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## UA21 WKU Affirmative Action Plan

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WESTERN  
KENTUCKY  
UNIVERSITY

# AFFIRMATIVE ACTION PLAN

July 1, 1995—  
June 30, 1996

WESTERN KENTUCKY UNIVERSITY AAP

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## INTRODUCTION TO PARTS I AND II

### INTRODUCTION

#### Background

In 1906 the Kentucky General Assembly enacted legislation establishing the Western Kentucky State Normal School, a two-year institution. In 1922, Western became a four-year institution known as the Western Kentucky State Normal School. In 1930, Western's title became Western Kentucky State Teachers College. On June 16, 1966, Western achieved university status and thus became Western Kentucky University. Western is a highly respected center of learning where qualified students may receive general and specialized higher education at the undergraduate and graduate levels. As of June 21, 1995, Western Kentucky University employed 1,491 full-time employees. For the 1995 Fall semester, Western had an enrollment of 15,002 students (unofficial Fall 1995 totals). Today, Western Kentucky University is a state-assisted university proudly serving the educational needs of thousands of students from Kentucky and its neighboring states.

### PURPOSE

#### I. Mission

Western Kentucky University offers a broad spectrum of instruction, scholarly activity, and professional service within an academic climate encouraging intellectual excellence. Western Kentucky University affords educational opportunities in a climate that recognizes human diversity. The University is committed to increasing access for both traditional and nontraditional students, and to improving education at all levels. Western Kentucky University recognizes that its mission continues to evolve in response to regional, national, and global changes.

#### II. WKU's Spirit of Excellence: Values and Directions

Western Kentucky University is committed to excellence in carrying out its fundamental mission of educational service. In fulfilling its mission, Western Kentucky University actively promotes a sense of community among teacher-scholars, students, staff, and administrators based upon a spirit of cooperation, intellectual challenge, social support, and the traditional Western trademarks of helpfulness and friendliness. The University cultivates in students such values as honesty, integrity, generosity of spirit and intellect, respect for human diversity and individuals, as well as intellectual curiosity, cultural and aesthetic awareness, and creativity and imagination. It acknowledges the benefits that flow from the free and open discussion of all ideas within the academic setting, and encourages respect for others and tolerance for opposing points of view.

In order to promote and maintain excellence and its fundamental

values, the University has refined and focused its directions and priorities. Through Western XXI, a strategic planning process, the University has identified five major strategic directions.

#### 1. Teaching and Learning

First and last, Western Kentucky University is a center of excellence in teaching and learning.

#### 2. Communication

The University ensures that students develop proficiency in written and spoken communication; such proficiency is a hallmark of all University graduates.

#### 3. Economic Development

Within the context of its resources, the University will promote the economic development of its wider service area by providing appropriate programs and expertise for business, industry, and government.

#### 4. Diversity

The University strives to ensure that its community of students, faculty and staff reflects a healthy human diversity. Proactive strategies in recruitment and retention of minority students and affirmative action in employment practices are primary vehicles for ensuring diversity.

#### 5. Access

The University remains committed to providing a high-quality teaching and learning environment for a wide segment of high school graduates, community college transfer students, minority students, and nontraditional, and place-bound students, as well as for graduate students in selected programs.

At the April 21, 1995, meeting of the University's Board of Regents, the Board approved the University President's proposal for "Moving to a New Level While Keeping the Old Traditions." In "Moving to a New Level," the Board believes that "Western's student, faculty, and staff population should be reflective of the race and gender population of Kentucky. The living and learning environment of the campus should represent the diversity of the Commonwealth."

### **AFFIRMATIVE ACTION PLAN**

This Affirmative Action Plan (AAP) is for Western Kentucky University. The University is a federal government supply and service contractor subject to the affirmative action requirements of Executive Order 11246, the Rehabilitation Act of 1973 as amended, and the Vietnam Veterans' Readjustment Assistance Act of 1974, Section 4212 as it has contracts to provide educational research and service programs for the federal government. Because Western Kentucky University has \$50,000 or more in annual

contracts with the federal government and employs 50 or more employees, we are required to prepare annual written Affirmative Action Plans (AAP's) for minorities and women, for covered veterans, and for persons with disabilities for the University. Failure to comply with these laws and their implementing regulations, which are enforced by the Office of Federal Contract Compliance Programs (OFCCP), can result in debarment of the University from future contracts and subcontracts.

Affirmative Action is a term that encompasses any measure adopted by an employer to correct or to compensate for past or present discrimination or to prevent discrimination from recurring in the future. Affirmative Action goes beyond the simple termination of a discriminatory practice.

As stipulated in federal regulations, a prerequisite to the development of a satisfactory Affirmative Action Plan is the evaluation of opportunities for the utilization of protected group members, as well as an identification and analysis of problem areas inherent in their employment. Also, where a statistical analysis of the employee workforce reveals a numeric underutilization of minorities or women, greater than would reasonably be expected by their availability, an adequate AAP details specific affirmative action steps to guarantee equal employment opportunity. These steps are keyed to the problems and needs of protected group members. For minorities and women, such steps include the development of hiring and promotion goals and timetables to rectify underutilization where found. It is toward this end that the following AAP of Western Kentucky University was developed.

#### Applicable Affirmative Action Laws and Regulations

The 1995-96 Affirmative Action Plan is published as an update to the 1994-95 Affirmative Action Plan. The 1994-95 Affirmative Action Plan was prepared as a major revision of the Western Kentucky University Affirmative Action Plan first published in 1981. The 1981 Plan superseded an Affirmative Action Plan first published in 1974. This Plan document supersedes earlier plans and updates.

Western Kentucky University's AAP for minorities and women (Part I) has been prepared according to Executive Order No. 11246, as amended, and Title 41, Code of Federal Regulations, Part 60-1 (Equal Employment Opportunity Duties of Government Contractors), Part 60-2 (Affirmative Action Programs of Government Non-Construction Contractors; also known as "Revised Order No. 4"), and Part 60-20 (Sex Discrimination Guidelines for Government Contractors). Western Kentucky University has developed separately an Affirmative Action Plan for covered veterans and persons with disabilities (Part II) prepared in accordance with the Rehabilitation Act of 1973, Section 503, as amended and Title 41, Code of Federal Regulations, Part 60-741 (Affirmative Action Program for Handicapped Persons), the Vietnam Era Veterans' Readjustment Assistance Act of 1974, Section 4212, as amended, and Title 41 Code of Federal Regulations, Part 60-250 (Affirmative Action Program for Disabled Veterans and Veterans of the Vietnam Era).

## Protected Groups

Coverage under affirmative action laws and regulations applies to:

Women and minorities who are recognized as belonging to or identifying with the following race or ethnic groups:  
Blacks/African Americans, Hispanics/Latinos, Asians/Pacific Islanders, and American Indians/Alaskan Natives.

Special disabled veterans: veterans entitled to compensation for a disability rated at 30 percent or more, or rated at 10 or 20 percent in the case of a veteran who has been determined under section 3106 of Title 38 to have a serious employment disability, or a person who was discharged or released from active duty because of a service-connected disability.

Vietnam era veterans: veterans, any part of whose active military service was during the Vietnam era, August 5, 1964 through and May 7, 1975, and who served on active duty for a period of more than 180 days and who were discharged or released therefrom with other than a dishonorable discharge, or who were discharged or released from active duty because of a service-connected disability.

An individual with a disability: a person who has a physical or mental impairment that substantially limits one or more of his/her major life activities; (2) has a record of such impairment, or (3) is regarded as having such an impairment.

## Program Terminology

The terms "utilization analysis," "underutilization," "deficiency," and "problem area," appearing in this AAP, are terms Western Kentucky University is required by government regulations to use. The criteria used in relation to these terms are those specified by the government. These terms have no independent legal or factual significance whatsoever. Although Western Kentucky University will use the terms in total good faith in connection with its AAP, such use does not necessarily signify that the University agrees that these terms are properly applied to any particular factual situation and is not an admission of non-compliance with EEO laws, regulations, and objectives.

The utilization analysis contained herein is required by Government regulations to be based on certain statistical comparisons. Geographic areas and sources of statistics used herein for these comparisons were used in compliance with Government regulations, as interpreted by Government representatives. The use of certain geographic areas and sources of statistics does not indicate Western Kentucky University's agreement that the geographic areas are appropriate in all instances of use or that the sources of statistics are the most relevant. The use of such geographic areas and statistics may have no significance outside the context of this AAP. Such statistics and geographic areas will be used, however, in total

good faith with respect to this AAP.

The grouping of job titles into a given job group does not suggest that Western Kentucky University believes the jobs so grouped are of comparable worth.

Whenever the term "goal" is used, it is expressly intended that it "should not be used to discriminate against any applicant or employee because of race, color, religion, gender, or national origin," as stated in Title 41 Code of Federal Regulations, Part 60-2.30.

This AAP is not intended to create any contractual or other rights in any person or entity.

#### Reliance on EEOC's Guidelines

Although Western Kentucky University does not believe any violation of Title VII of the Civil Rights Act exists, it has developed this AAP in accordance with and in reliance upon the EEOC's Guidelines on Affirmative Action, Title 29 Code of Federal Regulations, Part 1608.

#### Reporting Period

This AAP is designed to cover the following reporting period:  
July 1, 1995 through June 30, 1996.



## STATEMENT OF PURPOSE FOR PARTS I AND II

This AAP has been designed to bring women, members of minority groups, covered veterans, and persons with disabilities into all levels and segments of Western Kentucky University's workforce in proportion to their representation in the qualified relevant labor market.

The AAP, therefore, is a detailed, results-oriented set of procedures which, when carried out, results in full compliance with equal employment opportunity requirements through full utilization and equal treatment of all people.

The manner in which this is to be accomplished becomes technical and somewhat complicated. There are several reasons for this. First, Western Kentucky University is subject to and must address a variety of State and Federal laws and guidelines dealing with equal employment opportunity and affirmative action. These guidelines and requirements are in themselves somewhat technical and complex. In addition, relevant court decisions, which are often useful in interpreting, but sometimes conflicting with these requirements and guidelines, must be taken into account when developing and implementing the AAP. Furthermore, in determining Western Kentucky University's current equal employment opportunity and affirmative action position and its desired future achievements, numbers, percentages, statistics, and numerous calculations and computations must come into play.

The technical, legal, and mathematical aspects of the AAP, however, all have one common purpose -- to allow us to properly identify three key concepts:

1. Where we stand now,
2. Where we must go,
3. How best to get there.

These three concepts are the Affirmative Action Plan.

**PART I**

**WESTERN KENTUCKY UNIVERSITY AAP**

**AFFIRMATIVE ACTION PLAN FOR  
MINORITIES AND WOMEN**

**FOR  
JULY 1, 1995 THROUGH JUNE 30, 1996**

PART I  
AAP FOR MINORITIES AND WOMEN

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**PART I: AAP FOR MINORITIES AND WOMEN**  
**CHAPTER 1: AFFIRMATIVE ACTION POLICY STATEMENT**

**POLICY STATEMENT**

The philosophy and intent of equal employment opportunity is to provide all individuals throughout our country the assurance that all employment decisions will be made without regard to race, color, religion, gender, national origin, or age (except in those few instances where such factors are bona fide occupational qualifications). In addition, there must be no discrimination in employment on the basis of marital status, medical condition, pregnancy, disability, or veteran's status. Western Kentucky University firmly believes in and supports this philosophy. As the University President, I welcome this opportunity to reaffirm this University's continuing policy to provide equal employment and advancement opportunity in all personnel activities of all job classifications, including recruitment, hiring, transfer, promotion, reduction-in-force (layoff), reinstatement, compensation, benefits, training and education, tuition assistance, and social and recreational programs. In addition, reasonable accommodations will be made for religious needs and for individuals with disabilities whenever possible.

In dedicating itself to establishing a work environment free from discrimination, Western Kentucky University will take specific affirmative actions to ensure successful achievement of a non-discriminatory employment program. I have assigned the basic responsibility of ensuring that equal employment opportunity policies are adhered to and that affirmative actions are implemented to Western Kentucky University's designated Affirmative Action Officer:

Huda N. Melky Western Kentucky University  
Affirmative Action/ADA Compliance Officer 502) 745-5121

Ms. Melky was appointed as Affirmative Action Officer effective September 22, 1995. Ms. Melky will establish, monitor, coordinate, and evaluate the AAP at all University establishments. She will be provided all necessary resources and personnel to accomplish these responsibilities. The University Affirmative Action Officer/ADA Compliance Officer and the Director of Human Resources are available to any employee having questions or problems related to equal employment opportunity or affirmative action.

