

## **PART I: FEMALES AND MINORITIES**

### **Policy Statement**

Northern Michigan University has prepared an Affirmative Action Program pursuant to Executive Order 11246, as amended. The AAP contains action and goals for personnel actions that relate to equal opportunity.

### **Internal Dissemination**

The Equal Employment Opportunity policy and statement are disseminated internally as follows:

The policy and statement is communicated to employees bi-annually through email.

The University includes that it is an EEO employer in all newspaper advertisements and required EEO signs are posted on appropriate bulletin boards. The EEO statement is posted on employee bulletin boards through letters, posters, and other notices.

As needed, meetings will be conducted with supervisors and managers to discuss the EEO policy and explain their personal obligations.

The EEO statement is included in publications prepared for students and employees.

Both minorities and non-minorities are shown in articles, newsletters, orientation booklets, and in various other publications.

### **External Dissemination**

The Equal Employment Opportunity Statement is disseminated externally as follows:

All advertisements for employment refer to the University as being an equal opportunity employer. This is indicated in either a long version or short version statement.

The Human Resources recruiting website page indicates the University an EOE.

Sub-contractors, vendors, and suppliers are notified of their reporting obligations under Executive Order 11246.

Minorities and non-minorities are both pictured in university publications.

## **Assignment of Responsibility**

The University is committed to a realistic implementation of the Affirmative Action Plan and programs. Various members of the University community are responsible for the implementation of particular aspects of the plan.

It is understood that the President of the University is responsible for forging a viable institutional policy on equal opportunity and assuring progress toward the realization of affirmative action goals. However, the President alone cannot supervise the daily routines of campus life and college business which must be addressed in order to effectively ensure no unlawful discrimination exists on campus and to take into account affirmative action.

Responsibility for coordination, monitoring, and implementation of all NMU employment practices pursuant to the NMU Affirmative Action Plan is vested with the Equal Opportunity Officer.

### Equal Opportunity Officer – Duties and Responsibilities:

Support, facilitate, and coordinate affirmative action and equal employment opportunity throughout the University community.

Collect and analyze employment data, identify problem areas, and recommend goals and timetables.

Design and implement audit and reporting systems that will:

- a. measure the effectiveness of the Affirmative Action Program
- b. indicate the need for remedial action; and
- c. determine the degree to which goals and objectives have been attained.

Monitor the advertisement of vacancies, and recruitment and selection procedures.

Support and provide leadership on affirmative action as it applies to faculty and staff in implementing this Affirmative Action Plan.

Assist in the establishment and subsequent publication and operation, as required by legislation cited in the Education Amendments of 1972, of a grievance policy and procedure providing for the resolution of student or employee complaints alleging any action by the University which would be prohibited by civil rights legislation.

Annually evaluate all current policies and practices of the University concerning employment of both academic and non-academic personnel. Recommend modification of any policies and practices which do not meet the requirements and appropriate remedial steps to eliminate the effects of any unlawful discrimination which resulted from adherence to these policies and practices.

Serve as the liaison between NMU and governmental enforcement agencies, minority and women's organizations, community action groups, including protected veterans, the disabled, and other interested community groups.

Keep the President and other responsible officials of the University informed of the latest developments in the entire equal employment opportunity area.

Confer with department heads, deans, and directors on a regular basis to ensure that policies are being followed.

Continually audit to ensure that the University is in compliance in areas such as:

- a. posters properly displayed;
- b. all facilities desegregated both in policy and in use; and
- c. protected class employees are afforded a full opportunity and encouraged to participate in all University-sponsored education, training, recreational, and social activities.

Ensure that vacancies are advertised in appropriate media taking into account goals to attract persons underutilized in the workforce.

Evaluate and monitor existing affirmative action goals and timetables.

Recommend to the President new policies and procedures which will aid the University in meeting its equal opportunity responsibilities.

#### Vice Presidents, Deans, Senior Management, Department Heads, and Directors – Duties and Responsibilities:

The responsibilities of each vice president, academic dean, senior management, department head, and administrative director under this policy and plan include, but are not limited to:

Assist in the identification of problem areas, formulating solutions and establishing departmental and unit goals and objectives where necessary.

Review the qualifications of all employees to ensure that minorities and women are given full opportunities for advancement.

