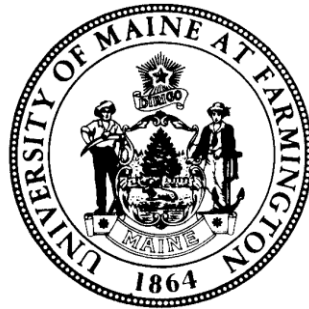


**THE AFFIRMATIVE ACTION PLAN**  
**FOR**  
**THE UNIVERSITY OF MAINE AT FARMINGTON**  
**OF**  
**THE UNIVERSITY OF MAINE SYSTEM**



June 9, 2009

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## **I. POLICY STATEMENT**

The policy of the University of Maine System is to provide equal opportunity in its role as an employer and educational institution. In complying with the letter and spirit of applicable laws and pursuing its own goals of diversity, the University of Maine at Farmington shall not discriminate on the basis of race, color, religion, sex, sexual orientation, including transgender status and gender expression, national origin or citizenship status, age, disability or veteran's status in any area of the University. This policy includes, but is not limited to the requirements of Executive Orders 11246 and 11375, as amended, Section 503 of the Rehabilitation Act of 1973, as amended, and Section 402 of the Vietnam Veterans Readjustment Assistance Act of 1974. In addition, in order to address the effects of past discrimination and to meet its affirmative action obligations under federal and state law, the University of Maine at Farmington will take affirmative action to recruit and hire qualified women and minorities in selected areas, in accordance with the goals and timetables outlined in this document. Finally, in accordance with University of Maine System policy, the University of Maine at Farmington regards freedom from sexual harassment and harassment based on any other protected characteristic as an individual employee and student right which will be safeguarded as a matter of policy.

Equal opportunity, affirmative action, and vigilance against harassment are good management. By committing itself to these policies, the University of Maine at Farmington hopes to foster diversity in its academic community and to develop and nurture all of the human resources available to it. All employment practices, including recruiting, hiring, training, promoting, and retaining persons in all jobs, will comply with these policies. Personnel actions such as compensation, benefits, transfers, layoffs, returns from layoff, university-sponsored training, educational programs, leaves, tuition assistance, and social and recreational programs will be administered without regard to race, color, religion, sex, sexual orientation, including transgender status and gender expression, national origin or citizenship status, age, disability or veteran's status. Employees who are members of protected groups will be invited to identify themselves so that the University of Maine at Farmington can monitor all personnel actions to ensure that it is able to meet its EEO/AA responsibilities. In the selected areas designated for affirmative action by this document, recruiting committees will take all necessary steps to create as large and diverse a pool of applicants as possible and, when choosing among well-qualified applicants, will include consideration of how their qualifications meet job requirements related to curricular diversity and their ability to prepare students for life and work in a diverse environment.

All divisions and all personnel are responsible for implementing these policies within the scope of their individual job responsibilities. The achievement of applicable university equal opportunity and affirmative action goals is the professional responsibility of each administrator and supervisor.

In order to ensure that the campus is complying with its stated equal opportunity and affirmative action policies, the Director of Equal Employment Opportunity and Affirmative Action has been assigned the responsibility of coordinating and monitoring the University of Maine at Farmington Affirmative Action Program. In particular, the Director of EEO/AA is responsible for monitoring compliance with all equal opportunity and affirmative action laws, policies, and regulations, and for keeping me informed of personnel actions in this area. The campus Affirmative Action Committee has been assigned responsibility for advising search committees, monitoring hiring procedures at key steps in the process, and keeping me informed about progress toward the affirmative action goals outlined in this plan. The EEO/AA Director will be responsible for developing and updating the Affirmative Action Plan, including identifying problem areas and recommending appropriate corrective action programs.

All employees have access to informal and formal complaint procedures for review of personnel actions which they believe to be discriminatory or instances of alleged harassment. Employees are encouraged to contact the Director of EEO/AA for information about these procedures. The Director of EEO/AA is Laurie Gardner, whose office is located in Merrill Hall, and who can also be contacted by telephone at (207) 778-7272; TTY (207) 778-7000.

The Affirmative Action Plan which follows outlines the University of Maine at Farmington's affirmative action goals and methods for attaining them. The availability of this plan will be announced internally and externally. The text of the plan will be distributed to all supervisors and to representatives of the bargaining agents. This policy statement will be made available to all employees, and a copy of the entire plan will be placed on reserve at Mantor Library. Finally, copies of the entire plan will be provided to employees and other interested persons on request. Requests should be directed to the Director of EEO/AA in Merrill Hall.