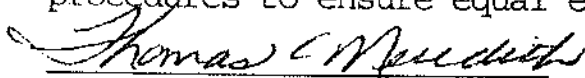
Equal opportunity can be supported through demonstrated leadership and aggressive implementation of our AAP. The AAP identifies specific affirmative action and equal employment opportunity responsibilities of department heads, supervisors, and other employees. It is incumbent on those so designated to make every reasonable effort to carry out their assigned responsibilities in a timely and cooperative manner. I further expect all employees to demonstrate sensitivity to and respect for all other employees and to demonstrate commitment to our affirmative action policy in spirit as well as in actions.

Western Kentucky University recognizes that its policy of equal employment opportunity and affirmative action requires a firm commitment to the design, development, and implementation of programs, steps, and activities to eliminate discrimination not only as it may presently exist, but as it may have been historically woven into various components of the employment structure. Western Kentucky University affirms that it will implement such actions to achieve this goal, including those established in its AAP. Those involved in making employment decisions will become familiar with Western Kentucky University's AAP and will be actively involved in the achievement of its objectives. I am personally committed to take positive steps that will ensure the AAP is aggressively implemented and that individuals in the workforce and labor market will have the opportunity to become aware of the AAP and its purposes through various internal and external communication procedures that will be followed. Such measures will increase public knowledge of the employment guidelines and principles of Western Kentucky University. Upon request, Western Kentucky University will make specific elements of the AAP available to any employee or applicant who wishes to know about or make use of its benefits.

Western Kentucky University has developed a system whereby the AAP will be monitored on a regular basis; reports resulting from any AAP component, including those necessary for auditing purposes, will be made accurately and in a timely manner.

This AAP will be updated and revised annually. Updates will be based on Western Kentucky University's experience in implementing the AAP, on revised laws and regulations and their evolving interpretations, on the acquisition of new and improved statistical data, and on our increasing awareness and knowledge of the most effective approaches for assuring true equal employment opportunity for all.

I fully support Western Kentucky University's objectives and procedures to ensure equal employment opportunity.



Dr. Thomas C. Meredith  
President  
Western Kentucky University

(Date)

9/27/95

**PART I: AAP FOR MINORITIES AND WOMEN**  
**CHAPTER 2: DISSEMINATION OF THE AAP**

Effective implementation of an AAP requires identification of specific procedures that will be used to disseminate the AAP. Western Kentucky University has, therefore, identified the following steps to ensure effective internal and external communication regarding the AAP and its related EEO policies. Any item requiring action includes the identification of the responsible individual(s).

Internal Dissemination

1. Include the policy in appropriate in-house publications such as Policies and Procedures manuals, employee handbook, and periodic copies of newsletters/newspapers (along with other EEO-related news).

Responsible Personnel: Affirmative Action Officer/Director of Human Resources.

2. Schedule and conduct annual meetings with executive, management, and supervisory personnel to explain the intent of the policy and individual responsibility for effective implementation, making clear the University President's commitment on behalf of Western Kentucky University as an employer. Also include information in annual meetings with other employees.

Responsible Personnel: University President

3. Discuss policy thoroughly in new employee orientation sessions and in all management training programs.

Responsible Personnel: Benefits Coordinator

4. Post the policy, along with required state and federal EEO regulations, on Western Kentucky University's bulletin boards and other areas designated for general reading and information, including areas accessible to applicants.

Responsible Personnel: Affirmative Action Officer and Director of Human Resources

5. Picture both men and women, minorities and non-minorities, when employees are featured in Western Kentucky University's in-house publications.

Responsible Personnel: Affirmative Action Officer, Director of Human Resources, and Director, University Relations

6. Communicate to all employees the existence of Western Kentucky University's AAP and make available such elements of the program that will enable the employees to know of and avail themselves of its benefits.

Responsible Personnel: Director of Human Resources

7. The full affirmative action plan for women and minorities is available for inspection by any employee or applicant for employment upon request. The plan may be inspected at the University's Department of Human Resources between the hours of 8:00 a.m. and 4:30 p.m., Monday through Friday.

Responsible Personnel: Director of Human Resources

#### External Dissemination

1. Inform all recruiting sources orally and in writing of Western Kentucky University's EEO policies, including the policy statement, on an annual basis. See **Exhibit 2-1** for Advertising and Recruiting guidelines for nonfaculty positions. The list identifies both on-campus and off-campus dissemination of position announcements. **Exhibit 2-2** is a copy of an annual statement of nondiscrimination in employment, educational programs, services, or activities. The statement is published in the local newspaper.

Responsible Personnel: Affirmative Action Officer and Director of Human Resources

2. Encourage recruitment sources to refer minorities, women, persons with disabilities, and U.S. veterans from all age groups.

Responsible Personnel: Affirmative Action Officer and Director of Human Resources

3. Include Western Kentucky University's affirmative action policy statement on applications. This statement is also included in all written contact with recruitment sources, referral agencies, and organizations which may be of assistance in referrals or in making opportunities at Western Kentucky University known to applicants.

Responsible Personnel: Director of Human Resources

4. Include the tag "Affirmative Action/Equal Opportunity Employer" in all recruitment advertising.

Responsible Personnel: Director of Human Resources

5. Include the Equal Opportunity Clause either by reference or in its entirety, in all purchase orders and contracts.

Responsible Personnel: Director of Purchasing and Director of Sponsored Programs

6. Notify prospective vendors, suppliers, contractors, and subcontractors of their obligations in EEO and affirmative action activities.

Responsible Personnel: Director of Purchasing

7. Notify minority and women's organizations, community agencies, community leaders, secondary schools, and colleges of Western Kentucky University's policy in writing.

Responsible Personnel: Affirmative Action Officer

8. Picture minority and non-minority men and women in all relevant advertising or Western Kentucky University's sponsored publications prepared for external dissemination.

Responsible Personnel: Director of University Relations and Coordinator of Publications



**PART I: AAP FOR MINORITIES AND WOMEN**  
**CHAPTER 3: RESPONSIBILITY FOR IMPLEMENTATION**

As part of its efforts to ensure equal employment opportunity to all individuals, Western Kentucky University has designated specific responsibilities to various staff to ensure the AAP focuses on all components of the employment system. To that end, the University President, the Director of Human Resources, the Affirmative Action/ADA Compliance Officer, and those employed as supervisors and managers have undertaken the responsibilities described below.

University President

The primary responsibility and accountability for implementing the AAP rests with President Thomas C. Meredith. This person is responsible, through the Director of Human Resources and the Affirmative Action Officer, for adherence to Western Kentucky University's policy of equal employment opportunity and affirmative action. This role includes, but is not limited to, the following duties:

1. Designate appropriate personnel with the responsibility for overseeing, administering, implementing, and monitoring Western Kentucky University's AAP. Ensure that these personnel are identified in writing by name and job title.
2. Ensure that those designated personnel responsible for all AAP components are given the necessary authority and top management support and staffing to successfully implement their assigned responsibilities.
3. Impart the personal direction that assures total involvement and commitment to equal employment opportunity programs through Western Kentucky University's AAP.

Director of Human Resources

Director of Human Resources Tony L. Glisson ensures, through the Affirmative Action Officer and department managers and supervisors, that all relevant policies and procedures are adhered to. The Director's responsibilities include, but are not limited to, the following:

1. Ensure that Western Kentucky University, as an employer, adheres to the stated policy of equal employment opportunity, and monitor the application of equal employment opportunity policies.
2. Develop policies, guidelines, and programs relating to equal employment opportunity.
3. Facilitate internal and external communications to ensure Western Kentucky University's AAP and its policies are made known by:
  - A. Serving as a liaison between Western Kentucky

University and minority and female organizations and community action groups concerned with employment opportunities for minorities and women.

- B. Authorizing use of various communication devices to allow dispersal of AAP information to those involved.

The Director of Human Resources may seek assistance from the Affirmative Action Officer in accomplishing this task.

4. Participate in periodic discussions with management, supervision, and all other employed personnel to ensure AAP and equal employment opportunity policies are being followed.
5. Provide guidance to managers and supervisors in taking proper action to prevent employees from being harassed in any way, through one-on-one contact.
6. Ensure that relevant staff, (i.e., Affirmative Action Officer, managers, and supervisors) are aware that their work performance is being evaluated, in part, on the basis of their equal employment opportunity efforts and results.
7. Ensure that all internal and external communications dealing with Western Kentucky University's equal employment opportunity programs bear the signature of the Director of Human Resources or the Affirmative Action Officer.
8. Review the qualifications of all employees to ensure equitable opportunity, based on job-related employment practices, is given to all for transfers and promotions.
9. Provide career counseling for employees.
10. Conduct periodic audits of:
  - A. Training programs and hiring and promotion patterns to remove impediments to the attainment of AAP goals and objectives.
  - B. Western Kentucky University's facilities to ensure they are maintained for the use and benefit of all employees and integrated both in policy and practice.
  - C. Western Kentucky University's sponsored educational, training, recreational, and social activities to ensure that all employees are encouraged to participate in accordance with policies on non-discrimination.
11. Work closely with minority and female recruiting sources, state employment offices, rehabilitation and service centers, advising these and all recruiting sources of Western Kentucky University's policies in equal employment.
12. Ensure that all new employees receive a special orientation to Western Kentucky University's equal employment opportunity policy and are thoroughly informed with regard to the AAP and its objectives.

13. Periodically analyze applicant flow to determine the mix of persons applying for employment by race/ethnic origin and gender.
14. Ensure that recruitment advertising is placed in minority and female-oriented publications, as applicable and appropriate.
15. Review all job descriptions and specifications to ensure they are free of discriminatory provisions and artificial barriers. Ensure that all requirements are job-related, that they are realistic, and that they reflect the actual work requirements of the essential job duties.
16. Ensure that Western Kentucky University's EEO Reporting Form is properly completed and submitted annually.

#### Affirmative Action Officer

The Affirmative Action Officer, Ms. Huda N. Melky, is responsible for ensuring that the directives of the University President are implemented and providing general supervision of the AAP. The Affirmative Action Officer's duties include, but are not limited to, the following:

1. Provide direction to Western Kentucky University's employees, as necessary, to carry out all actions required to meet the University's equal employment opportunity and affirmative action commitments.
2. Review, report on, and update Western Kentucky University's AAP at least on an annual basis in accordance with stated policy.
3. Responsible for the design and effective implementation of the AAP.
4. Ensure that the AAP is reviewed and updated annually in accordance with Western Kentucky University's stated policy.
5. Develop, implement, and maintain audit and reporting systems to measure effectiveness of equal employment opportunity programs, including those that will
  - A. Indicate the need for remedial action and
  - B. Determine the degree to which goals and objectives have been obtained.
6. Advise management in the modification and development of Western Kentucky University's policies to ensure the enhancement of equal employment opportunity for all employees and potential employees within existing equal employment opportunity guidelines.
7. Identify problem areas and establish procedures, goals, and objectives to solve these problems in coordination with the Director of Human Resources.

8. Conduct periodic audits to ensure all required posters and those advertising Western Kentucky University's equal employment opportunity policies and AAP are displayed and that Western Kentucky University's equal employment opportunity and AAP policies are being thoroughly communicated.
9. Develop policy statements, action-oriented programs, internal and external communication techniques in coordination with the Director of Human Resources.
10. Assist line management in arriving at solutions to EEO/AA problems in coordination with the Director of Human Resources.
11. Serve as the liaison between Western Kentucky University and enforcement agencies.
12. Keep management informed of the latest developments in the equal employment opportunity area.
13. Work closely with the Director of Human Resources and department managers and supervisors in coordinating the effective implementation of all identified affirmative actions.
14. Assist in review and revision of all policies, procedures, and rules to ensure they are not in violation of federal or state laws and regulations.
15. Responsible for ensuring the University's overall compliance with the AAP.
16. Monitor affirmative action goal achievements by organizational units within the division (offices, departments, and colleges); conduct compliance reviews as required by federal or state guidelines.
17. Conduct periodic studies for the purpose of determining salary equity and fairness in treatment with respect to all other conditions of employment.
18. Listen to and investigate faculty, staff, and student complaints, grievances, and charges related to affirmative action, equal employment opportunity, and sexual harassment. Those complaints which upon investigation are determined not to be the responsibilities of the Affirmative Action Officer will be referred to the appropriate office for resolution.
19. Assist supervisors and employees in recognizing and resolving affirmative action issues and problems within the University.
20. Meet with the Director of Human Resources and University Counsel to discuss affirmative action matters.
21. Meet with search and screening committees or appropriate administrator or academic department head to discuss

affirmative action procedures relating to filling open positions.

