

# **Texas Woman's University**

## **Workforce Recruitment Plan**

### **Equal Employment Opportunity Policy Statement**

It is the policy of Texas Woman's University to afford equal opportunity for employment to all individuals regardless of race, color, religion, sex, sexual orientation, gender identity, age, national origin, citizenship, veteran status, disability, or genetic information and to prohibit discrimination and harassment based on any of these factors. Texas Woman's University also observes the fair employment laws in each respective jurisdiction in which we operate. We are strongly bound to this policy. Therefore, we will take affirmative action to ensure that:

1. We recruit, hire, train and promote persons in all job titles and ensure that all personnel actions such as compensation, benefits, transfers, layoffs, return from layoff, university sponsored training, education, tuition assistance, and social and recreational programs are administered without regard to race, color, religion, sex, sexual orientation, gender identity, age, national origin, citizenship, veteran status, disability or genetic information;
2. We base employment decisions only on valid job requirements consistent with the principle of Equal Employment Opportunity; and
3. Employees and applicants shall not be subjected to harassment, intimidation, threats, coercion, or discrimination because they have engaged or may engage in:
  - a. Filing a complaint, or assisting or participating in an investigation, evaluation, hearing or other activity, relating to a violation of this policy or any U.S. federal, state, or local law requiring equal employment opportunity;
  - b. Opposing any act or practice made unlawful by any U.S. federal, state or local law requiring equal employment opportunity; or
  - c. Exercising any other right protected by U.S. federal, state, or local law requiring equal employment opportunity.

It is our belief that our continued success depends on our ability to attract, develop, and retain a highly competent workforce and on the creative, effective and productive use of all our human resources. We are convinced that talent exists across all population groups. We will conduct our business with due regard to the human dignity and innate worth of each individual.

The successful achievement of a nondiscriminatory employment program requires a highly cooperative effort. University Leadership is obliged to lead the way in establishing and implementing affirmative procedures and practices which will ensure our objectives: namely, equitable employment opportunity for all.

### **Dissemination of Policy**

Internal Communications:

Recognizing that the achievement of meaningful affirmative action goals requires the continuing emphasis of supervisors and employees, the University utilizes a variety of internal communication to reinforce the Equal Employment Opportunity Policy.

1. The Equal Employment Opportunity Policy is communicated to employees via new employee orientation,

University website, postings on bulletin boards and annual training.

2. The University's EEO and Affirmative Action Policies and Procedures are discussed regularly with members of management.
3. Affirmative action and its importance are covered in management training.
4. Copies of the most current Affirmative Action Plan are made available as appropriate to members of management.
5. Our Equal Employment Opportunity Policies are posted in places available to employees and applicants for employment on all campuses.
6. University publications are utilized to disseminate information regarding EEO Policies as appropriate. When employees are featured in University publications, both majority and minority women and men are pictured whenever possible.

External Communications:

To ensure the success of external communications the University takes the following steps whenever appropriate opportunities exist:

1. Encourages employees to refer qualified friends and associates, including females and minorities, for employment opportunities.
2. Contacts outreach organizations regarding the referral of applicants, including females and minorities.
3. Informs in writing employment agencies and recruitment sources of the University's Equal Employment Opportunity Policy, requesting that they actively recruit and/or refer minorities and females for positions listed.
4. Notifies minority and women's organizations and community agencies of University Policy and job openings as appropriate.
5. Includes in advertisements for employment the statement "AN EQUAL OPPORTUNITY EMPLOYER - FEMALES, MINORITIES, VETERANS AND DISABLED."
6. Incorporates an equal opportunity clause in purchase orders, leases, contracts, etc., covered by Executive Order 11246, as appropriate.

## **Designation of Responsibility**

The Senior Associate Vice President of Human Resources and CHROO is responsible for the direction, development and implementation of the Affirmative Action Program. Leaders, managers and supervisors have responsibility for the overall implementation of the Affirmative Action Plan on a timely basis.