As President of the University of Maine at Farmington, I firmly support this policy and the Affirmative Action Plan which follows. It is our responsibility, as a community, to ensure that equal opportunity and affirmative action are realities; this plan will assist us in meeting this responsibility.

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date

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Theodora J. Kalikow  
President

## **II. ASSIGNMENT OF RESPONSIBILITY**

1) The President of the University of Maine at Farmington is responsible for maintaining a leadership role in UMF's commitment to affirmative action and non-discrimination in employment and educational opportunity. The President has ultimate responsibility for ensuring that the policies outlined in this plan are implemented.

2) The AA/EEO Director, with advice from the Affirmative Action Committee, is responsible for developing and updating the UMF Affirmative Action Plan. This responsibility includes developing effective outreach efforts, collecting and analyzing employment data, including information on salaries, staffing patterns, recruiting patterns, and other employment practices; identifying problem areas and recommending appropriate corrective action programs; setting affirmative action goals; monitoring progress toward attainment of goals; and updating the Affirmative Action Plan. Members of the Affirmative Action Committee will serve as observers on search committees to monitor compliance with affirmative action and non-discrimination policies.

3) The Director of Equal Opportunity and Affirmative Action is responsible for coordinating and monitoring the UMF Affirmative Action Program. The Director's responsibilities include monitoring compliance with all equal opportunity and affirmative action laws, policies, and regulations, including (but not limited to) Executive Orders 11246 and 11375, as amended, Section 504 of the Rehabilitation Act of 1973, Section 402 of the Vietnam Veterans Readjustment Assistance Act of 1974, and Title IX of the Higher Education Act; helping administrators and other supervisors to interpret and administer the UMF Affirmative Action Plan and otherwise comply with equal opportunity and affirmative action laws, policies, and regulations; reviewing personnel actions for compliance with the UMF Affirmative Action Plan; investigating employees' complaints or questions about possible prohibited discrimination and resolving them, wherever possible, in an informal manner; advising employees of procedures for pursuing unresolved complaints; serving as a liaison between UMF and compliance agencies or community groups when legal counsel is not required; preparing required reports for submission to compliance agencies; and disseminating the UMF Affirmative Action Plan.

4) The primary responsibility for ensuring that employment practices are non-discriminatory rests with administrators, search committees, peer committees, and supervisors, as they screen and select candidates for employment and make recommendations and decisions about promotions, leaves, reappointments, layoffs, and other personnel actions. In particular, supervisors in all areas are responsible for conducting division or unit activities in accordance with the policies outlined in this plan and for monitoring compliance in the activities of the individuals and groups who report to them. Supervisors are expected to lead search committees in their units to make "good faith" efforts to meet the goals specified in this plan.

5) All employees of the University of Maine at Farmington have responsibility for the continuing success of affirmative action and for non-discriminatory practices within the scope of their individual job responsibilities.

### **III. DISSEMINATION OF EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION POLICY**

This Affirmative Action Plan will be distributed to and discussed with all administrators and supervisors at the University of Maine at Farmington. The Director of AA/EEO will make available a summary of the policy statement within the plan to all employees. Supervisors will then be responsible for discussing the Plan with their staff. The availability of the complete AA Plan will be announced via e-mail and through supervisors in the case of employees who do not have e-mail, and a complete copy will be given to any employee who requests one. A copy of the entire AA Plan will be placed in Mantor Library.

The Director of AA/EEO and/or the Affirmative Action Observer will discuss the utilization analysis and goals and timetables in the Plan with administrators, supervisors, and other employees who are involved in search, screening, selection, promotion or retention processes for any position within a job group in which underutilization of women and minorities has been identified.

All collective bargaining agreements, which cover non-management, non-supervisory staff, contain a nondiscrimination clause. The Plan will also be distributed to and discussed with collective bargaining agents by the System Office of Human Resources.

The Affirmative Action Plan policy statement will be disseminated externally to individuals and organizations that address the needs of women, minority groups, individuals with disabilities and Vietnam-era veterans or veterans with disabilities. These and all other recruiting sources are requested to actively recruit and refer women, minorities, persons with disabilities, and veteran applicants for all positions for which the University of Maine at Farmington normally hires. The availability of the complete Affirmative Action Plan will be announced externally, and interested individuals may obtain a copy of the Plan upon request.

All external and internal advertisements and announcements for job openings will be nondiscriminatory and will state that the University of Maine at Farmington is an Equal Opportunity/ Affirmative Action employer.