22. Stay abreast of all changes in equal employment opportunity and affirmative action laws, guidelines, and in-court and out-of-court settlements which may establish a trend or precedent.
23. Coordinate with University Counsel and University Administration in the investigation and conciliation of formal discrimination charges.
24. Communicate the University's affirmative action/equal employment opportunity programs to employees and the community, especially the Human Rights Commission.
25. Coordinate with the Minority Student Support Services Office to receive input from the student body on affirmative action issues within the University.
26. Assist in identifying and providing training programs on affirmative action and equal employment opportunity issues needed by Western's faculty and staff employees.
27. Remain knowledgeable and current in affirmative action/equal employment opportunity issues by attending appropriate training seminars and studying appropriate professional literature.

#### Managers and Supervisors

In their direct day-to-day contact with Western Kentucky University's employees, managers and supervisors have assumed certain responsibilities to help the University ensure compliance with equal employment opportunity programs and effective implementation of the AAP. These include, but are not limited to, the following:

1. Aggressively adhere to Western Kentucky University's equal employment opportunity and affirmative action policy.
  - A. Support and assist the Affirmative Action Officer and Director of Human Resources in developing, maintaining, and successfully implementing the AAP.
  - B. Complete progress reports regarding the status of goal achievement.
  - C. Take action to prevent harassment of employees placed through affirmative action efforts.
2. Assign employees to significant jobs that might lead to greater personal growth and value, and counsel them with respect to what is needed for upward mobility within the employment structure.
3. Ensure that all interviews, offers of employment and/or wage commitments are consistent with Western Kentucky University's policy.

4. Implement the internal promotion and transfer of all employees under their supervision consistent with AAP goals and objectives.
5. Assist in identifying problem areas and provide needed information for establishing and meeting department affirmative action goals and objectives.

**PART I: AAP FOR MINORITIES AND WOMEN**  
**CHAPTER 4: SUPPORT OF COMMUNITY ACTION PROGRAMS**

Western Kentucky University continues its active involvement in community action programs and community relations programs in the following ways:

1. Many individuals in the University community serve as officers, members, or advisors of community volunteer organizations.
2. University representatives regularly participate in awards ceremonies honoring minorities and women, as well as hosting and conducting high school competitions, fairs, and science exhibitions.
3. The University contracts with, or solicits contracts from minority or female suppliers of goods and services.
4. Western publicizes certain achievements of its employees, such as promotions, in local media. This practice applies equally to minority and female employees' achievements.
5. Support was provided to the following organizations last year through ticket purchases: NAACP, Bowling Green-Warren County Human Rights Commission.
6. Western Kentucky University regularly participates in conferences, banquets, and meetings sponsored by local and state community organizations.
7. Western Kentucky University's Minority Student Services administers a portion of the Governor's Activating Interest in Minority Students (AIMS) program. The program works with about eighty sixth and seventh grade minority students from the Bowling Green, Franklin-Simpson, and Glasgow schools. The program brings the students to campus once a month for educational and cultural programs and discussions on critical issues.
8. Western's Department of Journalism hosts an annual High School Minority Journalism Workshop each summer. The program is co-sponsored by the by the Dow Jones Newspaper Fund and about fifteen newspapers in the states of Indiana, Kentucky, Ohio, and Tennessee. The program is designed to interest junior high and high school minority students in careers in the field of journalism. This is a ten-day residential workshop which usually has twenty to twenty-five students from the four state area. The newspapers sponsor the aspiring journalists.
9. Western sponsors the annual Spirit for Success program which brings successful Black alumni role models to campus to motivate Western's students to career achievement. It serves as a career fair for high school and college students. The program also includes motivational speakers.

10. Western's College of Education and Behavioral Sciences administers a Minority Teacher Recruitment Program. The program works with junior and senior high school minority students interested in a career in teaching. The program tries to identify teaching profession interests and provide mentoring to encourage the students in preparing for their college education and a career in teaching. Upon college graduation, the students have an internship program to achieve work experience.
11. Western's College of Education and Behavioral Sciences also offers a variety of grant-funded programs such as Talent Search Program, Upward Bound, Veteran's Upward Bound, and Student Support Services. These programs are generally targeted for minority and first-generation college students. The Talent Search Program seeks to identify potential college prospects. The Upward Bound programs work with the students who have potential but may need assistance to achieve a sufficient academic preparation for college or vocational-technical school. The Student Support Services Program works with those students after they get to a college campus.
12. The University's Student Life Division includes the Office of Minority Student Services which provides a wide variety of student services to minority students on Western's campus. The Office supports activities in the Bowling Green community such as the Community Tutorial Program in which faculty and staff, graduate and upper level students offer tutoring services. The Office also provides a Study Skills Program for university students.



**PART I: AAP FOR MINORITIES AND WOMEN**  
**CHAPTER 5: CONSIDERATION OF MINORITIES AND WOMEN**  
**NOT CURRENTLY IN THE WORKFORCE**

Recruitment, selection, training, and placement of minorities and women not currently in the workforce will be emphasized in order to correct underutilization.

1. Western Kentucky University participates in college co-op and internship programs, emphasizing its desire for referral of minority and female students.
2. Western Kentucky University regularly contacts agencies such as the Kentucky Department for Employment Services, the Office of Vocational Rehabilitation, the Bowling Green State Vocational Technical School, the Kentucky Department of the Blind, the Bowling Green-Warren County Human Rights Commission, the Bureau of Rehabilitation Services, and predominately Black colleges and universities to inform these agencies and institutions of higher education of Western Kentucky University's employment opportunities and its desire for referral of minority, female, and disabled applicants.
3. There is a Women in Transition organization at Western which is a support group for nontraditional women students at Western Kentucky University.
4. Western Kentucky University regularly conducts campus tours for persons to learn about its educational opportunities, programs, services, and facilities.
5. Western Kentucky University offers grant-supported child and adult day care programs on its campus.
6. Western Kentucky University offers job sharing and flextime in order to maximize employment opportunities for those who otherwise would be hindered in their abilities to work.

**PART I: AAP FOR MINORITIES AND WOMEN**  
**CHAPTER 6: WORKFORCE ANALYSIS AND**  
**LINES OF PROGRESSION**

Western Kentucky University conducted a workforce analysis to identify employees by gender and race/ethnicity in each job title. The data was collected from human resource system records dated June 21, 1995.

Job titles are listed by organizational unit (departments). Job titles are listed from highest to lowest paid. The list includes all job titles, including departmental supervision, exempt, and nonexempt titles.

For each job title, the salary range is provided, as well as the EEO Category to which the title is assigned. For each job title, Western Kentucky University identified the total number of employees, the number of male and female employees, the total number of minority employees, the male and female minority employees, the total number of White, Black, Hispanic, Asian or Pacific Islander, American Indian or Alaskan Native employees, and the male and female employees within each of these race/ethnic groups.

The workforce analysis is found as **Exhibit 6-1**.

Western Kentucky University carefully analyzed the workforce analysis to identify problem areas needing correction, such as concentrations or segregation of minorities or women by organizational unit, job, pay, or EEO Category. Problems are identified in Chapter 10: Identification of Problem Areas; programs to correct the identified problems are identified in Chapter 11: Action-Oriented Programs.

Developed in conjunction with the workforce analysis is information on Western Kentucky University's lines of progression. Lines of progression (career ladders/career paths) identify the job titles through which an employee can move to the top of a line. For each line of progression, applicable departments are identified. Some lines of progression, such as for secretarial positions, are available on a campus-wide basis. These are the departments which employ persons in the job titles in the specified line of progression. Some lines of progression are limited to only one department, while others are found throughout several departments. See **Exhibit 6-2** for the lines of progression.

The lines of progression provide useful information regarding patterns of vertical and horizontal movement throughout our workforce. These patterns will be evaluated to ascertain whether they provide to our employees the optimum career mobility and opportunities for advancement.

The workforce analysis and lines of progression were useful when developing job groups and availability analyses, as described in Chapters which follow.

**PART I: AAP FOR MINORITIES AND WOMEN**  
**CHAPTER 7: JOB GROUPS**

Although the workforce analysis was conducted individually for every job title, after it was completed, job titles were grouped for the utilization analysis and for setting goals and establishing timetables. There were several reasons for grouping jobs.

Many job titles are so similar in content and current utilization in those jobs, that handling them individually in the AAP is not necessary. Grouping together these very similar titles is appropriate for the utilization analysis.

For many job titles, the availability data that can be collected is limited, and the same data must be used for several related jobs. Therefore, grouping these related titles together is logical.

Many job titles have so few incumbents in them that identifying underutilization by job title is meaningless, as underutilization would be identified in terms of fractions of people. By grouping several similar titles and increasing the number of employees involved, a meaningful utilization analysis can be conducted; any identified underutilization is more likely to be in terms of whole people. Consequently, goals established to correct underutilization are also more likely to be in terms of whole people.

The three reasons for grouping job titles all discuss "similar" or "related" jobs. That is the most critical guideline in creating job groups. Above all, the job titles placed into a job group must be more similar or related to each other than the job titles in other job groups.

Listed below are the guidelines that were followed in developing the job groups for which underutilization was identified and goals and timetables set. These guidelines are based on the requirements of the Office of Federal Contract Compliance Programs.

Job Grouping Guidelines

1. The content of the jobs included in a group must be similar. Similar content refers to job responsibilities and requisite skills required.
2. The wage or salary rate for the jobs included in a group must be similar. Pay rates should be considered in conjunction with job content. Large apparent differences in pay, when associated with differences in job title and/or location within an organization, suggest an unacceptable job grouping.
3. Job titles placed in a job group should be similar in opportunity. Opportunity refers to the ability to take advantage of training, transfers, promotions, mobility to desirable wage/salary situations, and other employment

benefits. Ideally, each job within a job group should offer the same opportunities as any other job title within that job group.

4. The groups should not include jobs with clearly different utilization patterns. For example, jobs predominately filled with males should not be combined in the same group with jobs predominately filled with females.
5. Each job group should relate to the availability data that can be collected.
6. Many job groups, if appropriately constructed, should cut across departmental or organizational units, but not across EEO Categories.
7. Usually, EEO Occupational Categories should not be used by themselves as the only job groups in an AAP. EEO categories are generally much too broad for proper availability analysis purposes. However, jobs placed in a group should generally belong to the same EEO Category.
8. The size of the employer's workforce is a major factor in determining how well the criteria above can be met in creating job groups. Job groups must have enough incumbents to permit meaningful utilization analysis and goal setting. Ideally, if a job group is identified as underutilized, it should be large enough that a goal of a least one whole person can be established. No minimum size has been established for this purpose, however, since it is dependent not only on the size of the job group, but also on the size of the availability percentage and the number of minorities or women already employed in the job group.
9. Although Western Kentucky University recognizes that it is not possible to adhere to every guideline above when creating job groups, we nevertheless did not combine job titles with different content, wages, or opportunities if doing so would have obscured underutilization (e.g., job groups which combine jobs in which minorities or women are concentrated with jobs in which they are underrepresented).

Western Kentucky University's job groups are found as **Exhibit 7-1**. Each job group appears on a Job Group Analysis Worksheet with a job group name and number. The worksheet lists each job title in the job group. For each job title, the worksheet provides the following information: EEO reporting category and employee headcount by gender and race/ethnicity as of June 21, 1995.

PART I: AAP FOR MINORITIES AND WOMEN  
CHAPTER 8: UTILIZATION ANALYSIS

Introduction

After the workforce analysis, lines of progression, and job groups were completed, an eight factor availability analysis was conducted for each job group.

"Availability" is an estimate of the proportion of each sex and race/ethnic group available and qualified for employment at Western Kentucky University for a given job group in the relevant labor market during the life of the AAP. Availability indicates the approximate level at which each race/ethnic and sex group could reasonably be expected to be represented in a job group if Western Kentucky University's employment decisions are being made without regard to gender, race, or ethnic origin. Availability estimates, therefore, are a way of translating equal employment opportunity into concrete numerical terms. Correct utilization analyses, worthwhile and attainable goals, and real increases in employment for underutilized groups depend on competent and accurate availability analyses. With valid availability data, we can compare the percentages of those who could reasonably be expected to be employed versus our current employment (from the workforce analysis), identify underutilization or areas of deficiency, and establish goals and timetables to correct the problems.

