

**University of Missouri-St. Louis
EXECUTIVE ORDER 11246
AFFIRMATIVE ACTION PROGRAM**

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Dir, & Chief Diversity Officer

Approved by: Thomas F. George
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Establishment's Name: University of Missouri-St. Louis
1,STLOU - ST. LOUIS

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AFFIRMATIVE ACTION PROGRAM
for
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The material set forth in the AAP is deemed to constitute trade secrets, operations information, confidential statistical data, and other confidential commercial and financial data, within the meaning of the Freedom of Information Act, U.S.C. 552, Title VII of the Civil Rights Act of 1964 (as amended), 42 U.S.C. 2000e et seq., the Trade Secrets Act, 18 U.S.C. 1905, and 44 U.S.C. 3508, the disclosure of which is prohibited by law and would subject the individual making the disclosure to criminal and/or civil sanctions.

University of Missouri-St. Louis

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I. Establishment of Responsibilities for Implementation of the Written Affirmative Action Program (41 CFR 60-2.17(a))

A. Designation of Responsibilities of AAP Administrator (41 CFR 60-2.17(a))

Deborah Burris, the Dir, & Chief Diversity Officer, has the primary management responsibility, authority, and resources for ensuring full compliance with the provisions of E.O. 11246, as amended, and with implementing all applicable regulations. The Dir, & Chief Diversity Officer's appointment and a description of the position's basic responsibilities have been communicated to all levels of personnel in the university. The responsibilities of the Dir, & Chief Diversity Officer include, but are not necessarily limited to, the following:

1. Developing EEO policy statements, Affirmative Action Programs, and internal and external communication procedures;
2. Assisting in the identification of AAP/EEO problems;
3. Assisting management in arriving at effective solutions to AAP/EEO problems;
4. Designing and implementing an internal audit and reporting system that:
 - a. Measures the effectiveness of the Affirmative Action Program;
 - b. Determines the degree to which AAP goals and objectives are met; and
 - c. Identifies the need for remedial action
5. Keeping university's management informed of equal opportunity progress and reporting potential problem areas within the university through reports;
6. Reviewing the university's AAP for qualified minorities and women with all levels of management to ensure that the policy is understood and is followed in all personnel activities;
7. Auditing the contents of the university's bulletin board to ensure compliance information is posted and up-to-date; and
8. Serving as liaison between University of Missouri-St. Louis and enforcement agencies.

B. The Responsibilities of the University's Management to Ensure Implementation of the AAP (41 CFR 60-2.17(a))

In implementing this written Affirmative Action Program, the responsibilities of the university's supervisors and managers working with the Dir, & Chief Diversity Officer include, but are not necessarily limited to, the following:

1. Assisting in the identification of problem areas, formulating solutions, and establishing departmental goals and objectives when appropriate;
2. Reviewing the qualifications of all applicants and employees to ensure qualified individuals are treated in a nondiscriminatory manner when hiring, promotion, transfer, and termination actions occur; and
3. Reviewing the job performance of each employee to assess whether personnel actions are justified based on the employee's performance of his or her duties and responsibilities.

II. Identification of Problem Areas (41 CFR 60-2.17(b))

University of Missouri-St. Louis performs in-depth analysis of its total employment process to determine if there are areas where minority and/or female groups may face impediments to equal opportunity. The following analyses are conducted in order to reveal any potential problem areas:

1. **Placement Goals:** An analysis of incumbency versus availability is performed to determine whether there are problems of minority and/or female utilization. Whenever a problem exists, as defined by a statistical methodology, Placement Goals are set (see the Placement Goals report which follows this section).

Whether there are Placement Goals or not, steps will be taken to encourage and increase the percentage of qualified minorities and/or females applying for positions both externally and internally. These steps may include, but are not limited to the following:

- Working with hiring managers and recruiters to determine appropriate outreach to attract qualified applicant pools;
- Recruiting at colleges and universities with a significant percentage of minority and/or female students;
- Publishing job advertisements in newspapers and/or magazines that target minorities and/or females;
- Offering mentorship programs for minority and/or female employees;
- Offering job training to minorities and/or females currently employed by the university in order to increase their chances of advancement;
- Offering tuition reimbursement to employees to obtain training that will increase their chances of advancement;
- Using recruitment companies that specifically target minorities and/or females; and
- Continuing to use the services of the respective Employment Service Delivery System.