The existence of specific University programs which advance equal opportunity and affirmative action will be communicated to employees through internal communications, orientation programs, and other means to familiarize them with and enable them to benefit from these programs.

#### **IV. AUDIT AND REPORTING SYSTEMS**

- 1) Data on Employment Practices. The Director of Equal Employment Opportunity and Affirmative Action will monitor information on salaries, staffing patterns, promotions, leaves, layoffs, reappointments, utilization of protected groups in various areas and categories of employment, and other pertinent data relating to employment practices at UMF. The EEO/AA Director and the Affirmative Action Committee will review and analyze this information when appropriate, identifying problem areas, and developing corrective action when needed.
- 2) Availability Data. The EEO/AA Director will maintain a data file concerning the availability of women and minority candidates for the jobs represented at UMF. This availability data will be used in assessing the diversity of applicant pools in all searches.
- 3) Goals, Utilization Analysis, and Progress toward Goals. In areas where hiring goals have been established, both the goals and the utilization analysis on which goals have been based will be included in the Affirmative Action Plan. The EEO/AA Director and the Director of Human Resources will be responsible for updating the utilization analysis and monitoring progress toward goals on an annual basis. This information will be reported to the President and to the appropriate administrators and supervisors.
- 4) Reporting During Searches. In all searches, supervisors are responsible for working with search committees to ensure that searches are conducted in a non-discriminatory manner. In areas where hiring goals have been established, search committees will be required to document their efforts to recruit women and minority candidates in a series of reports at key stages in the hiring process. Before screening, search committees will document the number of identifiable women and minority candidates in the pool, compare their representation in the pool to availability data, and report the result of this analysis to the appropriate vice president. Next, search committees will report on the representation of women and minority candidates in the group selected for interviewing and give reasons for their choices of interviewees. Finally, in a report to accompany the recommendation to hire a particular candidate, search committees will note whether or not the proposed candidate will move the job group closer to its affirmative action goal and give reasons supporting their choice. If, at any stage in the process, the area Vice President concludes on the basis of these reports that affirmative action policies are not being complied with, he or she can take appropriate action to ensure compliance, including suspending or reopening the search.
- 5) Annual Report. Each year, as part of its annual report to the President, the EEO/AA Director and Personnel Director will compile data on the number of searches in areas where hiring goals have been established, the number of women and minority candidates hired, progress toward goals in each area, and new utilization analyses in each area. This data will also be forwarded to the appropriate vice presidents and unit managers.
- 6) Retention of Data and Applications. All applications, reports, and affirmative action data related to a search will be kept on file by the unit director for at least three years after the completion of the search.

## V. EEO COMPLAINT PROCEDURES

The University of Maine System is committed to protecting the rights of each individual in the University community. Each University employee has the right to fair, prompt, and impartial consideration of all complaints related to equal opportunity in employment.

Any employee who believes that he or she has been discriminated against or harassed because of sex (including sexual harassment and discrimination on the basis of marital status or pregnancy), sexual orientation, including transgender status and gender expression, race, color, religion, national origin or citizenship status, age, physical or mental disability, or status as a Vietnam-era or disabled veteran should discuss the problem with an appropriate University official. An employee may choose to:

1. Contact the Director of EEO. Many perceived or actual problems can be resolved informally through discussion with or mediation by the Director of EEO. This process for seeking informal resolution of a discrimination complaint is further described below. If informal resolution is not possible or appropriate, an employee may file a formal complaint with the Director of EEO, who will either conduct the investigation or refer it to the Investigations Coordinator for the University of Maine System, as appropriate. (See copy of the full complaint procedure in Appendix A to this plan; <http://www.maine.edu/system/hr/eocp.php>) AND/OR,
2. Follow the appropriate grievance procedure, which is initiated by informally discussing the problem with the supervisor or administrator whose decision or action is being contested. All employees have access to such procedures. Grievance procedures for employees who are members of a bargaining unit are described in the appropriate collective bargaining agreement; grievance procedures for non-represented employees are set forth in the Handbook for Non-Represented Faculty, Professional and Administrative Staff and the Handbook for University Supervisors and Confidential Classified Employees.

If contact with the Director of EEO has been made and has not resulted in a satisfactory resolution of the complaint, the employee may still file a grievance as long as the time limits contained in the applicable collective bargaining agreement or handbook are observed. An employee's attempts to resolve his or her complaint through the Equal Opportunity Complaint Procedure do not excuse missed deadlines for filing of a grievance under other available procedures. An employee who wishes to continue to pursue efforts to resolve the complaint through the Equal Opportunity Complaint Procedure may request and will ordinarily be granted an extension of the time limit for filing a grievance if the request is made within the time limits set forth in the relevant grievance procedure.