### **Internal Audit and Reporting Systems**

The University's Audit and Reporting System has been designed to:

1. Measure the effectiveness of the program.
2. Indicate those areas where remedial action is needed.

3. Determine the degree to which the University's goals and objectives have been obtained.

Design and implementation of internal audit and reporting systems to measure effectiveness of the total program is evidenced through:

Identification of race and gender of applicants, hires, and candidates for promotion/transfer and termination/lay-off/recall (of those who self-disclose) is provided in reports reflecting at least the following:

- a. **Applicant Flow Report:** name, race, sex, employment applied for, job group, whether interviewed and date of job posting, and disposition;
- b. **Hire Report:** name, race, sex, date of hire, department hired into, position hired for, and job group;
- c. **Promotion/Transfer Report:** name, race, sex, date of promotion/transfer, old department, position promoted/transferred from, job group, new department, position promoted/transferred to, and job group;
- d. **Termination/Lay-Off/Recall Report:** name, race, sex, date of hire, date of termination/lay-off/recall, department terminated/laid-off from, position recalled to, job group, and reason for termination.

The Equal Opportunity Office summarizes and reviews all of the personnel activities such as: applicant flow, hires, promotions within/to/from, transfers from, terminations/lay-off/recalls by job group totals for males and females, as well as total minority males and total minority females.

The Equal Opportunity Office performs an analysis that will measure, by job group, the success rates of minorities and females and compares them to the success rate of non-minorities and males. Where applicable the 80% rule with whole person is applied. Minority and female rates that do not compare to the success rates of non-minorities and males are reviewed to determine the reason(s) and steps are taken to eliminate any criteria in the recruitment, selection, and placement processes that inappropriately and/or adversely affects one group more than the other.

Progress is reviewed by job group to determine if goals were met. Progress or lack of progress is analyzed and addressed. Potential problems are carefully reviewed. The President is advised of the program effectiveness with recommendations to improve areas where goals were not met.

## **Analysis of Training Programs**

Northern Michigan University offers training programs for different groups/classes of employees, e.g. professional development for faculty, and identified training for other groups. Trainings include seminars, workshops, on-line courses, etc. Department heads, directors, and supervisors may send their employees to seminars and training session on or off campus. On-the-job training is also utilized. The University anticipates that it will continue to sponsor and support, both internal and external, future employee training programs.

## **Training**

The University supports various types of training for employees. The University offers different types of in-house training. Supervisory training has been provided to supervisors and managers on various topics to assist with improving their supervisory skills. The University also provides training through consultants for special topics and identified needs.

The University pays costs for outside training programs that the employee attends at the request of the University.

## **Analysis of Seniority Practices**

Lateral transfers and promotions within bargaining units are made following the specifications in their respective contract.

Contract provisions apply when bargaining unit employees are laid off.

All decisions regarding promotions, transfers, layoffs, and recalls are made without regard to any protected category.

## **Observations of University Sponsored Social and Recreational Activities**

All University social and recreational activities are open to all employees.

## **Action Steps and Establishment of Goals**

The University Affirmative Action efforts are directed toward achieving a level of gender and minority representation in all job groups equivalent to availability. We make good faith efforts to recruit a broad and inclusive pool of qualified applicants including minorities and women, in support of these goals.

Placement goals serve as reasonably attainable objectives and are also used to measure any yearly progress that might be made in correcting underutilization. They are not rigid or exclusive measures of performance, nor do they represent either ceilings or

floors for employing particular groups. Rather, they encourage good faith effort to make all aspects of the entire affirmative action program work.

- All supervisors will continue to be made aware of the affirmative action and equal employment opportunity guidelines and the need for identification of promotable females and minorities.
- Continue efforts to develop sources for future employment of minorities.
- Continue to maintain liaison with area organizations regarding employment of females and minorities.
- The University will continue to post open positions with the local Job Service Office when job openings occur, including the desire to reach minority and female candidates.
- The University will continue to expand training opportunities to encourage employees to advance themselves for promotional opportunities.
- The University will continue to analyze and identify any underutilization of females in all job groups.
- The University will continue to work towards achieving full utilization in all job groups.

### **Compliance with the Sex Discrimination Guidelines**

University advertisement for jobs does not indicate a preference for sex.

The University's policy, Non-Discrimination Statement, indicates the University does not discriminate based on sex or gender, gender identity, gender expression, or sexual orientation.

The University does not have distinction based on sex in employment opportunities or conditions of employment. All employees have an equal opportunity to perform any job for which they are qualified to perform.

University wage schedules are not based upon or related to the sex of an employee.

There are no restrictions on any job classification based on sex.

The university follows the Family and Medical Leave Act in all maternity and paternity leave situations and applies FMLA for eligible employees.

There are no different retirement ages for males and females.

## **Good Faith Efforts**

The University's good faith efforts to attract and retain faculty and staff are discussed below. The hiring process is reviewed, including efforts to recruit females and minorities.