Steps in Utilization Analysis

Identify Relevant Labor Markets

The relevant labor market or recruitment area was identified for each job group. It was identified as the area from which Western Kentucky University typically recruits or draws job applicants for positions in the group: the nation, the state, the Barren River Area Development District (BRADD), Warren County, the University's internal work force (through promotions), or a combination of these areas such as nation/internal.

Define Local Labor Market

To accurately define the local labor market area for those job titles recruited "locally," personnel staff considered the areas in which applicants for locally recruited jobs lived at the time they applied for employment with Western Kentucky University. This was used to define the local labor area.

Identify Availability Factors

The following availability factors are required of federal government contractors for consideration when developing availability estimates for each job group:

- A. Availability Factors for Minority Groups
  1. The minority population of the labor area surrounding the facility.

2. The size of the minority unemployment force in the labor area surrounding the facility.
3. The percentage of the minority labor force as compared with the total labor force in the immediate labor area.
4. The general availability of minorities having requisite skills in the immediate labor area.
5. The availability of minorities having requisite skills in an area in which the employer can reasonably recruit.
6. The availability of promotable and transferable minorities within the employer's organization.
7. The existence of training institutions capable of training persons in the requisite skills.
8. The degree of training which the employer is reasonably able to undertake as a means of making all job classes available to minorities.

B. Availability Factors for Women

1. The availability of women seeking employment in the labor or recruitment area of the employer.
2. The size of the female unemployment force in the labor area surrounding the facility.
3. The percentage of the female labor force as compared with the total labor force in the immediate labor area.
4. The general availability of women having requisite skills in the immediate labor area.
5. The availability of women having requisite skills in an area in which the employer can reasonably recruit.
6. The availability of promotable and transferable female employees within the employer's organization.
7. The existence of training institutions capable of training persons in the requisite skills.
8. The degree of training which the employer is reasonably able to undertake as a means of making all job classes available to women.

C. Seven of the eight availability factors for women are identical to those for minorities. The single difference is that population percentages which are considered for minority availability are excluded from the availability considerations for women. Substituted instead, is a requirement that the availability of women seeking employment be considered.

D. Western Kentucky University included population percentages

for women in its availability estimates. The availability factor regarding females seeking employment is included as part of Factor 2 (Unemployed).

### Obtain Availability Data

The following narrative explains the source of data which was collected to address each factor.

**Factor 1:** Requires data on the minority population of the local labor area. Although there is no requirement that population data be presented for women, this data was nevertheless supplied. Because the local labor area has been determined to be Warren County, population data was collected for that area. Population data is from the 1990 Census of Population, 1990 CP-2-19, Social and Economic Characteristics, Kentucky.

**Factor 2:** Requires data on minority and female unemployment in the local labor area. Because the local labor area has been determined to be Warren County, unemployment data was collected for that area. Unemployment data is from the 1990 Kentucky Census, as cited in the discussion of Factor 1.

**Factor 3:** Requires data on minority and female representation in the local work force. Because the local labor area has been determined to be Warren County, civilian labor force data was collected for that area. Data for Factor 3 is from the 1990 Kentucky Census as cited in the discussion of Factor 1. Its universe includes the recent-experienced civilian labor force, employed and unemployed. The data source is the Census's Social and Economic Characteristics for Kentucky (Warren County).

**Factor 4:** Requires data on the percentages of minorities and women in the local labor area who have requisite skills for each of Western Kentucky University's job groups. It is with Factor 4 that availability data begins to differ from job group to job group. By contrast, Factors 1 through 3 require the same data no matter which job group is being evaluated.

Because the local labor area has been determined to be Warren County, requisite skills data was collected for that area.

Data for Factor 4, like Factor 3, was obtained from the 1994 BRADD Data Book published by the Barren River Area Development District. The report includes 1990 data for Warren County and the other nine counties of the Barren River Area Development District. The employment data in Table C-3 cites the Equal Employment Opportunity Report prepared by the Kentucky State Data Center in 1990. The data selected for each job group was taken from the thirteen occupations available in the report. A completed form for each job group is found with the supporting data that is available for this AAP.

**Factor 5:** Requires data on the percentages of minorities and women with requisite skills in an area in which Western Kentucky University can reasonably recruit. Data was obtained for Factor 5 because it is necessary for the University to recruit from a larger geographic area [e.g., a region such as the Barren River Area Development District (BRADD), the states of Kentucky and

Tennessee, or the nation].

Primary data sources for Factor 5 were the 1990 Census (information for Kentucky, Tennessee, and the United States), the 1994 BRADD Data Book, and degrees conferred information in issues of the Digest of Education Statistics. Census occupations were selected to match those specific job groups with a "reasonable recruitment area" (beyond the local area). When more than one Census occupation was selected for an area, the occupation data was weighted based on the percentage of positions assigned that labor area (e.g., the state). Data collected was for the state, the nation, or a custom-defined region or special area, as appropriate to each job group. When data was collected for more than one labor area (e.g., some from the state to match some job titles and some from the nation to match other job titles), the geographic areas were weighted in proportion to how much they contributed to the definition of the reasonable recruitment area.

Eight Factor Availability Analysis Forms identify the sources selected for the job groups assigned a "reasonable recruitment area" of state, nation, region, or special area. The form also identifies the weight each labor area should receive if more than one labor area was identified for Factor 5 (e.g., both state and nation). A completed form for each job group is found with the supporting data that is available for this AAP.

**Factor 6:** Requires data on the percentages of promotable and transferable minorities and women within the employer's workforce. To identify the percentages, an identification was made of the "feeder" jobs for each job group. Feeder jobs were defined as those from which employees can reasonably be promoted or transferred. Historical promotion patterns and Western Kentucky University's lines of progression were used to identify these patterns. Once the feeders were identified, employees in the feeder groups as June 23, 1994, were considered for Factor 6.

**Factor 7:** Requires consideration of the existence of training institutions capable of training minorities and women in the requisite skills required. The most appropriate data for this factor are percentages by gender and race/ethnic group enrolled in or recently graduated from various training institutions (educational, vocational, business schools, etc.).

For job groups whose specified labor area was the state or the nation, data was obtained from publications. For Faculty and library faculty positions, the Digest of Education Statistics provided detailed information. Western chose to use this data for Factor 5 [those with requisite skills in a reasonable area (the nation)]. For job groups whose specified labor area was the local labor area, no published data was available. Instead, a phone call was made to the Bowling Green State Vocational Technical School to obtain enrollment or graduate data. Western did not receive information from the vocational-technical school in order to consider this factor for some of the nonexempt job groups.

**Factor 8:** Requires consideration of the degree of training which the employer can reasonably undertake in order to make job classes available to minorities and women. This factor was



addressed in Factor 6 by considering those who would be considered promotable or transferable within the organization..

### Conduct the Eight Factor Availability Analysis

Once the data described above was collected, effort was made to weight together data sets (occupation data, feeder data, or training institute data) within each labor area, and when more than one labor area applied to a factor, to weight the labor areas together.

This produced an Eight Factor Availability report for each job group. At this point, Western Kentucky University was ready to identify weights for the factors themselves in order to arrive at final availability for each job group.

### Assign Factor Weights

The guidelines below were followed in identifying how much weight to assign each of the availability factors in a job group.

1. The extent to which Factor 1 (Population) and Factor 2 (Unemployment) were considered depended on whether the job group contained entry-level, minimally-skilled job titles which are filled primarily from external hires. Some Factor 2 consideration was given to the Professional-Others job group due to the impact of downsizing on entry and mid-level professional positions.
2. Factor 3 (civilian labor force) had greater applicability for those job groups which draw from a larger recruiting pool (entry-level, filled through external hire, and requiring few or no skills) as opposed to those which draw from a smaller recruiting pool (above entry-level, with higher skill requirements, and/or filled solely or primarily through internal placement).
3. For unskilled or minimally-skilled job groups, final availability was set at approximately civilian labor force figures (Factor 3) for minorities and women. An exception was made if the data for Factor 4 (local requisite skills) indicated higher percentages of availability for women or minority groups, than was found using civilian labor force figures.
4. For skilled job groups with a local labor market, final availability was at or somewhat above the requisite skills data found in Factor 4.
5. For job groups with a state or national labor area, final figures were set approximately at the Factor 5 requisite skills level. For job groups with a state or national labor area, for which final figures would typically be set at about the Factor 5 level, but Factor 4 data showed higher availability of particular minority groups or women, final figures were set with consideration given to this fact. Consideration was also given when the relative availability of women and minorities varied between the Factor 4 and Factor 5 data.

6. For job groups with an internal labor market, Factor 6 was considered in several ways:
  - A. Consideration was given to the percentage of the positions in the job group filled at least some of the time through promotion, as opposed to external hire.
  - B. Consideration was given to the proportion of time those positions are filled internally, as opposed to externally.
  - C. The sample size upon which Factor 6 data was based was considered. The larger the number of people working in the feeder classifications, the more representative the Factor 6 figures were considered to be.
  
7. Factor 7 (training institute data) was incorporated into the determination of final availability in any instance where it proved beneficial to minorities or women. In other words, it was used to increase final figures above the levels in Factors 4, 5, or 6, if data was available and relevant. However, when Factor 7 was enrollment data, final figures were never set as high as Factor 7 because Factor 7 only identifies those who are currently in the process of gaining the requisite skills. Western Kentucky University cannot assume that all the minorities and women currently enrolled in training programs will, in fact, complete those programs and become available. When Factor 7 was based on graduate data, rather than enrollment data, it was given more weight because in that instance it did represent persons who have the requisite skills. In these cases it was evaluated as Factor 5, those with requisite skills in a reasonable area. Local vocational-technical school data was not available at the time of this report. Availability data for faculty and library faculty were based upon degrees conferred on a national basis.

#### Identify Final Availability

Western Kentucky University followed the guidelines above to identify weights for the factors in each Eight Factor Availability Analysis for each job group. Factor weights were multiplied by the factor data to produce weighted data for each factor. Weighted data for each factor was summed. This produced a final availability estimate for each sex and race/ethnic group, as well as for minorities in the aggregate.

See **Exhibit 8-1** for the eight factor availability analysis for each job group and the rationale for the weights assigned each factor.

#### Identify Underutilization

Once final availability estimates were made for each job group, Western Kentucky University identified underutilization in each job group for women, each minority group, as well as minorities in the aggregate. A comparison was made between the percentage

employed as of June 21, 1995 and that group's final availability. Underutilization was shown if the percentage employed is less than the percentage available, regardless of how small the disparity. The University, however, does not consider underutilization of less than a "whole person" to be significant in terms of placements.

The identification of underutilization is found in **Exhibit 9-1** as part of the Goals and Timetables exhibits.

**PART I: AAP FOR MINORITIES AND WOMEN**  
**CHAPTER 9: NUMERICAL GOALS AND TIMETABLES**

Western Kentucky University has established both long-term (five-year) goals and short-term (annual) interim goals as well as timetables for each job group where underutilization has been identified. These goals and timetables take into account the availability of basically qualified persons in the relevant labor area. They also take into account anticipated employment opportunities. Western Kentucky University believes these goals are attainable. These goals will be reached primarily through recruiting and advertising to increase the pool of qualified minority and female applicants and through implementation of our action-oriented programs (see Chapter 11). Selections will occur only from among qualified applicants. Goals do not require the hiring of persons when there are no vacancies or the hiring of a person who is less likely to do well on the job ("less qualified") over a person more likely to do well on the job ("better qualified"), under valid selection procedures. Goals do not require that Western Kentucky University hire a specified number of minorities or women.

Goals are not rigid and inflexible quotas which must be met, but are instead targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire AAP work. A goal and its associated timetable represent a guidepost against which Western Kentucky University, a community group, or a compliance agency can measure progress in remedying identified deficiencies in Western Kentucky University's workforce. By setting realistic goals, based on expected vacancies and anticipated availability of skills within the relevant labor area, and using a job-related selection system, Western Kentucky University should be able to meet the goals, assuming we conduct effective recruitment and advertising efforts to ensure an adequate pool of qualified minority and/or female qualified applicants from which to make selections.

In establishing goals and timetables, Western Kentucky University considered the results which could reasonably be expected from putting forth every good faith effort to make our overall AAP work. We involved personnel staff, Vice Presidents, and department heads in the goal-setting process.