## VI. UTILIZATION ANALYSIS - INSTRUCTIONAL STAFF

An analysis was done of the UMF instructional staff in terms of affirmative action goals. With the help of the University of Maine System Office of Human Resources, availability of women and minority employees in all job groups was ascertained, based on the recruitment area for each. Following are the current utilization, availability and goals for each of these groups. Sources for raw statistics are given on Availability and Utilization Worksheets found in Appendix B.

Note:

**Availability** indicates the percentage of women and minorities in the workforce qualified for a particular job within our recruitment area, as determined by relevant statistics. In the instructional area, availability is figured by using appropriate data from the U.S. Department of Education (Institute of Educational Sciences), National Center for Education Statistics – Digest for Education Statistics, 2002-2006.

**Utilization** indicates the percentage of women and minorities we currently employ in a particular job group in our UMF workforce.

### **Workforce Analysis and Utilization Analysis**

In the instructional area, we have studied the employment of regular tenure track staff who have at least half-time appointments in each of our nine academic divisions. In most cases, our affirmative action job groups coincide with our academic divisions; in one case we have joined two divisions (Inclusive Secondary and Health Education with Rehabilitation Services and Special Education) in order to have enough positions in the job group to provide for meaningful analysis. Our workforce analysis for tenure-track faculty consists of a breakdown of gender and minority status by job group. The results of these workforce analyses appear in tables 1 and 3 on the following pages.

We have also studied the employment of regular, non-tenure-track instructional employees who have at least a half-time appointment. These analyses appear in tables 2 and 4.

In these and other tables the following abbreviations are used to designate faculty job groups:

SHRS	Secondary and Health Ed; Rehabilitation, Special Ed
ECEL	Early Childhood/Elementary Education
HUMA	Humanities
MACS	Mathematics and Computer Science
NASC	Natural Sciences
PSYC	Psychology
SSBG	Social Sciences, Business and Global Studies
VIPA	Arts

**TABLE 1**  
**WORKFORCE ANALYSIS OF REGULAR TENURE-TRACK INSTRUCTIONAL STAFF**  
**as of 3/6/09**

<b>JOB GROUP</b>	<b>TOTAL</b>	<b>WOMEN</b>	<b>MINORITIES</b>
SHRS	16	10.5	1
ECEL	12	11	0
HUMA	18	12	2
MACS	11	3	0
NASC	15	5	1
PSYC	9	3	0
SSBG	21	7	1
VIPA	10	5	0
ALL	112	56.5	5
PERCENTAGE	100%	50%	5%

**TABLE 2**  
**WORKFORCE ANALYSIS OF REGULAR NON-TENURE-TRACK INSTRUCTIONAL**  
**STAFF**  
**as of 3/6/09**

	<b>TOTAL</b>	<b>WOMEN</b>	<b>MINORITIES</b>
ALL	24	16.63	1
PERCENTAGE	100%	69%	4%

Our utilization study combines the tenure track workforce analysis with data on the availability of women and minorities in the workforce. Since the usual criteria for tenure-track faculty hires include a doctorate degree (or very near that degree), and since our searches are national in scope, these two factors define our appropriate labor market. (For non-tenure-track faculty, we have used master's degrees conferred.)

Since we hire faculty primarily at the assistant professor level, most of our faculty hires have received their doctorate degrees within the last five years. To compute availability, we have used the average of the most recent five year period for which we have had access to data (2002-2006). Since our divisions are multi-disciplinary, we have used an average weighted by the representation of faculty in the disciplines of the division.

An example of that weighted average is shown below for a hypothetical division with four disciplines:

	Number of <u>Discipline Faculty</u>	Availability within <u>Discipline</u>	Number times <u>Availability</u>
A	4	.20	.8
B	3	.30	.9
C	2	.40	.8
D	<u>1</u>	.50	<u>.5</u>
TOTALS	10		3.0

The weighted availability for this division would be  $(4 \times 0.2 + 3 \times 0.3 + 2 \times 0.4 + 1 \times 0.5)/10 = 0.3$  (or 30%). This availability could be for either women or minorities. The goal for the job group would be to make “good faith” efforts to reach the goal of 30% women (or minorities) in that job group.

## **VII. IDENTIFICATION OF PROBLEM AREAS/DEFICIENCIES INSTRUCTIONAL AREA**

An examination of the data on utilization and availability in the instructional area suggests that women are underutilized in three of the eight tenure-track academic job groups, and minorities are underutilized in all eight. In the non-tenure-track academic job group, minorities, but not women, are underutilized.

