THE UNIVERSITY OF MICHIGAN

STANDARD PRACTICE GUIDE

SECTION:	Personnel	**Number:**	201.82
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SUBJECT:	EEO/Affirmative Action Policy	**Date Issued:**	
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APPLIES TO:			
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SECTION I

EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION POLICY

I. Article I

Purpose

To reaffirm and restate the University's continuing commitment to the principles of equal employment opportunity; to increase effectiveness by setting forth the action being taken and to be taken by the University and its employees concerning employment opportunities; and to provide for implementation, self-monitoring, and a measure for achievement through a comprehensive affirmative action program.

II. Article II

General Policy and Bylaw of the University

The Regents of The University of Michigan, a constitutional corporation, through its Bylaw Section 14.06, have established the following general policy:

> The University is committed to compliance with all applicable laws regarding non-discrimination. Furthermore, it shall strive to build a diverse community in which opportunity is equal for all persons regardless of race, sex, color, religion, creed, national origin or ancestry, age, marital status, handicap, or Vietnam-era veteran status. It shall exert its leadership for the achievement of this goal by all parties which it recognizes or with which students or employees of the University are involved.

III. Article III

Specific Policy - Employment

1.0 The University will not discriminate against any employee or applicant for employment because of race, sex*, color, religion, creed, national origin or ancestry, age*, or marital status.

Further, the University, through its employment practices and procedures recruits and employs qualified personnel for all of its diverse activities and at all of its facilities. The University provides equal opportunities before and during employment by administering each and every phase of its personnel program without regard to race, sex, color, religion, creed, national origin or ancestry, age, or marital status. In this connection, the University will develop and maintain affirmative action programs to assure this commitment.

IV. Article IV

Dissemination of Policy

1.0 Information about the University's non-discrimination policy and its affirmative action programs will be communicated periodically and at least once a year to all employees through the University publications and other media, such as, but not limited to, The University Record, and WUOM-Radio.

2.0 To insure awareness, understanding, support and aggressive, meaningful and effective implementation, the subject of equal employment opportunity and the University's commitment under Executive Order 11246, as amended by Executive Order 11375, will continue to have high priority. Policies will be discussed at appropriate management and supervisory meetings and during employee orientation programs for new employees. It will be an item on the agenda of the Regents of The University of Michigan, the Executive Officers and other management and supervisory meetings at least once per year and more frequently if appropriate. Staff representatives will be available to assist implementation.

3.0 Community organizations, news media, secondary schools, colleges, and all recruiting sources will continue to be informed in writing about the University's non-discrimination policy and affirmative action program.

4.0 Copies of this policy will be sent to each union representing University employees.

5.0 This policy will be reproduced in the University's Standard Practice Guide.

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* Whenever sex or age is used in this policy, it is with the following proviso: except where sex or age is a bona fide occupational qualification.

6.0 University publications relating to employment shall include articles covering the University's affirmative action programs, including progress reports and employment data on minorities and women. Pictures will include minorities and women.

7.0 All University publications relating to employment and advertisements for employment shall include the phrase, "A Non-Discriminatory/Affirmative Action Employer."

V. Article V

Implementation Responsibility

A. EXECUTIVE OFFICERS

1.0 Ultimate responsibility for the implementation of this policy and the University's affirmative action programs rests with the Executive Officers. They are the President, Vice-presidents, Chancellors of The University of Michigan-Dearborn and of The University of Michigan-Flint, and the Secretary of the University.

2.0 Each vice-president and chancellor is responsible for the administration of this policy and the University's affirmative action programs within his/her jurisdiction.

B. DEANS, DIRECTORS, DEPARTMENT HEADS

1.0 Decision-making within the University is decentralized. Each school, college, major institute, center, and other major operating unit is headed by a Dean, Director, or Department Head who has a line relationship to an Executive Officer and bears direct responsibility for implementation and enforcement of this policy and affirmative action programs within his/her area of responsibility.

2.0 A group of Affirmative Action Coordinators comprised of a representative from each school, college, campus, and vice-presidential area shall be designated by the Dean, Chancellor or Vice-President and shall work directly with the Director of Affirmative Action Programs. The Coordinators will assist the Director in implementing and coordinating this policy and the affirmative action programs within their area of responsibility.

C. DIRECTOR OF AFFIRMATIVE ACTION PROGRAMS

1.0 The Office of Affirmative Action Programs shall be maintained for the purpose of planning, administering and monitoring the University policies of non-discrimination and affirmative action. A director, responsible to the President and appointed by the Board of Regents on recommendation by the President,

shall be in charge of the Office of Affirmative Action Programs. In coordination with the Executive Officers and the deans of schools and colleges, the Director shall provide leadership and services designed to ensure equal opportunity for students, faculty, and staff (Regents Bylaw 13.14).

2.0 The Director will be responsible for managing and coordinating the affirmative action programs. The Director will systematize review of the programs, will make periodic audits to measure effectiveness, will document results, will offer and provide advice, and will give counsel and assistance regarding equal opportunity matters. These responsibilities, in cooperation with administrative or operating units, will include:

2.1 An analysis of all job groups to determine whether minorities or women are being underutilized in the job group. This analysis will be conducted separately for minorities and women and will reflect the availability of persons with requisite skills, both within and outside the University.

