



Southeast
Missouri State University

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AFFIRMATIVE ACTION PLAN

Affirmative Action Plan

Southeast Missouri State University's commitment to the principles of affirmative action/equal employment requires the continuation of a policy and plan to eliminate discriminatory employment and academic admissions conditions, either purposeful or inadvertent, for employees and students, based on age, ancestry, color, creed, national origin, physical disability, race, religion, sex, or veteran status.

Affirmative Action demands continued additional efforts to recruit qualified women and minorities—groups traditionally under-represented in University employment in relation to their availability. It further demands continued additional efforts to recruit students under-represented in the University student body. Once recruited and hired, the University is committed to the promotion and retention of employees, particularly women and minorities—groups traditionally under-represented. The premise on which these concepts are based is that, unless positive action is undertaken to overcome the effects of institutionalized forms of exclusion and discrimination, benign neutrality in employment practices will tend to perpetuate the status quo.

An on-going presidentially appointed Affirmative Action Committee exists to monitor and revise the Affirmative Action Program at Southeast Missouri State University. The committee is motivated by a constructive desire to assure that employment policies and practices of the University are applied equally to all. This same positive desire is that motivating factor to assure student recruitment and retention. The committee's purpose is first, to meet the Affirmative Action reporting requirements of the federal and state governments, second and more important, to construct and implement a detailed and equitable program of employment practices and policies at the University and to use the program as the basis for correcting known and identified deficiencies.

The committee is aware that the Affirmative Action Plan is only as good as the personal commitment and effort each employee gives. The committee believes that the efforts toward the goals and the effective implementation of the measure it proposes add meaning to the concept of equal employment opportunity for all University employees, applicants for employment, and students.

Component A: Policy Statement

Southeast Missouri State University is committed to a policy of equal opportunity for all employees and students in its employment and academic programs. This equal opportunity is achieved through continued compliance with regulations of the federal and state governments and policies of the Board of Regents and the President of the University. This commitment shall apply to all persons without regard to age, ancestry, color, creed, national origin, physical disability, race, religion, sex, or veteran status. The University assures equal employment and academic opportunities for all qualified persons, and encourages all to realize their full potential.

The Affirmative Action policy creates positive programs to more fully utilize minorities and women.

All administrative and supervisory personnel at all levels are responsible for supporting the Affirmative Action Plan and implementing its programs.

This plan covers all practices, policies and actions relating to all employees and students. These shall include, but are not limited to, recruitment, selection, compensation, advancement, promotion, reassignment, retention, non-renewal, termination, transfer, lay-off, leave, training, support, and tenure.

It is through the implementation of this policy that the University participates in the fulfillment of the University's goals to achieve excellence in all phases of University life.

Component B: Statement of Responsibility of Implementation

- I.** The Affirmative Action Officer is charged with the following Affirmative Action Plan responsibilities:
 - A.** Submission of funding requests to provide for necessary staff and continuing pursuit of the goals of the Affirmative Action Plan.
 - B.** Coordination of Affirmative Action programs that analyze student recruitment, employment practices, and establish realistic goals for admission and/or employment. Develop more effective recruiting procedures to employ and retain minorities, women, the physically disabled, and Vietnam era veterans at all levels.
 - C.** Provide leadership to supervisory staff in maintaining affirmative action goals and plans for minorities and women.
 - D.** Representation of the University in working with Federal and State compliance review teams as well as monitoring, communicating, and interpreting Federal and State Laws and court decisions relating to Affirmative Action.
 - E.** Maintenance of an effective grievance procedure for hearing complaints and conducting any subsequent equal rights investigation.
 - F.** Submission of periodic reports on the status and program of the Affirmative Action Plan.
 - G.** Performance of audits to insure conformance with equal employment opportunity policies, student recruitment policies, the Affirmative Action Plan, or external compliance directives.
- II.** The University Counsel serves as an advisor to the University in the following matters:
 - A.** Provides legal counsel to the Affirmative Action Office personnel.