## **VIII. GOALS - INSTRUCTIONAL AREA**

Good faith efforts will be made to meet the hiring goals established below. A hiring goal is established for a job group when the utilization of women or minorities is less than that expected from availability. Underutilization is addressed whenever the underutilization of women or minorities is at least one half a person. Underutilization is calculated this way:

$$\text{underutilization} = \text{availability} \times \text{no. of job group members} - \text{utilization}$$

For example, take a hypothetical job group with twelve faculty members, three of whom are women. Suppose that the weighted availability of women for this job group has been calculated to be 0.30. Then,

$$\text{underutilization} = 0.30 \times 12 - 3 = 3.6 - 3.0 \qquad \text{underutilization} = 0.6$$

Therefore, women would be underutilized in this job group, and a goal would be established for the hiring of one woman. The results of the determination of underutilization are shown in Tables 3 and 4 on the following pages.

**TABLE 3**  
**UTILIZATION, UNDERUTILIZATION AND GOALS FOR**  
**TENURE-TRACK FACULTY**  
 by job group  
 as of 3/6/09

**Recruitment area: National**

JOB GROUP	ALL	WOMEN	MINORITIES	AVAILABLE WOMEN	AVAILABLE MINORITIES	GOAL/UTILIZATION WOMEN	GOAL/UTILIZATION MINORITIES	GOAL WOMEN	GOAL MINORITIES
<b>SHRS</b>	16	10.5	1	67%	26%	11/10.5	4/1	0	3
<b>ECEL</b>	12	11	0	67%	26%	8/11	3/0	0	3
<b>HUMA</b>	18	12	2	56%	20%	10/12	4/2	0	2
<b>MACS</b>	11	3	0	28%	19%	3/3	2/0	0	2
<b>NASC</b>	15	5	1	39%	19%	6/5	3/1	1	2
<b>PSYC</b>	9	3	0	71%	19%	6/3	2/0	3	2
<b>SSBG</b>	21	7	1	45%	21%	9/7	4/1	2	3
<b>VIPA</b>	10	5	0	51%	14%	5/5	1/0	0	1
<b>TOTAL</b>	112	56.5 50%	5 5%						

Note: When statistical underutilization of women occurs in predominantly female job groups, such as early and elementary education, goals are not set.

In each case in which a goal is established for the hiring of women or minorities, special consideration should be given to women or minority applicants among well qualified applicants. However, we do not establish quotas and always hire the candidate deemed the best for the job.

Discussion with faculty has identified problems in establishing rigid timetables. Our academic job groups are essentially of fixed size or have very slow growth rates. Because we experience limited and unpredictable turnover, it is very difficult to establish a specific timetable to achieve any goal. The intent is that each job group which has a hiring goal will make good faith efforts to progress towards that goal as openings occur. Their progress towards that goal is monitored year by year.

**TABLE 4**  
**UTILIZATION, UNDERUTILIZATION AND GOALS FOR**  
**NON-TENURE-TRACK INSTRUCTIONAL STAFF**

(All are aggregated in this single job group.)  
**as of 3/6/09**

**Recruitment area: Regional\***

ALL	WOMEN	MINORITIES	AVAILABLE WOMEN	AVAILABLE MINORITIES	GOALS/ UTILIZATION WOMEN	GOALS/ UTILIZATION MINORITIES	GOAL WOMEN	GOAL MINORITIES
24	17	1	66%	19%	16/17	5/1	0	4

\*Note: Availability data for Table 4 are aggregated from national statistics, since National Research Council data are national only. However, these positions are normally recruited locally, where the pool of minorities is small.

**IX. ACTION PLANS TO REMEDY PROBLEM AREAS - INSTRUCTIONAL AREA**

The action plan to remedy underutilization of women and minorities has several key elements. The first of these is the document entitled "Procedures for Recruitment, Interviewing and Selection for New and Replacement Faculty" (See Appendix C). These procedures carefully spell out the responsibility for affirmative action at each step in the hiring process. They provide that an Affirmative Action Observer from the faculty ranks will serve as a non-voting member on each faculty search. The Affirmative Action Observer provides input at each of four steps in the procedure where approval is required before the search committee can proceed to the next step.