2. **Review of Employment Decisions:** A review of employment decisions is made in order to determine whether or not minorities and/or females are selected at a less favorable rate than non-minorities and/or males. A review of non-minorities and/or males is also conducted to determine if either group is being selected at a statistically significant lessor rate than minorities and/or females.
3. **Review of Hires/Promotions:** Whenever minorities and/or females are selected at a lower rate than non-minorities and/or males, a review of the applicant flow is conducted to determine possible reasons why minorities and/or females were not selected at a more favorable rate. If the university is attracting fewer than expected minorities and/or females that fit the qualifications for the job groups, good faith efforts will be put into place to attempt to improve the applicant flow of qualified minorities and/or females. If non-minorities and/or males are selected at a statistically significantly lessor rate than minorities and/or females, a review of the applicant flow and selection decisions is also made to ensure that there is no evidence of discrimination.
4. **Review of Terminations:** For terminations, if minorities and/or females are being involuntarily terminated or are voluntarily leaving at a higher rate than non-minorities and/or males, a review of the employee files will be made to ensure the university is applying its policies and procedures for termination equally for protected as well as non-protected classes. If non-minorities and/or males have a statistically significant higher rate of termination than minorities and/or females, an investigation will also be conducted to determine the cause.
5. **Compensation:** Compensation is reviewed at least annually in order to determine if there are significant discrepancies in pay when comparing female to male rates of pay and minority versus non-minority rates of pay. If discrepancies do exist, a thorough review is conducted to determine if the difference in pay is justified due to appropriate factors. If the difference in pay cannot be justified, University of Missouri-St. Louis will put a plan in place to bring pay into greater alignment.

Placement Goals Report

Plan: 1,STLOU - ST. LOUIS

<u>Job Group</u>	<u>Class</u>	<u>Goal Placement Rate</u> <u>%</u>
101 – Executives; Administrators; Head Coach	Minority	23.48%
302 – Archivists / Librarians & Museum Curators/Professionals	Female	80.61%
OTHER ACADEMICS SBUSN – Other Academics College of Business Administra	Female	48%
OTHER ACADEMICS SEDUC – Other Academics College of Education	Minority	24.4%
OTHER ACADEMICS SENRL – OTHER ACADEMICS ENROLLMENT	Minority	25.23%
RANKED/NTT FACULTY SBUSN – Ranked/NTT Faculty College of Business Administra	Minority	27.38%
TENURED/OT FACULTY SA&S – Tenured/OT Faculty College of Arts & Sciences	Female	48.99%

III. Accomplishment of Prior Year Placement Goals

Where goals were established for the prior year, the university developed action-oriented programs designed to accomplish the established goals and objectives, thereby enhancing employment and advancement opportunities in the university for minorities and/or females. The results of the prior year's Affirmative Action Program are identified on the Goal Attainment report.

Goal Attainment Report

Plan: 1,STLOU - ST. LOUIS

<u>Job Group</u>	<u>Class</u>	<u>Employees at plan date #</u>	<u>Goal Placement Rate %</u>	<u>Placements #</u>	<u>Actual Placement Rate %</u>	<u>Goal Attained?</u>
101 – Executives; Administrators; Head Coach	Minority	150		33		
		25	23.67%	5	15.15%	No
302 – Archivists / Librarians & Museum Curators/Professionals	Female	14		1		
		6	77.76%	1	100%	Yes
502 – Writers / Artists / Performers / Entertainers / Media Producers	Female	9		0		
		0	38.34%	0	0%	No Opportunity
601 – Construction / Building Trades Specialists	Minority	33		25		
		1	16.63%	6	24%	Yes
OTHER ACADEMICS SBUSN – Other Academics College of Business Administration	Female	41		32		
	Minority	12	46.46%	9	28.12%	No
		5	25.74%	4	12.5%	No
OTHER ACADEMICS SEDUC – Other Academics College of Education	Minority	60		16		
		6	25.70%	1	6.25%	No
OTHER ACADEMICS SENRL – OTHER ACADEMICS ENROLLMENT	Minority	14		6		
		0	25.23%	0	0%	No