Goals and Timetables Methodology

The process followed in establishing goals and timetables is described below:

1. Goals were established for women, total minorities, and Blacks in any job group where underutilization was identified for them.
2. The long-range percentage goal that was established for underutilized minority groups and for women was, in all cases, set at the same level as the final availability percentage. Therefore, if women's final availability figure for a specific job group is 50%, then women's long-range

percentage goal is set at 50%. This was done for two reasons. First, establishing a goal above the level of availability could have an exclusionary impact on other sex or race/ethnic groups that could not be defended. The second reason for establishing goals that are at the level of availability is to ensure that the AAP will be supported and vigorously implemented. If goals are set too high, they will be unrealistic; sufficient numbers of qualified applicants from underutilized groups may not be found. Western Kentucky University expects to find approximately the same percentage of qualified applicants as the percentages specified in the final availability figures. Therefore, the long-term goal was set at that level so that applicants can be found and hired or promoted in order to reach the goal.

It is important to remember that long-range goals are not ultimate, fixed goals. They are based on availability and therefore examined each year as part of Western Kentucky University's AAP update. As availability increases, long-range goals will increase. We can especially look forward to this increase in our internally-filled job groups; as minority and female representation increases at entry levels, availability therefore increases for upper level job groups. Thus, long-range goals likewise would increase.

3. After the long-range percentage goal was established, a long-range numerical goal was established. This is simply a mathematical computation based on the number of people in the job group in terms of the long-range percentage goal. For example, if women have a long-range goal of 20% in a job group of 52 employees, women's long-range numerical goal is 10 (the goal is to have 10 women in a job group of 52 employees).
4. Next, a short-term or annual goal was established for each underutilized group. We call this a placement rate. A placement rate is a percentage that is used as a guideline in awarding positions to underutilized groups. For example, in a job group where women have a 25% goal, a placement rate of 25% was established. This means that Western Kentucky University will try to award 25% of whatever number of job vacancies occur in the coming year in this particular job group to women in order to reach the long-range goal of 25%. If 8 openings occur, 2 will hopefully go to women; if 13 openings occur, 3 women will hopefully be placed. Just as a long-range goal is a target, so is a placement rate. Western Kentucky University will put forth every good faith effort to meet the placement rate, but it is not a quota that must be met.

Placement rates have been set at the level of the long-range percentage goal. Placement rates have not been established when the long-range numerical goal is equal to the number of people now on the job. For example, if Asian's availability is 3.2% in a particular job group, and Asians make up only 3% of the job group's employees, then Asians are underutilized. But if, in this particular job group, full

utilization of Asians (3.2% employed) would mean having the same number of Asians on the job as Western Kentucky University now has, then although a long-range percentage goal of 3.2% is established, there will be no placement rates or timetables to meet that goal, as it has already been met in terms of numbers of whole people. In other words, underutilization is less than one whole person.

5. The next step was to establish timetables for reaching the goals. The setting of timetables took into account placement rates and anticipated employment opportunities. In identifying anticipated employment opportunities, the University considered expansion and contraction in its workforce for the coming year, as well as expected turnover. The timetables are for a five-year period.

Assumptions that were made in identifying timetables were that the identified number of employment opportunities, the total number employed on the job, and the placement rate remained fixed for each year in the timetable.

Some units will not meet their goals within a five-year period. The length of time to reach some goals might appear longer than expected. This occurs because attrition will occur from all sex and race/ethnic groups. In other words, it cannot reasonably be expected that all projected employment opportunities will occur because only members of non-underutilized groups leave the job. It can, however, reasonably be expected that employees in all sex and race/ethnic groups will leave the job (and create the openings predicted) in approximately the same proportion as they are now represented on the job. Thus, if Blacks are employed in a job group, but are underutilized, and 10 employment opportunities are expected in the coming year, calculations used to identify timetables have assumed that a portion of those 10 openings will occur because some Blacks are leaving the job, as are all other race/ethnic groups. Therefore, with a loss of some Blacks, it will take longer to reach the goal for Blacks than if only members of non-underutilized groups left the job.

In other instances, a goal of employing only one additional minority or woman may be expected to take five or more years. This occurs because timetables were established using a mathematically precise methodology, because these job groups are relatively small, and/or because little or no turnover is expected in these job groups. However, Western Kentucky University is aware of these situations and recognizes that with any turnover, the goal could be reached during the current AAP year and if not, hopefully within a maximum time period of 5 years.

6. Goals were not established that would exclude any gender or race/ethnic group.

See **Exhibit 9-1** for Western Kentucky University's Goals and Timetables for each job group.

**PART I: AAP FOR MINORITIES AND WOMEN**  
**CHAPTER 10: IDENTIFICATION OF PROBLEM AREAS**

In addition to the identification of problem areas within job groups (underutilization), Western Kentucky University has conducted studies to identify problem areas in its selection procedures as well as by organizational unit. Western Kentucky University will continue to monitor and update these studies during each AAP year. Corrective actions and solutions to these problems are included in Chapter 11: Action-Oriented Programs.

Underutilization

See **Exhibit 10-1** for a summary of underutilization in all of Western Kentucky University's job groups. Overall, we found that women and total minorities were the most underutilized groups throughout the workforce. Women are underutilized in ten of twenty faculty job groups and four of eleven staff job group categories. This shows improvement from the 1994-95 report that showed women underutilized in thirteen faculty and five staff job groups. Women are most underutilized in faculty job groups H2C (6), H2N (6), H2S (4), H2T (5), H2V (5), and H2W (6). Women are most underutilized in staff job groups H1A (10), H3A (21), and H6B (6). Total minorities are underutilized in thirteen (eleven in 1994-95) of twenty faculty job groups and two of eleven staff job groups. Blacks are underutilized in two (one in 1994-95) faculty job groups and three of eleven staff job groups. Hispanics and Asians are underutilized in the Faculty and Executive, Administrative and Managerial job groups. Overall, underutilization of women decreased by seven faculty members. Underutilization of Blacks and total minorities increased by one Black and two total minorities in staff job groups. All other faculty and staff underutilization totals remained the same from 1994-95 to 1995-96. For purposes of this paragraph, underutilization is limited to differences of at least a whole person.

The utilization analyses show that Western has made progress in recent years in the employment of Blacks, especially in Faculty, Professional-Others, Secretarial/Clerical, and Skilled Crafts-A job groups.

Western Kentucky University needs to continue its progress in employment of Blacks. Western needs to emphasize efforts to recruit women in the three exempt employment categories and in the Skilled Crafts-B job group. Western also needs to extend efforts to recruit other minorities in the Executive, Administrative, and Managerial; Faculty; and Skilled Crafts-B job groups. This is especially true of Hispanics and Asians. The University recruits faculty positions and some Executive, Administrative and Managerial positions on a national basis. Asians and Hispanics are not available in significant numbers for Professional positions generally recruited in Kentucky and Tennessee and nonexempt positions recruited in Warren County and the surrounding Barren River Area Development District.

## Impact Ratio Analyses (IRA)

Impact Ratio Analyses were conducted regarding personnel activities during 1994-95 (through March 20, 1995). **Exhibit 10-2** provides information on personnel activity through March 20, 1995 of the 1994-95 fiscal year. Shown at **Exhibit 10-3** is a copy of the VETS-100 form for Western Kentucky University.

### Recruitment

Western needs to attract more women to its selection process for Job Groups H1A, Faculty, H3B, H5A, and H6A. Western needs to attract more minorities to its selection process for Job Groups H1A, Faculty, H3A, H3B, H6A, and H7C.

### Hires

The IRA indicates that Western hires men, women, and minorities in an equitable manner. There was a difference of one minority hire in Job Groups H5A and H7B. There was a difference of six women hires in Job Group H3A. This was the only category with a standard deviation greater than 2.

### Promotions

The IRA suggests that Western promotes men, women, and minorities in an equitable manner. There was a difference of one female promotion in Job Group H4A and one minority promotion in the Faculty and Secretarial/Clerical-A Job Groups. No category showed a standard deviation greater than 2.

### Terminations

IRA termination analyses indicates differences for women in Job Groups H3B (1) and H4B (2). IRA termination analyses showed differences for minorities in Job Groups H1A (1), Faculty (1), H3A (4), H4B (1), and H7A (3). The minority terminations in Job Group H3A is the only category with a standard deviation greater than 2. Minority turnover in the Professional-Others job group is influenced by the turnover in Residence Hall staff.

### Training

The University has just completed a major supervisory training program involving close to 250 employees from all EEO categories. Women and minorities were affirmatively involved in the program. The program was entitled "Leadership for the 90's."

### University-Sponsored Programs

University-sponsored recreational and social events and all special programs are offered on a non-segregated, non-discriminatory basis to all employees.



### Action-Oriented Programs

The Academic Affairs Area Affirmative Action Coordinator worked with personnel in Academic Affairs to develop a new checklist to assist departments in increasing the number of Black applicants for faculty positions.

The part-time Area Affirmative Action Coordinators have been meeting once or twice each month to discuss affirmative action issues. The University appointed Ms. Huda Melky as Affirmative Action Officer effective September 22, 1995. Ms. Melky will have full-time responsibilities that encompass the areas of affirmative action and ADA compliance.

### Self-Audit Findings

Job descriptions for University positions are outdated.

The University's position classification plan for nonexempt employees has been in place since 1979.

The University has initiated a new classification and compensation program for nonexempt staff and selected exempt staff. Representatives from the consulting firm of W F Corroon are involved in this major project. Revised job descriptions that meet ADA guidelines are one of the expected outcomes. Formal classification of professional positions below the major director level and the revised classification of nonexempt positions are significant planned outcomes.

The Affirmative Action Officer and Director of Human Resources should work together to develop a self-audit form for use in conducting and reporting self-audits of the University.

**PART I: AAP FOR MINORITIES AND WOMEN**  
**CHAPTER 11: ACTION-ORIENTED PROGRAMS**

PROBLEM 1:

Underutilization of women in Job Groups H1A, H2C, H2N, H2S, H2T, H2V, and H2W. IRA's indicate representation of women in applicant pools is less than availability.

Action-Oriented Program:

- Step 1 Analyze current external recruitment practices and identify why they are ineffective in attracting women to the initial applicant pool.
- Step 2 Based on the results of Step 1, prepare individual recruitment plans for women within each job group. Plans will include modification of current practices and/or substitutions of new practices.
- Step 3 Monitor the effect through Impact Ratio Analyses of each future applicant pool.
- Step 4 Concurrently, identify steps to create internal applicant pools where none exist, including identifying possible internal candidates, meeting with them to encourage their interest, identifying for them the promotion requirements, determining with them how they can meet such requirements, and monitoring and encouraging their progress in doing so.
- Step 5 Implement Step 4.

Responsible: Affirmative Action Officer and Director of Human Resources.

Timetable:

- Step 1 By 11/01/95.
- Step 2 Submit plan to Personnel Committee for approval by 12/15/95. Complete modifications by 01/15/96.
- Step 3 Begin with next recruitment and continue for each one.
- Step 4 Submit plan to Personnel Committee by 01/15/96.
- Step 5 Begin immediately after plan is accepted.

PROBLEM 2:

Underutilization of minorities in the Faculty Job Groups. IRA's indicate representation of minorities in applicant pools is less than availability.

Action-Oriented Program:

- Step 1 Analyze current external recruitment practices and

identify why they are ineffective in attracting minorities to the initial faculty applicant pools.

- Step 2 Based on the results of Step 1, prepare individual recruitment plans for minorities within each job group. Plans will include modification of current practices and/or substitutions of new practices.
- Step 3 Monitor the effect through Impact Ratio Analyses of each future applicant pool.
- Step 4 Concurrently, identify steps to create internal applicant pools where none exist, including identifying possible internal candidates, meeting with them to encourage their interest, identifying for them the promotion requirements, determining with them how they can meet such requirements, and monitoring and encouraging their progress in doing so.
- Step 5 Implement Step 4.

Responsible: Affirmative Action Officer and Director of Human Resources.

Timetable:

- Step 1 By 11/01/95.
- Step 2 Submit plan to Council of Academic Deans for approval by 12/15/95. Complete modifications by 01/15/96.
- Step 3 Begin with next recruitment and continue for each one.
- Step 4 Submit plan to Council of Academic Deans by 01/15/96.
- Step 5 Begin immediately after plan is accepted.

PROBLEM 3:

Underutilization of women and Blacks (Total Minorities=Blacks) in Job Group H6B.

Action-Oriented Program:

A review of University records indicates that very few women and Blacks apply or bid for promotion into Job Group H6B. This creates the underutilization.

- Step 1 Interview employees to identify why they are not taking advantage of training opportunities to move into Job Group H6B positions.
- Step 2 Design a plan to encourage promotional interest and competition, including ensuring all employees are briefed on available lines of progression and are given descriptions of promotional requirements for every relevant classification.
- Step 3 Implement plan from Step 2.