Another key item in the plan is an Affirmative Action Report (See Appendix D) which is submitted at four points in the search process prior to approval to proceed with the next step in the hiring procedure. The emphasis of this report is to establish that the search is conducted consistent with affirmative action goals and to see that good faith actions are taken at each step before proceeding with the hiring process. Each of the four parts requires signatures of the search committee chair and of administrators who have direct responsibility for implementing our affirmative action programs. The final element in the action plan is the Affirmative Action Observer's Report (See Appendix E). This is a four part document keyed to the Affirmative Action Report. The role of the Affirmative Action Observer is to work with the search committee and search committee chair to see that every good faith effort is made to progress toward affirmative action goals. The Affirmative Action Observer's Report asks specific questions of the Observer in each part and calls for recommendations regarding actions to further affirmative action goals. This report is submitted at each step along with the Affirmative Action Report and provides recommendations for corrective actions and information to assist administrators in fulfilling their responsibility to ensure that this Affirmative Action Plan is followed.

UMF has, over time, progressed towards meeting its affirmative action goals for women, although it has not made comparable progress in achieving its minority goals. Since the procedures outlined above were first implemented in 1992, we have moved, in the full-time tenure track faculty ranks, from 23% women and no minorities to 50% women and 5% minorities. Whereas we started with goals for

women in nine out of ten academic departments and goals for minorities in nine out of ten, we now have goals for women in only three of the eight job groups in this category. However, we have not been able to increase our percentage of minorities beyond 5% over the years despite our best efforts, and we currently have minority goals in all our faculty job groups.

The three job groups with goals for hiring women are Natural Sciences (1 position); Psychology and Human Development (3 positions); and Social Sciences, Business, and Global Studies (3 positions). All job groups still have goals for minorities, ranging from one to three positions.

In the non-tenure-track job group, we have achieved our goals for women but not for minorities. Since nationwide searches are not generally conducted for positions in these groups, it is difficult to meet national minority availability because our region's minority population (Franklin County and nearby) is less than 2%. However, the only existing faculty availability data are based on national statistics.

Contributing to our progress is an overall campus awareness of affirmative action principles. The strong commitment of our President and upper administration to affirmative action is crucial, as is the experience that numerous faculty have had in serving on the Affirmative Action Committee. Step-by-step hiring procedures that must be followed, including scrutiny of job ads for inclusiveness, outreach to women and minorities, and active participation in all searches by Affirmative Action Observers are ways we work toward our goals.

**X. UTILIZATION ANALYSIS, IDENTIFICATION OF PROBLEM AREAS AND GOALS  
NON-INSTRUCTIONAL STAFF**

An analysis was done of the UMF non-instructional staff in terms of affirmative action goals. With the help of the University of Maine System Office of Human Resources, availability of women and minority employees in all job groups was ascertained, based on the recruitment area for each. Following are the current utilization, availability and goals for each of these groups. Sources for raw statistics are given on Availability and Utilization Worksheets found in Appendix B.

Note:

**Availability** indicates the percentage of women and minorities in the workforce qualified for a particular job within our recruitment area, as determined by relevant statistics. In the non-instructional area, availability is figured by using appropriate data from the 2003-2007 College and University Professional Association for Human Resources' Administrative Compensation Survey and from 2000 federal census data, as appropriate to the jobs being hired.

**Utilization** indicates the percentage of women and minorities we currently employ in a particular job group in our UMF workforce.

The Affirmative Action Committee includes salaried and hourly members, as well as faculty. The non-instructional committee members serve as Affirmative Action Observers on search committees and advise search chairs in their respective areas.

See UMF Approval and Recruitment Procedures for Hourly Staff or for Salaried Staff (Appendix C) for further information on hiring.

**TABLE 5  
UTILIZATION, UNDERUTILIZATION AND GOALS FOR  
ADMINISTRATIVE STAFF  
as of 3/6/09**

**Composition of job group:** All upper administrators and directors with professionals reporting to them are aggregated in this single job group.

**Recruitment area:** National

JOB GROUP	ALL	WOMEN	MINORITIES	AVAILABLE WOMEN	AVAILABLE MINORITIES	GOALS/ UTILIZATION WOMEN	GOALS/ UTILIZATION MINORITIES	GOAL WOMEN	GOAL MINORITIES
<b>100</b>	17	8	0	45%	12%	11/10.5	4/1	0	3



**TABLE 6  
UTILIZATION, UNDERUTILIZATION AND GOALS FOR**

**SALARIED STAFF**

as of 3/6/09

**Composition of job groups:**

Job group 401 is Information Technologies (Computer Center + other IT)  
 Job group 402 is Health & Safety Services (HFC, Health Center, Public Safety)  
 Job group 406 is Miscellaneous (various)  
 Job group 412 is Academic Support Services (LAC, Library, Education, Registrar, etc.)  
 Job group 416 is Student Services (Student Life, Admissions, Financial Aid  
 CHD, Athletics)