- B. Interprets Federal and State statutes and regulations in the enforcement of the Affirmative Action Plan.
 - C. Assists official University representatives in complying with Federal and State review teams and investigating authorities.
 - D. Reviews University contracts executed under the authority and requirements of the Missouri Statutes to insure compliance with Federal and State Equal Employment Opportunity/Affirmative Action requirements.
- III.** An Affirmative Action Committee shall be appointed as a standing committee by the President. The committee shall represent students, staff, and faculty. It is advisable to include ex-officio representatives from the Personnel and Provost Offices. The Affirmative Action Committee will serve as an advisory committee charged with the following responsibilities:
- A. Review and evaluate the existing and planned policies and practices affecting equal employment opportunity and affirmative action, and make periodic reports to the Affirmative Action Officer.
 - B. Provide students, staff, and faculty information about progress in equal employment opportunity and Affirmative Action programs.
 - C. Monitor colleges and departmental utilization of minorities and women, and review and recommend, for modification or approval, goals and timetables set for colleges and departments in which there is an underutilization of minorities and women.
 - D. Assist individuals who allege discrimination based upon race, religion, creed, color, sex, national origin, ancestry, age, physical handicap, and Vietnam era veteran status.
 - E. Perform other affirmative action duties as may be assigned by the Affirmative Action Officer in response to changing conditions or requirements.
 - F. Submit an annual self-evaluation of its duties, responsibilities, and accomplishments, making recommendations to the Affirmative Action Officer of any changes that may be desirable.
- IV.** The Vice-Presidents, Deans, Department Chairpersons, Directors, and Supervisors will have responsibility for affirmative action implementation as follows:
- A. Identify problem areas and establish office goals and objectives.

- B. Perform an annual audit of training programs and hiring and promotional patterns to remove impediments to the attainment of these goals and objectives.
 - C. Hold semi-annual discussions with subordinate managers, supervisors, and employees to be certain the Affirmative Action policies are being followed.
 - D. Review the qualifications of all their employees to insure that minorities and women are given full opportunities for transfer and promotions.
 - E. Provide assistance in career advancement for all employees.
 - F. Display official equal employment opportunity signs on all facilities at appropriate places.
- V. Necessary staff and funding will be provided to implement the Affirmative Action Plan.

Component C: Dissemination

The Affirmative Action Plan and Equal Employment Opportunity Policy will be disseminated through:

I. Internal Dissemination

A. Students

1. **Prospective Students** – All applicants for admission shall be furnished a copy of the policy statement.
2. **Current Students**
 - a. Student Services will distribute a copy of the Affirmative Action Policy to all students enrolled in classes for the first time and to all students who have not received the plan.
 - b. All student handbooks will include the policy.

B. Employees

1. **Prospective Employees**
 - a. A copy of the policy statement will be distributed to each applicant.

- b. All interviews shall include a review of the Affirmative Action Plan to make prospective employees aware of their pre- and post-employment responsibilities.

C. New Employees

- 1. Each new employee will be furnished with a copy of the policy and plan by the Personnel or Provost Office.

D. Current Employees

- 1. Each employee will be furnished with a copy of the policy and plan.
- 2. All personnel manuals will include the policy.
- 3. The Vice-Presidents are responsible for establishing communication sessions and implementing the policy with staff members in working units. Communication responsibilities include the following:
 - a. Distribution of written documents publicizing the policy and plan to all staff levels.
 - b. Annual meetings at all staff levels to review and discuss the policy and plan and the obligations of all employees.
 - c. Providing opportunity for questions regarding the policy and plan to be forwarded to the Affirmative Action Officer and members of the Affirmative Action Committee.
- 4. **Record Keeping and Reporting** -Detailed records of dissemination methods, meetings and implementations shall be forwarded annually to the Affirmative Action Officer and the Affirmative Action Committee.

II. External Dissemination

- A. Copies of the policies will be furnished to the Missouri State Employment Services Division and all other recruiting media and agencies.
- B. Unions of which employees are members will be furnished copies of the policy, and their new cooperation will be requested. New union agreements shall contain nondiscrimination clauses.

- C. University Public Relations will annually distribute a news release concerning the policy to area news media.
- D. Employees shall be encouraged to communicate the existence and content of the policy to individuals and organizations.
- E. Contracts and purchase orders executed by agents of the University shall contain a statement of obligation to an Equal Employment Opportunity commitment.
- F. The state Affirmative Action Officer will be provided a copy of this plan.