Step 4 Monitor impact of promotional plan and revise as necessary.

Responsible: Affirmative Action Officer.

Timetable:

- Step 1 By 012/01/95.
- Step 2 Evaluate survey results and discuss with Supervisors by 02/01/96. Design plan by 03/01/96.
- Step 3 Brief employees and provide materials by 04/01/96.
- Step 4 Ongoing, beginning with next promotional sequence.

PROBLEM 4:

Western needs to review hiring practices for women in the Professional-Others Job Group. The hiring percentage for women is low compared to the hiring percentage for men. This influences the underutilization of women in this job group category.

- Step 1 Conduct informal survey of other benchmark universities to determine if problem occurs at other universities and solicit suggestions.
- Step 2 Review recruitment and hiring processes for the Professional-Others category. Consider ways to enhance efforts to recruit qualified women applicants. Evaluate employment processes within the University.
- Step 3 Recommend any appropriate changes to the Personnel Committee.
- Step 4 Monitor impact of any changes.

Responsible: Affirmative Action Officer and Director of Human Resources.

Timetable:

- Step 1 By 11/01/95.
- Step 2 By 12/01/95.
- Step 3: By 12/15/95.
- Step 4 Ongoing.

PROBLEM 5:

Western needs to update job descriptions and review position classifications of employees.

- Step 1 Determine process for completing tasks.
- Step 2 Consider involvement of outside consultant.

Step 3 Conduct project.

Step 4 Establish on-going processes, procedures, and policies.

Responsible: Director of Human Resources and Director of Special Projects.

Timetable:

Step 1 By 02/01/95.

Step 2 By 04/01/95. Contract awarded in April 1995.

Step 3 Began project in May 1995 with completion goal during fiscal year 1995-96.

Step 4 Ongoing.

**PART I: AAP FOR MINORITIES AND WOMEN**  
**CHAPTER 12: INTERNAL AUDIT AND REPORTING**

Inherent in the AAP is the need for periodic self-assessment of problems encountered, corrective action taken, and progress made. Self-evaluation requires complex recordkeeping systems on applicants, employees, and components of the AAP itself. Periodic reports from supervisors, department managers, the affirmative action officer, and other relevant persons are required.

The objective of all recordkeeping systems to be implemented is to assess the results of past actions, trends, the appropriateness of goals and objectives, the appropriateness and relevancy of identified solutions to problems, and the adequacy of the Plan as a whole. In addition, a further objective is to identify the proper corrective actions to be made to all components.

In order to fully achieve the objectives of such a recordkeeping system, the results of it must lead to follow-up through feedback to managers, supervisors, and staff, through reallocation of resources, through modifications to plans and the recordkeeping system itself, through appropriate recognition of personal achievements as well as punitive actions for discriminatory acts. For any identified deficiencies, appropriate corrective action will be identified and implemented.

The records that are maintained are the basis for updating the Affirmative Action Plan, including revising the availability data and reestablishing long-range and annual numerical goals and timetables. The internal audit and reporting system is used as the basis for evaluating systemic, results-oriented programs and affirmative action efforts.

Recruitment and External Selection Procedures

The Uniform Guidelines on Employee Selection Procedures (1978) requires that employers maintain data with which a determination can be made of the adverse impact their selection procedures have. Western Kentucky University attaches to its application forms, an applicant survey form designed to obtain the data needed to conduct such analyses for external hires. This form is also used to:

- A. Obtain applicant residency data to further define Western Kentucky University's local labor area;
- B. Determine if Western Kentucky University's recruitment techniques are effective;
- C. Identify the most effective referral sources;
- D. Determine if an applicant pool, at any stage in the selection process, is equal to or greater than availability as set forth in the AAP;

Once an application is returned, the applicant survey form is

detached and maintained only for EEO and affirmative action recordkeeping purposes. No employment decisions are made on the basis of data obtained through the applicant survey form.

Data is maintained for a single selection procedure for all applicants for that procedure and is used to calculate adverse impact of the selection procedure as a whole and for each of its components. Analyses are also conducted to compare the original applicant pool to availability in order to evaluate recruitment effectiveness. Responsibility for making these calculations rests with the Director of Human Resources. Calculations are made at least annually and sometimes more frequently for classifications with large numbers of selections. The methodology used addresses the requirements of the Uniform Guidelines on Employee Selection Procedures (1978) and relevant case law.

An integral part of implementing the applicant-tracking procedure is the clear communication to managers or supervisors of their roles and responsibilities for timely and accurate completion of applicable portions of the process. The responsibility for the compilation of this data on a department-by-department basis rests with the Director of Human Resources, who summarizes the data in order to obtain a clear picture University-wide, as well as by individual department. The data is analyzed and appropriate corrective action determined and implemented as necessary.

All procedures described above are designed to obtain and analyze information by job classification and/or job group, as appropriate, for each sex group and race/ethnic group.

#### Employee-Related Procedures

Affirmative action regulations require that data be maintained on employment flow and movement, in addition to applicant data. With this recordkeeping system, much useful information for the AAP is obtained.

Promotion and transfer data is maintained by employee, by department. It includes information regarding gender, race, age, disability, and veteran status, pay change, and departments moved out of and into. This information is used to conduct adverse impact calculations annually to determine if promotion and transfer policies have an adverse impact on any protected group, as well as to obtain an indication of whether or not equal employment opportunities are being provided to all persons.

Training activities are important to the development of the University's faculty and staff employees. University training activities seek to include women and minorities to enhance their opportunities for promotion and transfer within the University.

Separate data on terminations is maintained, including the reason for each termination. Annual adverse impact calculations are also conducted on this data which provides the same useful information as the promotion and transfer data. In addition, by evaluating the reasons for terminations, Western Kentucky University can determine the effect these have on affirmative action (when reduction in force or layoffs occur), general morale

and employee satisfaction, the effectiveness of the exit interview, and can identify if unjustified losses are occurring in specified classifications, job groups and/or departments.

Separate data on disciplinary actions is maintained, along with the reason for, and type of, disciplinary action taken. From this data, Western Kentucky University can monitor the adverse impact of the procedures, ensure that all employees are receiving equal treatment in similar situations, as well as identify and eliminate or minimize those situations creating the need for disciplinary action.

The responsibility for the compilation of this data on a department-by-department basis rests with the Director of Human Resources. The Human Resources Department summarizes the data in order to obtain a clear picture of University-wide status, as well as individual department status. The data is analyzed and appropriate corrective action determined and implemented as necessary, by line management in conjunction with the Affirmative Action Officer.

#### Action-Oriented Programs

Final reports are required for each action-oriented program identified in Chapter 11 of the University's AAP. The reports are prepared by the "Responsible" party identified for every program. The reports will be reviewed by the Affirmative Action Officer who is responsible for their maintenance and for working with the responsible parties to ensure corrective action is taken as described.

#### Numerical Goals

At least annually, an evaluation will be made of progress toward meeting numerical goals which have been established by job group to correct underutilization. The evaluation will be conducted by identifying the actual placement rates which Western Kentucky University has met in hiring or promoting minorities and women into the job groups. The actual placement rate will then be compared to the placement rate that was designated in the AAP and an identification is made of each instance in which Western Kentucky University did not meet the established placement rate. For each such instance, a description will be provided of Western Kentucky University's good faith efforts to meet the established placement rate.

The Affirmative Action Officer is responsible for the Goals Progress Reports and for meetings with hiring authorities, as well as for undertaking any necessary corrective action.

#### Affirmative Action Plan

The AAP will be reviewed and updated annually. The Affirmative Action Officer formally reports to the University President on the program's effectiveness and submits recommendations to improve any unsatisfactory performance. During the AAP review process, heavy emphasis is placed on the results of the various recordkeeping data previously described. Consideration is also given to new and relevant laws, guidelines, regulations, and



court decisions. Availability data is reviewed and updated when possible. Annual goals, long-range goals, and placement rates are reviewed and updated if appropriate.

**PART I: AAP FOR MINORITIES AND WOMEN**  
**CHAPTER 13: COMPLIANCE WITH**  
**SEX DISCRIMINATION GUIDELINES**

In keeping with its policy of equal employment opportunity for all persons, Western Kentucky University subscribes totally to the sex discrimination guidelines issued by federal and state authorities. In addition to our Policy Statement, we will continue to implement the following policies.

1. Continue to recruit for men and women for all positions except where gender is a bona fide occupational qualification that has been carefully identified and thoroughly documented. (Western Kentucky University does not presently have any jobs where gender is a B.F.O.Q.)
2. Advertisements in newspapers and other media for employment do not express a gender preference unless gender is a bona fide occupational qualification for the particular job in question. (Western Kentucky University does not presently have any jobs where gender is a B.F.O.Q.) Advertisements are not placed in newspaper and other media columns headed "male" or "female." In media which provide only separate male and female listings, we advertise under both listings. Advertisements state Western Kentucky University's policy of equal employment opportunity.
3. All personnel policies, including written ones, do not discriminate because of gender and all reiterate Western Kentucky University's commitment to the policy of non-discrimination. Sexist terms have been eliminated from written materials and from all job titles.
4. Employees and applicants of both sexes have an equal opportunity to any available position they are qualified to fill, unless gender is a justified and documented bona fide occupational qualification. Wages, hours, conditions of employment, pensions, recreational programs, and all other employee benefits (including employer's and employee's contributions to benefits) will continue to be administered on an equal basis, regardless of gender.
5. Persons married and unmarried, regardless of gender, are treated equally in all personnel operations including receipt of all benefits. Age and number of children are not a factor in job offers.
6. Retirement age and benefits are equal for both sexes.
7. Appropriate physical facilities are provided for employees and applicants of both sexes.
8. Conflicting State laws are superseded by Title VII of the Civil Rights Act. Thus, these State laws are not a factor in job offers, personnel functions, or work conditions.
9. Leaves of absence are the same for all employees regardless of gender and/or marital status. Any woman (married or

unmarried) who qualifies for leave, under Western Kentucky University's established leave policies, has justification for leave of absence for childbearing and reasonable time for recovery therefrom. The commencement date of maternity leave shall be determined by the woman. Following childbirth, and upon signifying her intent to return, the employee will be reinstated to her original position or one of like status and pay without loss of service credits.

10. Gender is not a factor in Western Kentucky University's seniority system which is applied equally to all employees regardless of sex.
11. Wages and salaries are equal for both sexes who perform jobs of the same content and responsibility, with provision for experience and merit consideration. Written criteria for the determination of starting salaries within a salary range must be used by hiring authorities; written justification for selected starting salaries is required of hiring authorities and is reviewed for acceptability by the Director of Human Resources.
12. Employees, regardless of gender, are allowed to transfer and promote to positions they are qualified to hold.
13. Western Kentucky University continually seeks women for all full-time and part-time positions with a special emphasis on those positions where women are underutilized.
14. Western Kentucky University evaluates the feasibility of redesigning work hours in those cases where they are restrictive towards employment opportunities for women and has a plan in progress currently.
15. Western Kentucky University makes no judgments regarding the "suitability" or danger of jobs and therefore recruits and hires women as well as men for all job openings.
16. Western Kentucky University administers all training programs without regard to gender, and maintains a special commitment to include women candidates in management trainee programs.
17. All employees are provided with a copy of the University's pamphlet on sexual harassment.