**Recruitment area:** Regional, in general

JOB GROUP	ALL	WOMEN	MINORITIES	AVAILABLE WOMEN	AVAILABLE MINORITIES	GOALS/UTILIZATION WOMEN	GOALS/UTILIZATION MINORITIES	GOAL WOMEN	GOAL MINORITIES
<b>401</b>	15	7	0	32%	14%	5/7	2/0	0	2
<b>402</b>	10	7	1	58%	13%	6/7	1/1	0	0
<b>406</b>	21	13	2	50%	13%	11/13	3/2	0	1
<b>412</b>	23	20	0	69%	14%	16/20	3/0	0	3
<b>416</b>	28	21	1	41%	11%	20/11	3/1	0	2

**TABLE 7  
UTILIZATION, UNDERUTILIZATION AND GOALS FOR**

**HOURLY STAFF**

as of 3/6/09

**Composition of job groups:**

Job group 501 is Technical/Paraprofessional; Clerical, Secretarial  
 Job group 701 is Skilled Crafts  
 Job group 801 is Service & Maintenance

**Recruitment area:** Franklin & Oxford Counties, in general (data derived from census in this region)

JOB GROUP	ALL	WOMEN	MINORITIES	AVAILABLE WOMEN	AVAILABLE MINORITIES	GOALS/UTILIZATION WOMEN	GOALS/UTILIZATION MINORITIES	GOAL WOMEN	GOAL MINORITIES
<b>501</b>	68	64	0	94%	4%	64/64	3/0	0	3
<b>701</b>	18	1	0	4%	1%	1/1	0/0	0	0
<b>801</b>	37	7	0	21%	1%	8/7	0/0	1	0

## **XI. ACTION PLANS TO REMEDY PROBLEM AREAS - NON-INSTRUCTIONAL AREA**

In the non-instructional area, our current underutilization is as follows:

<b>Area:</b>	<b>Goals:</b>
Administrative job group:	3 minorities
Salaried job groups:	minorities in all but Health & Safety Services (Job Group 402)
Hourly job groups:	3 minorities in Job Group 501 only 1 woman in Job Group 801 only

We have virtually met our goals for women in the non-instructional job groups, while we have met our goals for minorities in only one group in the past twelve years.

Our affirmative action procedures for salaried and hourly employees are clearly spelled out in our hiring procedures. (See Appendix C.) Since we first established goals in 1997 in non-instructional areas at UMF, we have had Affirmative Action Observers affiliated with each search as non-voting members, and search chairs are well aware of hiring practices that attract diverse candidate pools. As in the instructional area, we have been much more successful at hiring women than minorities at UMF.

With an administration deeply committed to affirmative action and a campus culture that works to implement affirmative action principles, we are in a good position to continue to work towards our goals.

## **XII. ANNUAL PLAN UPDATE**

The plan will be updated annually by the EEO/AA Director with the guidance of the Affirmative Action Committee.

### **Overall Review and Data Update**

The update will include a general review of the plan to see that the generic information is accurate. A utilization analysis will be done, given the most recent availability data.

### **Review and Update of Action Plans**

A primary review responsibility is to analyze the Action Plans for the previous year to determine how well they were carried out and the effectiveness of these efforts in remedying the identified problem. This review should be done with input from the areas where the problems exist and with input by the Affirmative Action Committee with its overview perspective.

Another primary responsibility is the Identification of Current Problem Areas and the development of Action Plans to address these problems. These could include problems from the last Plan that were not resolved, those problems which are ongoing, and those which have recently been identified. The Affirmative Action Director and the Affirmative Action Committee will work with the areas in which the problems exist to develop an acceptable plan.

### **XIII. COMPLIANCE WITH SEX DISCRIMINATION GUIDELINES**

The University of Maine at Farmington complies with applicable laws and regulations prohibiting sex discrimination, including the Sex Discrimination Guidelines for government contractors, the Equal Pay Act, the Pregnancy Discrimination Amendment to Title VII of the Civil Rights Act of 1964, and the Sexual Harassment Guidelines. Nondiscrimination on the basis of sex is observed in the following areas:

