be extended. The requisition file will be reviewed by the Director of Human Resources to assure compliance with the EEO guidelines before the selection is final. A record of the disposition of each applicant at this level is maintained.

**9. Compensation Practices**

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

- a. Six-Month Pay Adjustments - All six-month pay adjustments will be reviewed by the Affirmative Action Plan (AAP) Officer to assure they are in compliance with EEO guidelines and university policy.
- b. Merit Pay Increases - All merit pay increases will be reviewed by the AAP Officer to assure compliance with EEO guidelines and university policy.
- c. All Other Pay Increases - Any personnel actions resulting in adjustments in pay will be reviewed by the AAP Officer to assure compliance with EEO guidelines and university policy.

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

**10. Integration of Affirmative Action/Equal Opportunity Policy**

Sam Houston State University has taken the following steps to ensure that its Affirmative Action/Equal Opportunity Policy is integrated into every area of the University and the community:

- a. The University is actively involved in working with various job programs and has provided a place of employment and training for many underprivileged and inexperienced minority youth and adults, both male and female.
- b. If apparently qualified minority or female employees are passed over for upgrading or promotion, the department head or supervisor must submit written justification and receive approval from the Director of Human Resources prior to the action.
- c. As part of their regular job duties, the University's Human Resources Representatives engage in job counseling with employees to aid them in opportunities for advancement.
- d. All employees are informed about and actively encouraged to participate in University social and recreational activities.
- e. The Job Information Line is a pre-recorded listing of all current staff job openings. The recording can be accessed by dialing the job line number at any time. The job line is available seven (7) days a week, twenty-four hours a day and is up-dated as job openings occur.
- f. The Human Resources Department web site ([www.shsu.edu/hr](http://www.shsu.edu/hr)) lists all current staff and faculty job openings. The Staff and Faculty Employment Opportunities web pages are available seven (7) days a week, twenty-four hours a day and are updated as changes occur.

**11. Sex Discrimination Guidelines**

It is the policy of Sam Houston State University to recruit, hire, train and promote persons in all job titles without regard to sex, except where sex is a bona fide occupational qualification. Furthermore,

all personnel actions such as compensation, benefits, transfers, layoffs, return from layoff, training, education, social and recreational programs will be administered without regard to sex. It is also the policy of Sam Houston State University to maintain a workplace free of sexual harassment.

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

**12. Guidelines on Discrimination Because of Religion or National Origin**

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

- a. Internal communication of the University's obligation to provide equal employment opportunity without regard to religion or national origin in such a manner as to foster understanding, acceptance and support among administrative, supervisory and all other employees and to encourage such persons to take the necessary action to aid the University in meeting this obligation.
- b. Development of reasonable internal procedures to ensure that the University's obligation to provide equal employment opportunity without regard to religion or national origin is being fully implemented.
- c. Periodically informing all employees of the University's commitment to equal employment opportunity for all persons, without regard to religion or national origin.
- d. Enlisting the assistance and support of all recruitment sources for the University's commitment to provide equal employment opportunity without regard to religion or national origin.
- e. Reviewing employment records to determine the availability of promoteable and transferable members of various religious and ethnic groups.

The University agrees to make reasonable accommodations to the religious observances and practices of employees or prospective employees who regularly observe Friday evening and Saturday, or some other day of the week, as their Sabbath and/or who observe certain religious holidays during the year and who are conscientiously opposed to performing work on such days, when such accommodations can be made without undue hardship on the conduct of the University's

business. In determining the extent of hardship such accommodations might make, the University considers the following factors: (a) business necessity, (b) financial costs and expenses, and (c) resulting personnel problems.

As President of Sam Houston State University, I have a strong personal commitment to equal employment and educational opportunities, and I require the assistance and support of faculty and staff employees in attaining the University's objective of equal employment and educational opportunity.

Approved:  
James F. Gaertner, President  
Sam Houston State University