**PART I: AAP FOR MINORITIES AND WOMEN**

**EXHIBITS**

Exhibit

- 2-1 Advertising and recruiting guidelines for nonfaculty positions
- 2-2 Annual statement of nondiscrimination in employment, educational programs, services, or activities
- 6-1 Workforce analysis
- 6-2 Lines of progression
- 7-1 Job groups
- 8-1 Eight factor availability analyses
- 9-1 Goals and timetables
- 10-1 Summary of underutilization in Western Kentucky University's job groups
- 10-2 Personnel activity for 1994-95 (through March 20, 1995).
- 10-3 VETS-100 Form

**PART II**

**WESTERN KENTUCKY UNIVERSITY**

**AFFIRMATIVE ACTION PLAN FOR  
SPECIAL DISABLED VETERANS,  
VETERANS OF THE VIETNAM ERA  
AND  
PERSONS WITH DISABILITIES**

**FOR  
JULY 1, 1995 THROUGH JUNE 30, 1996**

PART II  
AAP FOR SPECIAL DISABLED VETERANS, VETERANS OF  
THE VIETNAM ERA, AND PERSONS WITH DISABILITIES

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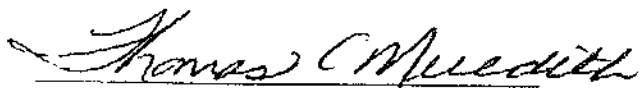
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PART II: AAP FOR SPECIAL DISABLED VETERANS, VETERANS OF THE  
VIETNAM ERA AND PERSONS WITH DISABILITIES

CHAPTER A: POLICY STATEMENT

It is the policy of Western Kentucky University and my personal commitment that equal employment opportunity be provided in the employment and advancement of special disabled veterans, veterans of the Vietnam era, and persons with disabilities at all levels of employment, including the executive level. Western Kentucky University does not and will not discriminate against any applicant or employee because he or she is a special disabled veteran, veteran of the Vietnam era, or because of a physical or mental disability in regard to any position for which the applicant or employee is qualified. In addition, Western Kentucky University is committed to a policy of taking affirmative action to employ and advance in employment qualified special disabled veterans, veterans of the Vietnam era, and individuals with disabilities. Such affirmative action shall apply to all employment practices, including, but not limited to hiring, upgrading, demotion or transfer, recruitment, recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship and on-the-job training. Decisions related to personnel policies and practices shall be made on the basis of an individual's capacity to perform a particular job and the feasibility of any necessary job accommodation. Western Kentucky University will make every effort to provide reasonable accommodations to any physical and mental limitations of individuals with disabilities and to special disabled veterans.

Our obligations in this area stem from not only adherence to various state and federal regulations, but also from our commitment as an employer in this community to provide job opportunities to special disabled veterans, veterans of the Vietnam era, and persons with disabilities.



Dr. Thomas C. Meredith  
President  
Western Kentucky University

(Date)

9/29/95

**PART II: AAP FOR SPECIAL DISABLED VETERANS, VETERANS OF THE VIETNAM ERA AND PERSONS WITH DISABILITIES**

**CHAPTER B: RESPONSIBILITY FOR IMPLEMENTATION**

As part of its efforts to ensure equal employment opportunity to special disabled veterans, veterans of the Vietnam era, and individuals with disabilities, Western Kentucky University has designated specific responsibilities to various staff to ensure the AAP focuses on all components of the employment system. To that end, the University President, the Director of Human Resources, the Affirmative Action Officer, and those employed as supervisors and managers have undertaken the responsibilities described below.

University President

President Thomas C. Meredith is responsible for providing top management support for the University's AAP. He will issue a memo annually to reaffirm the University's Equal Employment Opportunity Policy and to make known to all employees and applicants the commitment of the Executive Officers to EEO and affirmative action. Additional responsibilities include, but are not limited to:

1. Designating appropriate personnel with the responsibility for overseeing, administering, implementing, and monitoring the University's AAP. Ensuring that these personnel are identified in writing by name and job title.
2. Ensuring that designated personnel responsible for all AAP components are given the necessary authority and top management support and staffing to successfully implement their assigned responsibilities.
3. Imparting the personal direction that assures total involvement and commitment to equal employment opportunity programs through the University's AAP.

Director of Human Resources

Human Resources Director Tony L. Glisson ensures, through the Affirmative Action Officer and department managers and supervisors, that all relevant policies and procedures are adhered to. The Director's responsibilities include, but are not limited to, the following:

1. Presenting all needed recommendations and procedural changes to the Executive Officers concerning EEO and affirmative action and ensuring that the Executive Officers are kept informed of the University's compliance status.
2. Maintaining University-wide management support and cooperation for the University's AAP.
3. Collaborating with the Executive Officers on EEO and AAP issues.



4. Assisting line management in arriving at solutions to EEO/AA problems.
5. Reviewing results of audit and reporting systems to assess the effectiveness of the University's AA programs and to direct corrective actions where necessary.
6. Providing guidance to managers and supervisors in taking proper action to prevent employees from being harassed in any way, through one-on-one contact, training, and disciplinary action.
7. Coordinating program efforts with the Affirmative Action Officer.
8. Ensuring that relevant staff are aware that their work performance is being evaluated in part on the basis of their equal employment opportunity efforts and results.
9. Reviewing the qualifications of all employees to ensure equitable opportunity, based on job-related employment practices, is given to all for transfers and promotions.
10. Providing career counseling for employees.
11. Conducting periodic audits of:
  - A. Training programs and hiring and promotion patterns to remove impediments to the attainment of AAP goals and objectives.
  - B. The University's sponsored educational, training, recreational, and social activities to ensure that all employees are encouraged to participate in accordance with policies on non-discrimination. Determine whether known special disabled veterans, veterans of the Vietnam era, and employees with disabilities have had the opportunity to participate in all University-sponsored educational, training, recreation and social activities.
12. Reviewing all job descriptions and specifications to ensure they are free of discriminatory provisions and artificial barriers. Ensuring that all requirements are job-related, that they are realistic, and that they reflect the actual work requirements of the essential job duties.
13. Ensuring the University's VETS-100 form is filed annually with the Secretary of Labor.

#### Affirmative Action Officer

The Affirmative Action Officer, Ms. Huda N. Melky, is responsible for ensuring that the directives of the University President are implemented and providing general supervision of the AAP. The Affirmative Action Officer's duties include, but are not limited to, the following:

1. Providing direction to the University's employees, as

necessary, to carry out all actions required to meet the University's equal employment opportunity and affirmative action commitments.

2. Responsible for the design and effective implementation of the AAP.
3. Developing, implementing, and maintaining audit and reporting systems to measure effectiveness of equal employment opportunity programs, including those that will
  - A. Indicate need for remedial action,
  - B. Determine degree to which goals and objectives have been obtained.
4. Advising management in the modification and development of the University's policies to ensure the enhancement of equal employment opportunity for all employees and potential employees within existing equal employment opportunity guidelines.
5. Ensuring that the AAP is updated annually.
6. Identifying problem areas and establishing procedures, goals and objectives to solve these problems.
7. Providing guidelines in the development, preparation, and implementation of career counseling programs for known special disabled veterans, veterans of the Vietnam era, and employees with disabilities.
8. Conducting periodic audits to ensure all required posters and those advertising the University's equal employment opportunity policies and AAP, as well as the Invitation to Self-Identify for special disabled veterans, veterans of the Vietnam era, and individuals with disabilities, are displayed and that the University's equal employment opportunity and AAP policies are being thoroughly communicated.
9. Developing policy statements, affirmative action programs, internal and external communication techniques.
10. Assisting line management in arriving at solutions to problems.
11. Serving as the liaison between Western Kentucky University and enforcement agencies.
12. Serving as the liaison between Western Kentucky University and organizations and community action groups for special disabled veterans, veterans of the Vietnam era, and persons with disabilities, in addition to ensuring that representatives are involved in community service programs of local organizations for disabled veterans, Vietnam era veterans, and persons with disabilities.

13. Keeping management informed of the latest developments in the equal employment opportunity area.
14. Reviewing, reporting on, and updating the AAP annually in accordance with stated policy. Informing employees and applicants of significant changes.
15. Working closely with the Director of Human Resources and department managers and supervisors in coordinating the effective implementation of all identified affirmative actions.
16. Assisting in review and revision of all policies, procedures, and rules to ensure they are not in violation of federal or state laws and regulations.
17. Responsible for ensuring overall the University's compliance with the AAP.
18. Monitoring affirmative action goal achievements by organizational units (offices, departments, and colleges); conducting compliance reviews as required by federal or state guidelines.
19. Conducting periodic studies for the purpose of determining salary equity and fairness in treatment with respect to all other conditions of employment.
20. Listening to and investigating faculty, staff, and student complaints, grievances, and charges related to affirmative action, equal employment opportunity, and sexual harassment within the University. Those complaints which upon investigation are determined not to be the responsibilities of the Affirmative Action Officer will be referred to the appropriate office for resolution.
21. Assisting supervisors and employees in recognizing and resolving affirmative action issues and problems within the respective division.
22. Meeting with the Director of Human Resources and University Council on affirmative action matters.
23. Meeting with search and screening committees or appropriate administrator or academic department head to discuss affirmative action procedures relating to filling open positions.
24. Keeping up with all changes in equal employment opportunity and affirmative action laws, guidelines, and in-court and out-of-court settlements which may establish a trend or precedent.
25. Coordinating with University Counsel and University Administration in the investigation and conciliation of formal discrimination charges.
26. Communicating the University's affirmative action/equal employment opportunity programs to employees and the

community, especially the Human Rights Commission.

27. Coordinating with the Minority Student Support Services Office to receive input from the student body on affirmative action issues within the University.
28. Assisting in identifying and providing training programs on affirmative action and equal employment opportunity issues needed by Western's faculty and staff employees.
29. Remain knowledgeable and current in affirmative action/equal employment opportunity issues by attending appropriate training seminars and studying appropriate professional literature.

#### ADA Compliance Officer

The University has an ADA Compliance Officer, Ms. Huda N. Melky, who coordinates ADA compliance efforts at the University. The ADA Coordinator serves as a resource person regarding employment disability issues.

#### Section 504 Coordinator

Ms. Huda Melky also serves as the University's Section 504 Coordinator. The Section 504 Coordinator sees that no otherwise qualified person with a disability is denied access to, or the benefits of, or is subjected to discrimination by any University program or activity.

#### Managers and Supervisors

In their direct day-to-day contact with the University's employees, department heads and supervisors have assumed certain responsibilities to help Western Kentucky University ensure compliance with equal employment opportunity programs and effective implementation of the AAP. These include, but are not limited to the following:

1. Aggressively adhering to the University's equal employment opportunity policy.
  - A. Supporting and assisting the Human Resources Director and Affirmative Action Officer in developing, maintaining, and successfully implementing the AAP.
  - B. Completing progress reports regarding the status of affirmative action programs.
  - C. Taking action to prevent harassment of employees placed through affirmative action efforts.
2. Assigning employees to significant jobs that might lead to greater personal growth and value, and counsel them with respect to what is needed for upward mobility within the employment structure.
3. Ensuring that all interviews, offers of employment and/or wage commitments are consistent with the University's policy.

4. Implementing the internal promotion and transfer of all employees under their supervision consistent with AAP goals and objectives.
5. Assisting in identifying problem areas and providing needed information for establishing and meeting department affirmative action goals and objectives.
6. Seeking and sharing information on feasible accommodations which have been or could be made for known disabilities.

**PART II: AAP FOR SPECIAL DISABLED VETERANS, VETERANS OF  
THE VIETNAM ERA AND PERSONS WITH DISABILITIES**

**CHAPTER C: OUTREACH, POSITIVE RECRUITMENT,  
AND EXTERNAL POLICY DISSEMINATION**

Each year the Affirmative Action Officer identifies the representation of special disabled veterans, veterans of the Vietnam era, and individuals with disabilities in our applicant pool in order to evaluate the effectiveness of our recruitment activities. Based upon the University's review of its personnel policies as described in Chapter E, the following activities will be implemented or continued to further enhance our affirmative action efforts. All activities are the responsibility of the Affirmative Action Officer. The Affirmative Action/ADA Compliance Officer may seek assistance from the Director of Human Resources and other staff in accomplishing these duties.

1. Periodically inform the community at large of the University's commitment to engage in affirmative action to increase employment opportunities for qualified disabled veterans, veterans of the Vietnam era, and individuals with disabilities by publishing announcements in community media and by sending a letter annually to minority and women's organizations, community agencies, and community leaders.  
  
Conducted annually.
2. Initiate and maintain communication with all organizations having special interests in, and that may assist in, the recruitment of and job accommodations for special disabled veterans, veterans of the Vietnam era, and individuals with disabilities.
  - A. The local Veterans Employment Representative or his/her designee in the State Employment Service Office to recruit job-ready veterans and to develop on-the-job training opportunities for covered veterans.
  - B. The Veterans Administration Regional Office to develop on-the-job training opportunities for covered veterans, and to recruit job-ready veterans.
  - C. The local service office of the National Veterans' groups for recruitment of covered veterans.
  - D. Local veterans' groups and service centers for recruitment of covered veterans.
  - E. State Department of Employment Services, State vocational rehabilitation agencies or facilities, sheltered workshops, college placement officers, State education agencies, labor organizations and organizations of or for individuals with disabilities.
  - F. Educational institutions which participate in training of persons with disabilities such as schools for persons who are blind, deaf, or retarded.

- G. Social service agencies, organizations of and for individuals with disabilities, vocational rehabilitation agencies or facilities, veterans' service organizations which service disabled veterans or veterans of the Vietnam era, for such purposes as advice, technical assistance, and referral of potential employees.