Utilizing Biddle Consulting Group, Incorporated software, an analysis was made of departments and job groups, reflecting job families relative to the U. S. Census, promotion using patterns, compensation types, etc. The 80% Rule with Whole Person test is run for all report analyses.

Positions at an AP5 level or above which were not filled internally were, for the most part, advertised on a national and/or regional basis. Advertising included print media, list serves, minority databases, and direct mailings to minorities and women. Human Resources advertised non-academic positions on its Web site as well as on HigherEdJobs.com. Faculty positions are also advertised on HigherEdJobs.com and its diversity and inclusion e-mail list.

Our records show that in a few cases, minority or female candidates chose not to pursue our position and/or accept our offer of employment. The remoteness of the location of the University on the shores of Lake Superior on the North Coast of Michigan's Upper Peninsula, and the general lack of a significant minority population base in the surrounding community other than Native American, continues to make accepting a position here a major life style choice.

The data reviewed for the 2020 Plan was October 17, 2018 through October 16, 2019.

### 1C Senior Administrators

This group is composed of employees classified as higher-level senior administrators including Assistant Directors, Associate Directors, and Directors. There are 15 employees in this group, including 7 females.

Positions in this category are advertised nationally and regionally if the position is not filled internally. There was 1 promotion into this job group. The analysis shows no underrepresentation.

### 1D Executives

This group is composed of employees classified as President, Vice Presidents, and Provost. There were 5 employees in this group, including 1 female.

Positions in this category are advertised nationally if the position is not filled internally. There were no hires or promotions into this job group. The analysis shows no underrepresentation.

### 1E Academic Department Heads

This group is composed of employees classified as Academic Department Heads, Associate Deans, and Academic Directors. There were 24 employees in this group, including 5 females and 1 minority.

Positions in this category are advertised nationally if the position is not filled internally. There were 3 promotions into this job group. There were two promotions within this job group, including 1 female. The analysis shows that females are underrepresented as compared to availability by 4, and minorities are underrepresented as compared to availability by 1.

### 1H Administrative/Professional

This group is composed of employees classified as higher level administrative/professionals with titles of Development Officer, Manager Risk & Insurance, Networking and Systems Programmer, Pharmacist, Senior Database Administrator, Senior Programmer/Analyst, Senior Networking & Systems Programmer, Senior Systems Technologist, and Systems Network Administrator. There were 12 employees in this group, including 2 females.

Positions are always advertised internally per the collective bargaining agreement. If not filled internally, positions are normally advertised on a national and regional basis. There were 2 promotions into this job group, including 1 female. The analysis shows that females are underrepresented as compared to availability by 1.

### 1P Senior Management

This group is composed of employees classified as Associate Provost, Associate Vice President, Athletic Director, Executive Director, Director, and Executive Assistant. There were 15 employees in this group, including 10 females and 1 minority.

Positions are advertised nationally and regionally if not filled through a succession plan. There were no hires or promotions into this job group. The analysis shows no underrepresentation.

### 1Y Academic Deans

This group is composed of employees classified as academic deans. There were 4 employees in this group, including 3 females.

Positions are advertised nationally and regionally if not filled internally. There were no hires or promotions into this job group. However, 2 females were promoted within this job group. The analysis shows no underrepresentation.



### 2A AAUP Represented Faculty

This group is composed of faculty represented by the American Association of University Professors (AAUP). There were 285 employees in this group, including 130 females and 31 minorities.

Tenure earning and term positions for two years or longer are advertised nationally. Term positions of less than two years may be appointed without a national search. There were 20 hires, including 11 females and 2 minorities, including 1 female minority. Two females were promoted into this job group, including 1 minority. In addition, 9 females and 3 minorities, including 1 female minority, were promoted within this job group. The analysis shows that minorities are underrepresented as compared to availability by 3.

### 2B Jacobetti Center Faculty

This group is composed of faculty represented by the Northern Michigan University Faculty Association (NMUFA) which is an affiliate of the Michigan Education Association (MEA). There were 19 employees in this group, including 7 females and 1 minority.

Positions are advertised nationally and regionally. There were 2 hires into this job group, including 1 female. The analysis shows that minorities are underrepresented as compared to availability by 1.

### 2BB Paraprofessionals

This group is composed of employees classified as paraprofessionals. There was 1 employee in this group, 1 female.

These positions are usually appointed without a national search. There was 1 hire into this job group, 1 female. The analysis shows no underrepresentation.

### 2C Adjunct

This group is composed of employees classified as contingent faculty, adjunct, adjunct faculty, adjunct instructor, and adjunct professor. There were 115 employees in this group, including 71 females and 10 minorities.

