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NORTHERN ILLINOIS  
UNIVERSITY

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**NORTHERN ILLINOIS UNIVERSITY  
AFFIRMATIVE ACTION PLAN FISCAL YEAR 2003**



**OFFICE OF AFFIRMATIVE ACTION AND DIVERSITY RESOURCES**

## LETTER FROM THE PRESIDENT

Consistent with its mission and public interest, Northern Illinois University maintains a comprehensive system of human resource management and affirmative action. The Affirmative Action and Diversity Resources (AADR) program was established in 1999. Early in 2001 a new Center for Diversity Resources was opened. The university is absolutely committed to maintaining an academic, professional, and occupational environment that is free of all forms of illegal discrimination or menacing harassment. This commitment is expressed in the following Affirmative Action Plan (AAP) and policy statements related to the AADR program.

Executive officers, vice Presidents, deans, directors, chairs, managers, and supervisors adhere to the following policies and procedures when conducting activities related to affirmative action, equal employment opportunity, and non-discrimination. Employment decisions are made according to these principles. Supervisory personnel are expected to understand their roles in achieving positive results. Employees must be aware of the university's commitment to equal opportunity and are also expected to comply with these policies and procedures. We view this not only as our legal obligation, but also as our moral obligation and duty to strive for excellence.

As Northern Illinois University grows and continues to engage the dynamic region that surrounds the campus location, the diversity of our faculty, staff, and students will be one of the university's greatest resources. AADR is designed to facilitate this potential in partnership with the university community. We look forward to everyone's participation in advancing the university's mission.

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John G. Peters  
President  
Northern Illinois University

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Date

# **I. INTRODUCTION**

## **A. HISTORY OF THE UNIVERSITY**

Chartered in 1895, Northern Illinois University is a comprehensive teaching and research institution with a student enrollment approaching 25,000.

Located in one of the most dynamic regions of the country, with its main campus in the City of DeKalb, Northern also operates regional sites in Rockford, Hoffman Estates, Oregon, and Naperville.

The university is composed of seven degree-granting colleges that together offer 52 undergraduate degree programs and 74 graduate degree programs, including 10 Ph.D. programs, doctoral degrees in education, and the Juris Doctorate.

Northern is an NCAA Division I school, and the NIU Huskies compete in the Mid-American Conference.

## **B. UNIVERSITY GOVERNANCE**

NIU is governed by the Board of Trustees of Northern Illinois University, established January 1, 1996, by Illinois Public Law 89-4. Eight voting members, seven appointed by the governor, confirmed by the Senate and serving 6-year terms, and one voting student member, elected by the NIU student body, serving a one-year term.

## **C. GENERAL STATEMENT FROM THE REGULATIONS OF THE BOARD OF TRUSTEES OF NORTHERN ILLINOIS UNIVERSITY**

The Board of Trustees is appointed by the governor of the State of Illinois by and with the advice and consent of the Senate. The board is directly responsible to the governor and to the General Assembly for the operation, management, control, and maintenance of Northern Illinois University. The laws of the State of Illinois assign to the board the authority to discharge these responsibilities.

Northern Illinois University exists to preserve, augment, criticize, and transmit knowledge and to foster creative capabilities through instruction, public service, research, scholarship, and other creative activity. The mission of the university is to learn, teach, criticize, and enlarge what is known; to foster rational and imaginative capabilities in the search for understanding; to bring enlightened and skilled intelligence to bear upon actual and theoretical issues; and to achieve an increasing level of excellence in all aspects of its work. Northern Illinois University operates in accordance with the law and the policies established by the Board of Trustees. Its purposes are achieved by a community of scholars free to exercise independent judgment in the planning and execution of their educational responsibilities in an environment designed to encourage maximum effectiveness within a framework of university government.

## **II. AFFIRMATIVE ACTION PLAN**

### **A. PURPOSE OF THE AFFIRMATIVE ACTION PLAN**

This Affirmative Action Plan (“AAP” or “Plan”) has been developed and integrated as a part of the university operating policy on equal employment and educational opportunity and its commitment to diversity and affirmative action as mandated by Executive Order 11246, as amended, and implementing regulations, as well as Title IX of the Educational Amendments Act of 1972, as amended, and other related state and federal standards.