III. Advertisements

All advertisements for personnel will identify Southeast Missouri State University as an Equal Opportunity Employer and will carry no statement as to sex, and there shall be no indication of sex in the text of the advertisement or in the heading unless sex has been cleared as a bona fide occupational qualification. The forms for admission and employment shall also meet all federal and state guidelines.

Component D: Implementation

- I. Qualified women and minorities are to be actively recruited for those positions which become available or are created. Particular emphasis should be placed upon improving representation in the teaching, administrative, professional, and trades categories.
- II. Women and minorities must be actively considered for promotion to any positions that become available or are created for which they are qualified.
- III. Each Vice-President will evaluate the extent to which supervisors have made an effort to upgrade or hire women and minority group members. This evaluation will be part of each supervisor's annual performance appraisal.
- IV. Employee development plans will be part of the supervisor's annual written job performance appraisal for each of his/her employees.
- V. The University recognizes that many of its needs are met through the work of its internal committees. Therefore, when committees are formed, the purpose or charge of the committee should be identified to insure that significant minority views are represented through committee membership.
- VI. Employees are asked to appraise the Affirmative Action and/or the Personnel Officer of perceived discriminatory actions with respect to development and promotion policies, programs, and procedures.

- VII.** The Affirmative Action Officer shall provide all hiring authorities with current representation of women and minorities as well as the goals/objectives which are being developed, so that the hiring of new employees and the termination of present employees may be carried out with regard to the Affirmative Action Plan.

Component E: Goals and Timetables

I. Goal

The Affirmative Action Officer shall have the responsibility for setting the Affirmative Action Goals for Southeast Missouri State University. The goals reflecting the appropriate mix of non-minority males, minorities, and women in various categories should be established following these procedures:

- A.** Determining present representation.
- B.** Establishing the number of years it would take for a complete personnel turnover using retirement and resignation statistics.
- C.** Determining the estimated annual rate of vacancies during the period established in **B.**

II. Timetable

Steps will be established by the Affirmative Action Officer to assure the attainment of the set goals/objectives. The University goals will be set in accordance with federal regulations without regard to budgetary constraints.

III. Interim Actions

The Affirmative Action Officer shall provide all hiring authorities with current representation of women and minorities as well as the goals/objectives which are being developed, so that the hiring of new employees and the termination of present employees may be carried out with regard to the Affirmative Action Plan.

Component F: Measuring Program Effectiveness

I. Annual Analysis

A. Work Force

1. Purpose

An annual work force analysis will present a graphical and narrative description of employment patterns at Southeast Missouri State University, as well as identify any problem areas which may have resulted from discriminatory practices.

2. Definitions

Definitions used for the work force analysis will be the same as those required for the Federal Equal Employment Opportunity-6 reports, except that top management is defined as administrators who hold ultimate responsibility for the implementation of Regents' policies.

3. Scope

- a. Provide a statistical picture of the University's representation of women and minorities in the various Equal Employment Opportunity-6 categories.
- b. Provide data to meet State of Missouri reporting obligations by listing numbers of non-faculty employees by sex and race.
- c. Provide a comparison of present and past representation of women and minorities by category, with an analysis of the changes.
- d. Provide analysis by departmental/functional area and the University as a whole.

4. Source of Comparative Data

Comparative data appropriately representing the actual recruiting area should be collected on the availability of women and minorities for the various employment categories whenever they are available. For example, regional statistics might be appropriate for several entry level positions. However, state and/or national comparative data may be appropriate for Executive/Administrative/Managerial levels.

B. Salary

A review will be made of salaries within classifications containing non-minority males and women or minorities to determine whether unjustifiable inequities exist between employees performing comparable functions.

C. Fringe Benefits

A review will be made of all fringe benefits to determine if any are discriminatory. Although not limited to the following, it should include life insurance, tax deferred annuities, sick leave, and maternity and child care leave.

D. Work Conditions

A review will be made to analyze areas such as, but not limited to, grievance procedures, representation on committees, office practices and procedures, work assignments, parking assignments, and office space assignments to determine if any discrimination against women and minorities exists.

E. Status by Rank

In addition to the annual work force analysis above, the University will perform an analysis including, but not limited to, the following practices: tenure, job title, inconsistent entry level assignments (non-minority males), advancement in a classification at a slower-than-average rate, (remained within a classification for a longer-than-average time). When a disparity exists, an analysis will be made and the University will take corrective steps.