To ensure compliance with the Affirmative Action Program, the responsibilities of the Senior Associate Vice President of Human Resources and CHRO will include, but not necessarily be limited to:

1. Developing policy statements, Affirmative Action programming, and internal and external communication programs.
2. Assisting in the identification of problem areas and determining solutions to such problems.
3. Designing and implementing internal audit and reporting systems that measure the effectiveness of the University's programs, indicate need for remedial action and provide for progress toward goals and objectives.
4. Serving as liaison between the University and enforcement agencies.
5. Establishing contact with minority organizations, women's organizations, and community groups concerned with employment opportunities of minorities and females, as relevant.
6. Keeping Administration informed of new developments in the area of Equal Employment Opportunity.
7. Reviewing personnel policies and practices to ensure that personnel actions do not result in disparity between minority and majority employees or between men and women.
8. Investigating internal EEO complaints objectively, professionally, and fairly while maintaining the dignity of all concerned.
9. Developing actions to increase the utilization of minorities and females, as appropriate, in areas where placement goals have been established.
10. Communicating with managers and employees to facilitate EEO and Affirmative Action compliance.
11. Measuring the effectiveness of the overall AAP, including a periodic, scheduled audit of goal achievements.
12. Maintaining all pertinent records.

The responsibilities of the Managers and Supervisors will include, but not be limited to:

1. Assisting in the development of actions to increase the utilization of minorities and females in areas where placement goals have been established.
2. Reviewing the qualifications of employees to ensure that minorities and females are given opportunities for transfers and promotions, as appropriate.
3. Staying informed of new developments in Equal Employment Opportunity.
4. Periodically auditing facilities to ensure that:
  - a. University facilities are desegregated.
  - b. Minority and female employees have opportunity and are encouraged to participate in University – sponsored activities.
5. Ensuring the effectiveness and credibility of the internal complaint procedure.

### **Workforce Analysis**

Texas Woman's University utilizes the following reports showing the representation of employees in each job classification or occupational group:

1. TWUHR EEO Worksheets Creation - a collection of reports that give total workforce by Equal Employment Opportunity (EEO) job category, race and sex.
2. State Workforce Summary Report - report that provides data by EEO job category, race and sex.

### **Utilization Analysis**

Texas Woman's University has analyzed the Job Groups established as required by regulations for the percentages of minorities and percentages of women it employs in each Job Group. In order to take into account the particular mix of job titles in our workforce, Census titles are matched to the job titles in our workforce and weighted by the percentage of employees in those titles in the job group at both hiring centers.

The University has separately determined the availability of minorities and women for each job group. The University's determination of availability is based on consideration of at least two factors, internal availability and external availability, to determine the theoretical availability of minorities and women for the job groups the University has established.

### **Goals**

Where the University has determined that 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, the University will establish annual placement goals equal to the availability percentage for minorities or women, as appropriate, for that job group. The University will make a good faith effort to attain its annual placement goals through implementation of action-oriented programs.

Placement goals are calculated as follows:

1. The utilization of each protected class is determined by subtracting the availability from the representation in the workforce for each race and sex.
2. If the remainder is negative, underutilization exists and a goal is established.
3. Placement 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.
4. Placement goals are established for each underutilized group by subtracting the number currently in the workforce from the employment goal.

### **Identification of Problem Areas**

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. transfers and promotions

The following problem areas have been identified:

1. There is an underutilization of minorities in certain job groups in both affirmative action plans.
2. There is an underutilization of minorities in certain staff job groups.
3. There is an underutilization of minorities in certain faculty job groups.

No underutilization:

1. There is no underutilization of women in any job group in both affirmative action plans.

### **Action-Oriented Programs**

The following programs are geared to the attainment of our annual placement goals:

1. Total Selection Process
  - a. Employees involved in the recruiting, screening, selecting, promoting, disciplinary, and related processes are informed of EEO/AA goals and objectives.
  - b. The University has and will continue to periodically evaluate the total selection process to ensure freedom from bias and thus aid the attainment of goals and objectives.
2. Hiring Plan

In order to improve recruitment and increase the flow of minority and female applicants, the University's hiring plan includes activities such as those listed below:

- a. Current employees are actively encouraged to refer qualified applicants, including minorities and females, for jobs.
- b. Good faith efforts are made to reach minorities and females when recruiting efforts are undertaken.