The AAP is an expression of Northern Illinois University’s commitment to achieve equal opportunity in employment and education. The terminology used in Executive Order 11246 and its implementing regulations have been used as a guide for this plan. Therefore, none of the terminology used should be construed as a suggestion, indicator or an admission that either minorities or women have been, or are presently being, discriminated against in any way by the university in violation of any federal, state, or local fair employment practice law. Further, nothing contained in this AAP, or its supporting data, should be construed as a suggestion, indicator or an admission that the university has contravened any federal, state, or local employment practice or legal standard relating to either educational program access or treatment.

The term “*goal*” in the AAP is intended not as a rigid, inflexible quota that must be met, but rather as a target to be reasonably attained by making good-faith efforts. The terms “*utilization analysis*,” “*underutilization*,” “*problem areas*,” and “*availability*” are terms specified by government regulations that the university is required to use. These terms have no legal or factual significance independent of this Plan. Neither the use of goals nor the effect of such goals in this Plan is intended to illegally discriminate against an individual or group of individuals with respect to any employment or educational opportunity or treatment for which he, she, or they are qualified on the grounds that he, she, or they are not beneficiaries of affirmative action themselves.

### **B. EQUAL OPPORTUNITY, DIVERSITY, AND AFFIRMATIVE ACTION (OVERVIEW)**

While closely related, conceptually there is a difference between equal opportunity, diversity, and affirmative action. Equal opportunity, as expressed in federal and state legislation and court case history, is the prohibition of discrimination on the basis of race, color, religion, national origin, sex, age, or disability, as well as on the basis of marital status or sexual preference. (The university, in its by-laws, also prohibits discrimination on the basis of political views, part of the freedom of speech that is crucial to the intellectual life of the institution).

Beyond equal opportunity, the university considers diversity in individual knowledge bases, traits, cultures, experiences, talents, strengths, acumen, insights, interests, perspectives, values, beliefs, and similar attributes a most desirable characteristic of the institution. Diversity, as recognized by many universities today, increases and enriches the intellectual environment for enhancing and building the platform for understanding and transmission of knowledge, and

contributes to an expansion of horizons and greater opportunities for advanced teaching and learning.

The procedural way to increase diversity is through affirmative action, which seeks out and encourages the participation in the university of all individuals, particularly from those groups that in the past might have been either limited in their participation or even inadvertently excluded. In setting up this process, the university also complies with federal and state mandates to government contractors to engage in and formally plan for affirmative action.

## **C. AFFIRMATIVE ACTION**

### **What Are Affirmative Action and Equal Employment Opportunity**

Equal employment opportunity is the right of all people to work and to advance on the basis of merit, ability, demonstrated potential, relevant suitability or fitness. Northern Illinois University does not unlawfully discriminate against actual or potential members of the university community on the basis of race, color, national origin, veteran status, sex, religion, age, physical or mental disability, marital status, sexual orientation, or any other factor unrelated to professional or educational qualifications.

Affirmative action requires the employer to do more than ensure employment neutrality. As the phrase implies, affirmative action requires employers to make additional efforts to fairly notify, recruit, employ, and promote qualified members of groups formerly underutilized.

The university is committed to protect against unlawful discrimination toward students in all aspects of their relationship to the university, including admission to the university and any program or course it offers, treatment in the classroom, admission to any professional or honorary organization, academic activities outside the classroom, counseling, career planning and placement services, financial aid, employment, housing, health services, insurance, athletics, access to university facilities, and rules of behavior or dress.

### **Responsibility for the Implementation of the Affirmative Action and Equal Employment Opportunity Program at Northern Illinois University**

All individual staff and faculty members have a shared responsibility to see that affirmative action and equal employment opportunity procedures are effective for all employment practices - recruiting, hiring, tenure, transfers, promotions, compensation, benefits, layoffs, terminations, salary, etc.

All supervisors, foremen, directors, department chairs, and administrative officers are individually responsible for the appropriate implementation of the affirmative action program in their respective areas.