2.2 Periodic preparation of specific hiring goals and timetables for minorities and women in those areas where analyses have indicated identifiable deficiencies so that administrative or operating units or staff services can make additional efforts and measure progress. It is understood that progress will be measured by bona fide good faith effort, and that goals and timetables are not to be construed or used as a quota system. Whenever a goal and timetable are not set, an explanation of the reason is required. Special attention will be given to extending and strengthening efforts to increase the number of women and minorities in administrative and managerial, professional, faculty, technical and skilled positions where these deficiencies exist.

2.3 Compilation and maintenance of the supporting data for the analysis, goals and timetables. Such data will include progression line charts and seniority rosters (where appropriate), applicant flow data, and appointment ratios for women and minorities.

2.4 Establishment of a procedure which will systematically monitor and provide feedback from administrative or operating units. The feedback from the units will include:

a. Analysis of the hiring of minorities and women;
b. An evaluation of recruitment and recruitment sources for minorities and women;
c. A review of promotions and transfers of minorities and women;
d. A review of the increase or decrease of women and minorities in the workforce;
e. Identification of problem areas peculiar to a unit specific recommendations for overcoming problems.

2.5 Preparation of an analysis of The University of Michigan's workforce. Employees will be grouped in position classifications by job group and by organization unit, with rates of pay. The analysis will display the total number of employees in each classification with a distribution by race and sex. Ethnic groups will be described as Black, Asian, American Indian and Hispanic.

3.0 In addition, the Director of Affirmative Action Program shall:

3.1 Maintain liaison with governmental officials and other groups concerned with affirmative action programs.

3.2 Maintain liaison with the Council of Minority Concerns, the Commission for Women and other representatives constituency groups to receive their recommendations.

3.3 Make periodic reports to the University community on the progress of the programs.

3.4 Coordinate data gathering, consolidate data, analyze data, and prepare reports required by external agencies.

D. PERSONNEL DIRECTOR AND THE ASSISTANT TO THE VICE-PRESIDENT FOR ACADEMIC AFFAIRS

1.0 The Personnel Director and the Assistant to the Vice-President for Academic Affairs, each within his/her jurisdiction, are responsible to assist the Director of Affirmative Action Programs in fulfilling his/her responsibility, and specifically to develop and implement personnel policies and practices that assure compliance with these equal employment opportunity and affirmative action requirements.

2.0 The Personnel Director and the Assistant to the Vice-President for Academic Affairs are also responsible for maintaining and updating the personnel data base and for generating reports required for the affirmative action programs.

E. MANAGERS AND SUPERVISORS

1.0 Within his/her area of jurisdiction, each manager and supervisor is required to cooperate with the Director of Affirmative Action to ensure compliance with this policy and affirmative action programs.

F. CONSTRUCTION PROJECTS AND SUPPLIERS

1.0 An individual designated by the Vice-President and Chief Financial Officer shall be responsible for assisting the Director in the implementation of equal employment opportunity and an affirmative action plan in all construction projects and in all purchasing activities.

VI. Article VI

Recruitment

1.0 The University recruits on the basis of qualifications and individual ability without regard to race, sex, color, creed, national origin or ancestry, age, or religion, or marital status, except where sex or age is a bona fide occupational qualification.

2.0 Recruitment sources will continue to be advised, through written and verbal notification, of the University's policy and commitment to equal employment opportunity.

3.0 Recruitment practices will focus on creating a feeling conducive to attracting minorities and women.

4.0 The University shall continue to strengthen and develop new recruiting sources from among those specializing in and oriented toward placement of minorities and women. Such recruiting will be directed toward increasing minority and women applicants, with emphasis on areas where underutilization has been determined.

5.0 Recruitment and liaison programs will be continued with secondary schools and colleges having a concentration of minorities and women and will be included in regular recruitment schedules and visits.

6.0 The phrase, "A Non-Discriminatory/Affirmative Action Employer," will continue to be used on recruiting and other employment publications and advertisements. The use of news media directed to women and minorities will continue to be part of the University's advertising practices.

7.0 The Personnel Office shall assist in recruiting qualified applicants for all non-instructional positions, in cooperation with the department or unit having the open position, and shall make special efforts to increase minorities and women in the applicant pool where underutilization has been determined.

8.0 Advertisements of open positions in the instructional, executive/managerial, professional/administrative, and technical categories will be placed in those professional journals and job registries which have proven effective in broadening the applicant pool, including those which are readily available to minorities and women.

9.0 When a search committee is formed to locate candidates employment, every effort will be made to include minorities and women among its members. In any case, the search committee will utilize methods which are most likely to result in the inclusion of qualified minorities and women in the applicant pool particularly for those positions in job groups where underutilization has been determined.

VII. Article VII

Employment and Placement

1.0 Applicants for employment are considered and placed without regard to race, sex, color, creed, national origin or ancestry, age, religion or marital status. The University will continue to display official Equal Employment Opportunity posters in conspicuous places available to employees and applicants for employment.