F. Advancement Procedures

A review will analyze programs and policies which aid employees in their personal career advancement and determine whether they have been applied equally to all employees. Although not limited to the following, it will cover formal employee evaluation, personal career counseling, availability of information on position openings, re-classification and promotion, transfer, training programs, internships, and released time for professional improvement activities—meetings, conferences, workshops, and courses—including employer payment of fees and expenses.

II. Annual Student Analysis

A. Purpose

The University will continue to improve recruitment and retention of minority groups.

B. Scope

The University will improve:

1. The proportion of black undergraduate students enrolled.
2. The proportion of black students enrolled in graduate studies.
3. The retention and graduation rates of black students.

The University will continue to take the necessary positive steps, in partnership with the schools of this area, to see that minority students have a better opportunity to succeed.

C. Tests

Tests will be only one part of the total consideration for admission and for graduation, and must not be used as a tool to eliminate women and minorities.

III. Procedure to Measure Program Effectiveness

Procedures to measure the effectiveness of the Affirmative Action Program at Southeast Missouri State University are the following:

- A.** Twice a year, June 30 and December 30, the Affirmative Action Officer at Southeast Missouri State University will ask each Vice-President to submit a report indicating progress made in correcting problem areas determined by the analysis mandated above and in meeting the timetable required by Component E. The reports are also to include a statistical summary of referrals, placements, transfers, promotions, and terminations with a brief narrative analysis for each category.
- B.** The Affirmative Action Officer shall forward all reports to the Affirmative Action Committee, the Provost, and the Personnel Officer for review. Following review, they will submit their findings to the Affirmative Action Officer.

- C. The Affirmative Action Officer will make periodic reports to the President on the effectiveness of the Affirmative Action Program at Southeast Missouri State University. Copies of these reports shall be distributed to the Affirmative Action Committee. The Affirmative Action Officer shall arrange for distribution of the report or a summary thereof to Southeast Missouri State University staff members. In addition, copies of the report, which will be public documents, may also be distributed to other persons and offices as the Affirmative Action Officer deems appropriate. These reports will be distributed at least once per year.
- D. Procedures for implementing and monitoring the recruitment and selection, transfer, promotion, and termination of all non-faculty employees shall be established by the Personnel Office. Procedures for faculty will be monitored through the Provost. Procedures shall include the necessary vacancy notices, application forms, approval for vacancy listing, interview techniques, and actual agreement to hire.

Component G: Human Rights Grievance Procedures

The University has established policies and procedures for adjudicating grievances involving members of the staff and faculty. The Affirmative Action Officer will counsel and advise the complainant regarding the filing and processing of a complaint.

- I. A present employee, former employee, or an applicant for employment who believes discriminatory action based on age, ancestry, color, creed, national origin, physical disability, race, religion, sex, or veteran status has been practiced against said person may file a complaint with the Affirmative Action Officer.
- II. The Affirmative Action Officer shall investigate the complaint and make a determination as to the validity of the complaint and a recommendation as to the necessary action and direct the complainant to the appropriate agency for filing a complaint.
- III. In the event that a complaint cannot be resolved according to recommendations of the Affirmative Action Officer, the complainant will notify the Affirmative Action Officer.
- IV. In the event that the complainant and the Hiring Authority do not concur in the recommendation, an appeal may be filed in writing to the Affirmative Action Officer, and the findings shall be reviewed by the Affirmative Action Committee.

Note: Employees shall be free from any restraints, interferences, coercion, or reprisal as a result of filing a complaint, serving as a witness, or seeking information regarding this program.

Component H: Community Action Projects

Southeast Missouri State University will continue its efforts to develop and expand appropriate relationships with governmental agencies, community groups, and other organizations which have equal employment opportunity objectives for the promotion of equal employment for minority groups and women. This association will provide an opportunity for improving communications, participating in identifying problems, and working toward the solution of problems in the area of employment and education for women and minorities. It would be appropriate for the Affirmative Action Officer, Provost, and Personnel Director to participate in and sponsor conferences, projects, and workshops designed to improve the employment and educational opportunities for women and minorities.