- c. When pictorially presenting work situations in university publications, minority and female members of the workforce are included in such pictures, as appropriate.
- d. The University posts job openings as required on the state workforce agency job bank or with the nearest local employment office.
- e. When hiring opportunities develop in a job group where placement goals have been established, appropriate hiring and recruitment sources are notified of our commitment to recruiting qualified females and minorities.
- f. Whenever opportunities develop in a group or area where placement goals have been established, managers are reminded of our affirmative action goals and commitments, as appropriate.
- g. Faculty positions are listed in the Higher Education Chronicle and through professional associations specific to the field in which the hire will take place.
- h. The University participates in career fairs, including those targeting females, minorities, women and veterans.
- i. The University conducts outreach and posts advertisements for employment in publication and on websites, including diversity sites for the recruitment of females and minorities.

### 3. Promotional Plan

The University undertakes efforts such as those listed below to ensure that females and minorities are given equal opportunity for promotion:

- a. The University posts open staff and faculty positions.
- b. Employees, including females and minorities, are encouraged to express an interest in positions for which they may be qualified.
- c. The University reviews the qualifications of employees to ensure they are given opportunities for transfers and promotions.

### **Diversity Recruiting and Selection Guidelines**

Texas Woman's Recruiting and Selection Guidelines address statutory requirements such as the Civil Rights Act, the Americans with Disabilities Act as amended 2008, the Texas Commission on Human Rights Act, and the State Appropriations Act. These ensure equal employment opportunity for all applicants, uniform reporting procedures, and compliance with federal and state laws and regulations.

#### Operational Definitions:

- Diversity: The entire range of differences between and among groups
- Inclusion: An organizational cultural trait that values and leverages diverse perspectives
- Equity: Applying the same treatment to all; fairness
- Access: Granting entry

Tips on conducting an inclusive selection process:

1. Equity is determined by two factors: the consistency between the job description and the actual assessment criteria applied; and the consistency with which all applicants received the same treatment.
2. The degree to which the selection process has been inclusive depends on
  - a. Broad distribution of the position announcement;
  - b. The diversity of the applicant pool;
  - c. The willingness to expand the range of experiences accepted as evidence of future success;
  - d. A conscious commitment to focus the assessment of each candidate against only the established criteria thereby minimizing the occasion to make/add assumptions.
  - e. Hearing and leveraging diverse perspectives during the assessment process
3. Actively recruit for inclusion
  - a. Target the recruiting approach to reach a diverse, qualified pool of applicants
  - b. Apply appropriate recruiting efforts to offset the challenges presented by this position.
  - c. The ultimate recruiting goal: a large, diverse, highly qualified applicant pool.
4. Develop specific departmental selection criteria to add to the Applicant Selection Matrix (available online and through the Office of Human Resources) using the published qualifications and the job description for the position. Complete this prior to review of applications.
5. Ensure equitable treatment of all applicants. Assess all applicants against the same standard. Extend the same opportunities to all applicants.

Diversity Plan:

1. Process Review
  - a. Follow the process as outlined in the “TWU Search and Selection Handbook” for all faculty and staff hiring.
  - b. Allow ample time for review.
  - c. Communicate early and often with the Office of Human Resources – we’re here to help.
  - d. Send the completed Applicant Selection Matrix form for pre-approval to the Manager of Recruitment in the Office of Human Resources.
  - e. Make your assessment visible – use the Applicant Selection Matrix form.
2. Equity Review
  - a. Hold all applicants the same standard.
  - b. Use criteria listed in the job description.
  - c. Make judgments consistent with the criteria when assessing applicants.
3. Access Review
  - a. Consciously examine bias and assumptions associated with the search.

- b. Make a commitment to fill a large, diverse pool of qualified applicants.
- c. If a current job description does not exist, create a job description likely to yield a wide and inclusive pool of candidates.
- d. Develop a broad description of scholarship, experience and disciplinary background – rather than narrow.
- e. Develop an aggressive and comprehensive recruitment plan that uses multiple recruitment strategies, focusing on personal networking and targeted mailings.

4. Diversity Review

- a. Base recruiting and screening process on department needs and assessment of job requirements.
- b. Expand the evaluation criteria to encompass the greatest degree of exposure to a diverse community
- c. Prior to the actual screening, determine the evidence you are willing to accept as proof that candidates meet the posted criteria.