These are all on-going activities.

3. Include workers with disabilities when employees are pictured in consumer, promotional, or help wanted advertising.

This is an on-going activity.

4. Inform all recruiting sources, in writing and orally, of the University's affirmative action policy for special disabled veterans, veterans of the Vietnam era, and individuals with disabilities.

Conducted annually.

5. Send written notification of the University's affirmative action policy to all subcontractors, vendors, and suppliers requesting appropriate action on their part. This includes their obligation to annually file their EEO Reporting form and VETS-100 form and, for employers with 50 or more employees and contracts of \$50,000 or more, their obligation to develop a written affirmative action plan.

This is an on-going activity.

6. Conduct formal briefing sessions with representatives from recruiting sources. Include as part of the briefing sessions, facility tours, clear and concise explanations of current and future job openings, position descriptions, worker specifications, explanations of the University's selection process, and recruiting literature. Arrange for referral of applicants, follow up with sources, and feedback on disposition of applicants.

This is an on-going activity.

7. Participate in veterans "job fairs" and work study programs with Veterans' Administration rehabilitation facilities and schools which specialize in training or educating disabled veterans.

This is an on-going activity.

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**CHAPTER D: INTERNAL POLICY DISSEMINATION**

In order to provide information, training, and counseling to gain positive support and understanding of the affirmative action program for special disabled veterans, veterans of the Vietnam era, and individuals with disabilities by employees, supervision, management, and employee organizations, Western Kentucky University will implement or continue to implement the following internal dissemination procedures, all of which are the responsibility of the Affirmative Action Officer.

1. Include the policy in the University's policy manual and other in-house publications.

This is an on-going activity.

2. Conduct special meetings with executive, management, and supervisory personnel to explain the intent of the policy and individual responsibility for effective implementation, making clear the University President's commitment on behalf of Western Kentucky University as an employer. Also include information in annual meetings with other employees.

Conducted annually.

3. Discuss the policy thoroughly in both employee orientation and management training programs.

This is an on-going activity.

4. Include articles on accomplishments of disabled veterans, veterans of the Vietnam era, and workers with disabilities in University publications. The Director and staff of the Office of University Relations will assist in this responsibility.

This is an on-going activity.

5. When employees are featured in employee handbooks or similar publications for employees, include employees with disabilities. The Director and staff of the Office of University Relations will assist in this responsibility.

This is an on-going activity.



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**CHAPTER E: REVIEW OF PERSONNEL POLICIES AND  
QUALIFICATIONS ASSESSMENT**

To assure that all personnel activities are conducted in a job-related manner which provides and promotes equal employment opportunity for all known covered veteran and employees and applicants with disabilities, two types of review are periodically made of the University's examination and selection methods to identify barriers to employment, training, and promotion.

1. The first review will be made of the University's physical and mental job requirements to determine whether or not they are job-related and consistent with business necessity and safe performance on the job. Western Kentucky University has begun a major classification and compensation program for nonexempt and selected exempt staff employees. The University will be assisted by the consultant firm W F Corroon. Revised job descriptions will be one of the major outcomes of the program. In developing the job requirements, the University will review the physical and mental job requirements to ensure they are job-related and consistent with business necessity and safe performance on the job. The classification and compensation program is expected to be completed during the current AAP and fiscal year (July 1, 1995-June 30, 1996). Listed below are the steps followed in conducting the physical and mental job requirements review for each job classification.
  - A. A job analysis is conducted with subject-matter experts (personnel department staff, job incumbents, supervisors and/or trainers) using a methodology which addresses the content validity requirements of the Uniform Guidelines on Employee Selection Procedures, the requirements of the Americans with Disabilities Act (ADA), and the EEOC's Technical Assistance Manual for the ADA. The job analysis identifies the essential job duties, tasks, and responsibilities, as well as the knowledge, skills, and abilities, including physical and mental requirements, needed to perform them in an efficient and safe manner. Therefore, the updated job description, resulting from the job analysis, includes only those job requirements which are job-related, consistent with business necessity, and required for safe performance of essential job functions.
  - B. Western Kentucky University will go beyond this required step, however, and include a procedure to minimize any adverse impact resulting from its physical and mental job requirements. Working with the same subject-matter experts and, if appropriate, specialists such as the University's ADA Coordinator and rehabilitation counselors, we will identify which job qualification requirements, if any, tend to screen out or might tend to screen out qualified disabled veterans

or persons with disabilities.

- C. We will then modify the selection procedure to reduce the disqualifying impact, and/or we develop a list of accommodations which can be made to the physical and mental limitations of an employee or applicant. Such accommodations may include providing assistive devices, removing architectural barriers, and/or restructuring work sites and job content. The list of accommodations is considered a starting point only, with the understanding that applicants and employees may bring to our attention additional accommodations which can be made on a case-by-case basis.
- D. Finally, we will make the job analysis, the modified selection procedure, and/or the list of identified possible accommodations available to all members of management involved in the recruitment, screening, selection, and promotion process.
- E. Regarding medical examinations, we implement the following steps to ensure that only those physical requirements which are necessary to perform assigned work are evaluated in the examination:
  - 1. Examine and compare minimum medical requirements for entry to the actual duties and physical demands of each reviewed job classification.
  - 2. Provide the examining physician with information about the work prospective employees will perform in the reviewed job classifications. Identify each physical requirement from the job analysis. Identify all related working conditions and hazards. Ensure the physician understands the University's desire to eliminate all unnecessary or non-job-related medical requirements. Provide the physician with any identified possible accommodations to disabilities.
  - 3. Give the medical examination to applicants only after an offer of employment is made. Whenever an inquiry is made into an applicant's or employee's physical or mental condition or a medical examination is conducted for employment or due to a change in employment status, the information obtained is kept confidential, except as otherwise provided for in the regulations. (See Chapter J.)
- 2. The second type of review Western Kentucky University will periodically conduct is a review of its employment procedures to assure thorough and systematic consideration of the job qualifications of known covered veteran applicants and employees and applicants and employees with disabilities for job vacancies filled either by external hiring or internal promotions/transfers, as well as for all training opportunities available.

In order to determine whether an individual is qualified for a particular job, a close examination of the content of the job is made, as well as a review of the job qualifications of known special disabled veterans, Vietnam era veterans, and individuals with disabilities, both applicants and employees. In determining the qualifications of a covered veteran, consideration is given only to that portion of the military record, including discharge papers, relevant to the specific job qualifications for which the veteran is being considered. The following steps are included in the review process.

- A. Review employment records to determine the availability of promotable and transferable qualified known special disabled veterans, veterans of the Vietnam era, and individuals with disabilities presently employed, and to determine whether their present and potential skills are being fully utilized or developed. Note each instance where full utilization or development is not accomplished.
- B. Ensure annotation of the application or personnel form of each known covered veteran or applicant with a disability to identify each vacancy for which the applicant was considered; assure these forms are quickly and easily retrievable for review and internal auditing activities.
- C. Ensure documentation is provided on personnel or application records of each known covered veteran or employee with a disability to include:
  - 1. Promotions for which the employee was considered
  - 2. Training programs for which the employee was considered
- D. When accommodations were undertaken which made it possible to hire, promote, or train a covered veteran or applicant or employee with a disability, ensure a description of the accommodation is included in the personnel file.

In any instance where accommodations were not undertaken, but could have been, follow-up to determine why accommodations were not made. Identify and implement any corrective action needed to prevent future omissions.

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**CHAPTER F: POLICY ON REASONABLE ACCOMMODATIONS**

**Procedure**

Western Kentucky University will not deny any employment opportunity to a qualified employee or applicant on the basis of disability status. An individual is considered disabled if he/she has a physical or mental impairment which substantially limits one or more major life activities. This policy also applies to those individuals who have a record or history of a substantially limiting impairment and those individuals who are generally regarded by society as having a limiting impairment. Reasonable job accommodations to disabled applicants or employees will be provided in three categories:

1. Accommodations that ensure equal opportunity in the application process;
2. Accommodations that enable a disabled employee to perform the essential functions of the job held or desired;
3. Accommodations that enable disabled employees to enjoy the full benefits and privileges of employment enjoyed by others.

What constitutes reasonable accommodation involves a process in which the employee and employer identify the precise limitations imposed by the disability and explore alternatives that would overcome those limitations. Specific actions may include the following: modification to facilities; restructuring of job duties; modified work schedules; acquisition or modification of equipment or devices; providing readers or interpreters. Accommodations will be made on a case by case basis involving individual circumstances.

**Implementation**

In order to receive a reasonable accommodation the applicant or employee has a responsibility to identify his/her disability and the suggested accommodation. An official request for accommodation must be presented in writing to the immediate supervisor. The supervisor and department head, in consultation with the ADA Coordinator and the Director of Human Resources, will develop a response to the accommodation request. The response shall be in writing and specifically address whether or not the accommodation will be approved and the plan of action. If the applicant/employee does not agree with the departmental response, he/she may appeal to the ADA Policy Advisory Committee for a final decision. Western Kentucky University reserves the right to request documentation of applicant or employee disabilities from qualified professionals and the right for a second opinion when determined necessary.

Equipment purchased by the University for an accommodation must be used only for employment related activities and shall remain the property of the institution.

## **Accommodation Limitations**

Reasonable accommodations will be provided to applicants and employees unless the accommodation is determined to cause undue hardship. In evaluating undue hardship, consideration will be given to cost, the extent and disruptive nature of the accommodation, and whether the accommodation would fundamentally alter the nature or course of operations. If cost is the basis for denial of an accommodation request, this decision will be made relative to institutional resources rather than resources of an individual department, unit, or division. Additionally, the University will investigate funding options from other resources such as state vocational rehabilitation agencies and other similar organizations. In the absence of such funding, the individual with the disability requesting accommodation will be given the option of providing the accommodation or paying that portion of the cost which constitutes the undue hardship.

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**CHAPTER G: ACTION PROGRAMS**

In addition to the affirmative action steps taken as part of its review of personnel policies and of physical and mental job requirements, Western Kentucky University has also implemented or has scheduled to implement the following action programs:

1. Provide information on an as-needed basis to personnel interviewers and supervisors regarding assistive devices and modifications available for employees with disabilities on the job.

On-going responsibility of Affirmative Action Officer and ADA Coordinator.

2. Provide training to personnel involved in recruitment, selection, promotion, disciplinary and related processes regarding the psychological and medical aspects of employing special disabled veterans, Vietnam era veterans, and individuals with disabilities.

On-going responsibility of Director of Continuing Education and ADA Coordinator.

3. Review employee performance appraisals to assure that no discriminatory patterns or practices exist affecting the special disabled veteran, Vietnam era veteran, or employees with disabilities.

On-going responsibility of Director of Human Resources.

4. Monitor the effectiveness of the exit interview program as it relates to identifying reasons for and solutions to turnover problems of veterans and persons with disabilities.

On-going responsibility of Affirmative Action Officer and Director of Human Resources.

5. Participate in veterans job fairs and conferences sponsored for or by persons with disabilities.

On-going responsibility of Human Resources Director and Affirmative Action Officer

6. With the assistance of the Kentucky Employment Initiative, improve employment and job placement opportunities for students with disabilities graduating from Western Kentucky University by increasing opportunities for internships, work shadowing, and cooperative work experiences.

Scheduled date for completion: Fall 1995

Responsible Party: ADA Compliance Officer

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**CHAPTER H: COMPENSATION**

It is the policy of Western Kentucky University that when offering employment or promotion to special disabled veterans, veterans of the Vietnam era, or individuals with disabilities, the amount of compensation offered will not be reduced because of any disability income, pension, or other benefit the applicant or employee receives from another source.

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**CHAPTER I: SELF-IDENTIFICATION**

All special disabled veterans, veterans of the Vietnam era, and individuals with disabilities who wish to benefit under the University's affirmative action program are invited to identify themselves to Western Kentucky University. Information is posted on official University bulletin boards, included with employment applications, and discussed during new employee orientation.



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**CHAPTER J: CONFIDENTIALITY OF MEDICAL INFORMATION**

After an offer of employment, Western Kentucky University may require a medical examination of prospective employees for certain positions. Whenever an inquiry is made into an applicant's or employee's physical or mental condition or a medical examination is conducted for employment or due to a change in employment status, the information obtained is kept confidential with the following exceptions:

1. Supervisors and managers are informed regarding restrictions on the work or duties of special disabled veterans or persons with disabilities and regarding necessary accommodations; and
2. First aid and safety personnel are informed, if the condition might require emergency treatment; and
3. Government officials investigating compliance are informed.