1. Recruitment and Advertising: Advertising does not and will not express sex preference except where sex is a bona fide occupational qualification.
2. Job Policies and Practices: University policy is that personnel actions including wages, benefits, job classification, eligibility for leave, and other conditions of employment are administered without regard to sex. University leave policies, which vary by bargaining unit and according to other employee categories, are applied in a nondiscriminatory manner. Disability due to pregnancy is treated under policies regarding disability leave like any other condition of illness or injury. Requests for child rearing leave are treated under policies regarding personal leave of absence in a manner that is consistent with requests for other types of personal leave.
3. Seniority System: Where they exist, seniority lines and lists are developed without reference to sex.
4. Wages: The wage and salary schedules and practices of the University of Maine at Farmington are not related to or based on the sex of employees.
5. Affirmative Action: The University of Maine at Farmington will take affirmative action to recruit women for those jobs where they have historically been underrepresented and to provide female employees with equal access to training programs.

### **XIV. COMPLIANCE WITH GUIDELINES ON DISCRIMINATION BECAUSE OF RELIGION AND NATIONAL ORIGIN**

The University of Maine at Farmington does not discriminate against applicants or employees on the basis of religion or national origin. Recruitment, advertising, and hiring policies and practices and wage structure conform to the requirements of the OFCCP's Guidelines on Discrimination because of Religion and National Origin.

The University makes reasonable accommodations for the religious observances and practices of employees and prospective employees.

## **XV. AFFIRMATIVE ACTION PROGRAM FOR PEOPLE WITH DISABILITIES AND FOR VETERANS**

Specific actions will be taken to fulfill the University of Maine at Farmington's commitment to recruiting, employing, and promoting qualified individuals with disabilities, Vietnam-era veterans, and veterans with disabilities.

Nondiscriminatory Job Requirements: Required physical and mental job qualifications for jobs at the University of Maine at Farmington shall be job-related, consistent with business necessity, and necessary for the safe performance of the job. As necessary, the Director of EEO will review physical and mental job requirements to ensure that any which tend to screen out qualified individuals with disabilities or veterans with disabilities in the selection of employees or applicants for employment are necessary to perform the essential duties of the job and to do so safely.

Reasonable Accommodation: The University of Maine at Farmington will make reasonable accommodations for the physical and mental limitations of otherwise qualified applicants and employees, unless a reasonable accommodation does not exist or would impose an undue hardship on the University of Maine at Farmington. Reasonable accommodations may include physical and environmental accommodations, job restructuring, alternative work schedules, and promoting understanding of the employee's disability among supervisors and other staff.

Access to Employment Procedures: Reasonable accommodations will be made to ensure that employment processes, including the personnel office, University job posting system, and other employment services, are accessible to applicants and employees with physical disabilities.

Job Listing: The University of Maine at Farmington lists all job openings, except for those limited to internal applicants, with the Maine Job Bank.

## **XVI. ACTIVE SUPPORT OF COMMUNITY ACTION PROGRAMS**

The University of Maine at Farmington provides active support of community action programs designed to improve the employment opportunities of women. UMF contributes significantly to the Sweatt-Winter Community Childcare Center, which provides daycare on a sliding fee basis for working parents and full-time UMF students. Reliable daycare allows women who have not been in the workforce to begin job training or other educational programs. UMF provides in-kind support for Sweatt-Winter in the form of a building, utilities, insurance, equipment, salaries, and work-study students. Cooperating with Western Maine Community Action, the University is involved in the Center both as a training site for UMF students and as a benefit to the local community.

## **XVII. CONSIDERATION OF WOMEN AND MINORITIES NOT CURRENTLY IN THE WORKFORCE**

The University recognizes that women and minorities with the appropriate skills and interests may be employed in fields outside of the collegiate environment. In order to develop the broadest pool of qualified candidates possible, search committees and the affirmative action observer are expected to explore sources of qualified candidates outside the usual collegiate environment. Such areas might include private industry, government, volunteer and non-profit groups, and areas outside the university that might reasonably attract people with the needed qualifications. Such efforts are documented as part of the affirmative action report.

The University recognizes that there are qualified individuals who, for personal or professional reasons are not currently in the workforce, and who may not be able to accept or are not interested in the usual full-time employment arrangement. The University should continue to explore approaches that will make employment by qualified individuals including minorities and females more flexible and attractive.

## **XVIII. DIVERSITY COMMITMENT AT UMF**

While UMF has not yet achieved its goals in hiring minorities in many employee job groups, the campus is committed to including the experiences of racial and ethnic minorities in the curriculum and co-curriculum. UMF Diversity Plans have, for a decade, promoted inclusion through guest speakers, Libra Professors, training sessions, cultural events, conferences, panels, discussion groups, and travel experiences for students.