IV. The Development and Execution of Action-Oriented Programs (41 CFR 60-2.17(c))

Programs have been instituted to ensure no barriers to employment exist. These programs may include, but are not limited to, the following:

1. Conducting annual analyses of job descriptions to ensure they accurately reflect job functions;
2. Making job descriptions available to recruiting sources and available to all members of management involved in the recruiting, screening, selection and promotion processes;
3. Evaluating the total selection process to ensure freedom from bias through:
 - a. Reviewing job applications and other pre-employment forms to ensure information requested is job-related;
 - b. Evaluating selection methods that may have a disparate impact to ensure that they are job-related and consistent with business necessity;
 - c. Training personnel and management staff on proper interview and selection procedures; and
 - d. Training on EEO and other related policies for management and supervisory staff.
4. Using techniques to improve recruitment and retention and to increase the flow of qualified applicants, including minority and/or female applicants, University of Missouri-St. Louis undertakes the following actions:
 - a. Including the phrase “As an EEO/Affirmative Action Employer all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, veteran status” or other acceptable tagline in all printed employment advertisements;
 - b. Placing employment advertisements in local minority news media and women’s interest media;
 - c. Disseminating information on job opportunities to organizations representing minorities and women and to employment development agencies when job opportunities become available;
 - d. Encouraging all employees to refer qualified applicants;
 - e. Actively recruiting at secondary schools, junior colleges, colleges and universities with predominantly minority and/or female enrollments; and
 - f. Requesting employment agencies to refer qualified minorities and women.

5. Reviewing university's compensation practices;
6. Ensuring that all employees are given equal opportunity for promotions and/or transfers. This is achieved by:
 - a. Posting opportunities internally;
 - b. Offering guidance to employees in identifying opportunities, training and educational programs to enhance promotions and opportunities for job rotation or transfer; and
 - c. Evaluating job requirements to ensure that they are appropriate.

V. Internal Audit and Reporting Systems (41 CFR 60-2.17(d))

The university believes that one of the most important elements in effectively implementing a written Affirmative Action Program is an adequate internal audit and reporting system. Through this system, the total program can be monitored for effectiveness, and management can be kept informed. University of Missouri-St. Louis's audit and reporting system is designed to:

1. Measure the effectiveness of the AAP/EEO program;
2. Document and analyze personnel activities;
3. Identify problem areas and develop action plans where remedial action is needed; and
4. Determine the degree to which AAP goals and objectives have been attained.

The following personnel activities are reviewed, as necessary and desirable, to ensure nondiscrimination and EEO for all individuals without regard to their race, color, gender, religion, national origin, age, sex, sexual orientation, gender identity, pregnancy, genetic information, disability, veteran status, or any other legally protected status covered by applicable state or local law:

1. Recruitment, advertising, and job application procedures;
2. Hiring, promotion, upgrading, layoff, recall from layoff;
3. Rates of pay and any other forms of compensation including fringe benefits;
4. Job assignments, job classifications, job descriptions, and seniority lists;
5. Sick leave, leaves of absence, or any other leave;
6. Training, attendance at professional meetings and conferences; and
7. Any other term, condition, or privilege of employment.

The following documents may be maintained as a component of University of Missouri-St. Louis's internal audit process:

1. An applicant flow log;
2. Summary data of external job offers and hires, promotions, terminations;
3. Summary data of applicant flow;
4. Employment applications; and
5. Records pertaining to university's compensation system and decisions.

University of Missouri-St. Louis's audit system includes periodic review of employment decisions. Managers and supervisors are asked to report any current or foreseeable EEO problem areas and are asked to outline their suggestions/recommendations for solutions. If problem areas arise, the manager or supervisor is to report problem areas immediately to the AAP Administrator. During the reporting cycle, the following occurs:

1. The AAP Administrator will discuss any problems relating to substantial disparate impact, EEO charges, etc., with management; and
2. The AAP Administrator will report the status of the university's AAP goals and objectives to management. The AAP Administrator will recommend remedial actions for the effective implementation of the AAP.