These positions are usually appointed without a national search. There were 7 hires into this job group, 4 female hires, including 1 minority female. The analysis shows no underrepresentation.

### 3C Senior Administrators

This group is composed of employees classified as senior administrators with titles such as Manager, Engineer, Specialist, etc. There were 66 employees in this group, including 33 females and 1 minority.

Positions are advertised nationally and regionally if not filled through a succession plan. There were 4 hires and 3 promotions into this job group; 3 female hires, including 1 female minority; and 3 female promotions. In addition, 3 females were promoted within

this job group. The analysis shows that minorities are underrepresented as compared to availability by 2.

### 3F Coaches

This group is composed of employees classified as Assistant Coach, Associate Coach, and Head Coach. There were 32 employees in this group, including 7 females and 2 minorities.

Positions are normally advertised nationally and regionally if not filled internally. There were 6 hires into this job group, including 2 females. The analysis shows that females are underrepresented as compared to availability by 2, and minorities are underrepresented as compared to availability by 2.

### 3H Administrative/Professional

This group is composed of employees classified as administrative/professional with titles of Counselor, Assistant Director, Assistant Manager, Manager, Coordinator, Supervisor, Programmer, etc. Employees in this category are represented by the United Auto Workers (UAW). There were 169 employees in this group, including 101 females and 8 minorities.

Positions are always advertised internally pursuant to the applicable collective bargaining agreement. If the position is not filled internally, advertising is done locally and/or regionally and/or nationally. There were 15 hires and 6 promotions into this job group, including 12 females and 1 minority hire, and 5 female promotions. In addition, 5 females, including 2 female minorities were promoted within this job group. The analysis shows that minorities are underrepresented as compared to availability by 3.

### 4C Senior Administrators

This group is composed of employees classified as senior administrators with the title of Administrative Assistant. Of the 7 employees in this group, there were 7 females, including 1 minority.

Positions are normally advertised and filled internally. There were no hires or promotions into this job group. The analysis shows no underrepresentation.

### 4G Clerical/Technical

This group is composed of employees classified as clerical/technical with titles such as Account Clerk, Secretary, Salesclerk, Library Assistant, Vendor Payment Account Rep, etc. Employees in this category are represented by the United Auto Workers (UAW). There were 116 employees in this group, including 114 females and 2 minorities.

Positions are always advertised internally pursuant to the applicable collective bargaining agreement. If the position is not filled internally, advertising is done locally. There were 11 hires into this job group, 11 females. In addition, 11 females were promoted within this job group. The analysis shows no underrepresentation.

### 5G Clerical/Technical

This group is composed of employees classified as clerical/technical with titles of Operations Specialist, Press Operator, AIS Support Coordinator, etc. Employees in this category are represented by the United Auto Workers (UAW). There were 12 employees in this group, including 3 females.

Positions are always advertised internally pursuant to the applicable collective bargaining agreement. If the position is not filled internally, advertising is done locally. There was 1 hire into this job group, 1 female. The analysis shows no underrepresentation.

### 5H Administrative/Professional

This group is composed of employees classified as administrative/professional with titles of Engineer/Technician II, CAD Specialist, Production Associate, etc. Employees in this category are represented by the United Auto Workers (UAW). There were 14 employees in this group, including 4 females and 1 minority.

Positions are always advertised internally pursuant to the applicable collective bargaining agreement. If the position is not filled internally, advertising is done locally and/or regionally and/or nationally. There was 1 hire into this job group. The analysis shows no underrepresentation.

### 6I Food, Maintenance & Police

This group is composed of hourly employees with titles of Mechanic, Senior Electrician, Steam Plant Operator, Plumber and Trades Specialist. Employees in this category are represented by the American Association of State, County, and Municipal Employees (AFSCME). There were 25 employees in this group, including 1 female and 2 minorities.

Positions are always advertised internally pursuant to the applicable collective bargaining agreement. If the position is not filled internally, advertising is done locally. There were 2 hires and 1 promotion into this job group, including 1 minority hire. The analysis shows that females are underrepresented as compared to availability by 3.

### 7I Food, Maintenance & Police

This group is composed of hourly employees with titles of Buildings and Grounds Attendant, Food Service Worker, Mechanic, Police Officer, etc. Employees in this category are represented by the American Association of State, County, and Municipal Employees (AFSCME). There were 111 employees in this group, including 36 females and 5 minorities.

Positions are always advertised internally pursuant to the applicable collective bargaining agreement. If the position is not filled internally, advertising is done locally. There were 7 hires into this job group, including 4 females. In addition, there were 6 female promotions within this job group. The analysis shows no underrepresentation.