2.0 Employment application forms are in compliance with applicable federal laws.

3.0 Screening procedures, such as interviewing and testing, are validated, standardized, and consistent with applicable laws and acceptable personnel practices. So as not to adversely affect the employment opportunities of minorities and women, employment interviewers are specially instructed in the University's equal opportunity policy and commitment.

4.0 Records are maintained on interviews conducted and on the results of interviews.

VIII. Article VIII

Training

1.0 Selection for, and participation in, University training programs is without regard to race, sex, color, creed, national origin or ancestry, age, religion, or marital status. Availability of training programs will be made known through University publications and other appropriate media.

IX. Article IX

Promotions, Demotions, Layoffs, Recalls, and Transfers

1.0 For the purposes of demotions, layoffs, recalls for layoff, opportunities for promotion, transfer, and filling temporary openings, an employee's qualifications, including ability to perform the work, and service are considered without regard to race, sex, color, creed, national origin or ancestry, age, religion, or marital status.

2.0 To ensure equal opportunity for promotion, the University will continue to make known on a University-wide basis the availability of open positions so that all interested individuals can be considered. Where it has been determined that minorities or women are underutilized, special efforts consistent with University requirements will be made to correct the deficiency.

X. Article X

Facilities and Activities

All University facilities and officially-sponsored activities will continue to be maintained on a non-segregated basis. (With respect to sex, the exception will be showers, locker rooms, and rest rooms.)

XI. Article XI

Union Relations

The University's collective bargaining agreement with Local AFSCME, contains the following provisions:

> The University and the Union agree that there will be no discrimination in the application of this agreement because of race, creed, color, national origin, age, or sex. Nothing in this Section shall be construed to prevent an employee alleging discrimination from exercising constitutional or statutory rights which may be available.

Similar provisions appear in all other University collective bargaining agreements. A non-discrimination clause will be bargained as a part of future agreements between the University and unions.

XII. Article XII

Personnel Policies

Personnel policies and practices such as compensation and benefit programs are the subject of periodic review to ensure that they are consistent with applicable and current legal requirements and that they are administered without regard to race, sex, color, creed, national origin or ancestry, age, religion, or marital status.

XIII. Article XIII

Community Relations

The University will continue to cooperate and to work with governmental agencies and community groups, which also have equal employment opportunity objectives, in the

development of meaningful approaches and sound techniques in fostering mutual commitment.

XIV. Article XIV

Subcontractors

1.0 All subcontractors on government contracts have been and will continue to be notified of University commitments under Executive Order 11246 and of their obligations as subcontractors.

2.0 The University will continue to incorporate the Equal Employment Opportunity Clause in each non-exempt first-tier subcontract and purchase order having a face value of $10,000. or more, when applicable. Subcontractors will be required to assure compliance with the provisions of Executive Order 11246 as it pertains to them.

3.0 When applicable, the University will secure an executed "Certificate of Non-Segregated Facilities" from each non-exempt first-tier subcontractor or vendor involved in an award having a dollar value of $10,000. or more. A copy of the executed "Certificate" will be retained in the prime contractor's files for reference and review.

XV. Article XV

Monitoring, Reports, and Records

1.0 The University will implement and maintain a monitoring and reporting system for the purpose of evaluating this policy and its affirmative action programs.

2.0 Each administrative unit within the University shall periodically establish hiring goals and timetables for employing women and minorities in all job groups to correct any identifiable deficiencies.

3.0 Every administrative unit within the University shall be required to maintain records documenting its "good faith efforts" with respect to the implementation of this policy and the affirmative action programs.

4.0 The Director of Affirmative Action Programs, in conjunction with the Personnel staff, will analyze all data compiled on the nature of staff composition and personnel practices. The Director shall be responsible for the preparation of reports on all findings:

4.1 Staff profiles for each employing unit with distribution of staff by race and sex;

4.2 Staff profiles for each occupational category by job groups within the entire institution showing distribution by race and sex;

4.3 Salary analyses in appropriate staff groups or in each job classification University-wide by race and sex;

4.4 Analyses of progress towards goals and timetables;

4.5 Identification of any deficiencies and problems of possible discrimination or lack of equal employment opportunity;

4.6 Such other reports as may be required periodically.

5.0 Grievance procedures at all levels of the University shall be reviewed periodically by the Director of Affirmative Action Programs and the Personnel staff to ensure and improve effectiveness of procedures with respect to the processing of complaints of alleged discrimination.

XVI. Article XVI

Release of Information from Personnel Data Files

1.0 It is the policy of The University of Michigan to carefully control the release of data compiled from the personnel files on the nature and composition of University employees, including such factors as race, sex, and age, especially when linked to names in order to prevent the invasion of privacy.

While the Director of Affirmative Action Programs shall have access to information from personnel records for the preparation of reports and analyses, the release of these data with the exception of names of employees in a specified form shall be restricted to government agencies.

This policy is comprehensive and replaces all previous policies and statements concerning Equal Employment Opportunity/Affirmative Action Policies.

/S

Harold T. Shapiro, President
October 1, 1980