## **Coordination of the Affirmative Action and Diversity Resources (AADR) Program at Northern Illinois University**

The Director of Affirmative Action and Diversity Resources has a number of primary responsibilities: administration of the Office of Affirmative Action and Diversity Resources as a service unit of the university; monitoring the implementation and administration of all elements of the affirmative action program; with appropriate legal counsel, interpreting for the university the regulations related to equal employment and affirmative action and disseminating such information; preparation of official university reports to state and federal compliance agencies; serving as an administrative liaison to standing or special university committees to provide guidance on affirmative action and equal employment opportunity; and reporting annually to the President on the status of the implementation of the Affirmative Action Plan.

## **The University's Position on Affirmative Action and Equal Employment Opportunity Grievances**

The university recognizes the right of its employees and students to express their good faith affirmative action-related grievances and to seek a solution concerning disagreements arising from university-controlled working relationships, working conditions, employment practices, classroom or other education-related activities or conditions, sexual harassment, or other affirmative action concerns which might arise between the university and its employees or students.

If a grievance cannot be resolved informally, a formal grievance procedure has historically been available to insure a prompt and impartial review of all factors involved in the grievance, without fear or coercion, discrimination or reprisal because of exercising rights under university policy or external law. Retaliation against a person for having filed a charge of discrimination - or for agreeing to be a witness or assisting in any reasonable way in any proceeding, investigation, or hearing of discrimination - is a violation of university policy as well as state and federal law. Below is a list of offices where one may obtain details on the university's formal affirmative action and equal employment opportunity grievance procedures:

1. **Students:** Student Judicial Office, Office of the Ombudsman
2. **Staff:** Office of Human Resource Services, Office of Affirmative Action and Diversity Resources, Office of the Ombudsman
3. **Faculty:** College deans, department chairs, faculty personnel adviser, Office of Affirmative Action and Diversity Resources, Office of Human Resource Services, Office of the Ombudsman

The university desires to resolve complaints at the campus level and therefore encourages utilization of the internal affirmative action/equal employment opportunity grievance procedures.

Northern Illinois University intends to maintain current and appropriate compliance with all applicable state and federal laws and regulations regarding equal opportunity, nondiscrimination and affirmative action, including the Illinois Human Rights Act, Executive Order 11246 (as

amended); Revised Order No. 4, Title VI and Title VII of the Civil Rights Act of 1964; the Equal Pay Act of 1963; Title IX of the Higher Education Amendment Act of 1972; the Age Discrimination in Employment Act of 1967 (as amended); Section 402 of the Veteran's Readjustment and Assistance Act of 1967 (as amended); Section 402 of the Veteran's Readjustment and Assistance Act of 1974; Section 503 and 504 of the Rehabilitation Act of 1973; the Civil Rights Restoration Act of 1987, the Americans with Disabilities Act of 1990; and the Civil Rights Act of 1991 and does not intend by either policy, practice or actions to unlawfully discriminate on the basis of race, color, religion, national origin, sex, age, disability, or veteran status in any of its policies, practices, or procedures. This includes but is not limited to employment, training, admissions, recruitment, educational services, and social and recreational programs.

### **What Are the Legal Bases of Equal Employment Opportunity and Affirmative Action**

Over the last almost 50 years, federal and state legislation, as well as court decisions, have established principles mandating equal opportunity, and have refined their meaning and requirement for compliance. NIU, in re-stating its commitment to equal opportunity, seeks to fulfill those ideals and compliance requirements. Highlights of the legislation prohibiting illegal discrimination are the following (this may be an incomplete list. ):

**Title VI of the Civil Rights Act of 1964** prohibits unlawful discrimination based on race, color, or national origin in provision of benefits or services in all programs or activities which receive federal financial assistance.

**Title VII of the Civil Rights Act of 1964** prohibits unlawful discrimination in employment based on race, color, religion, sex, or national origin regardless of whether the employer is a contractor with the federal government. Title VII also prohibits sexual harassment.

**Civil Rights Act of 1991** strengthens already existing laws banning discriminatory practices by establishing a more difficult burden of proof for employers charged with discriminatory acts. The act also expands eligibility for compensatory and punitive damages in cases where illegal discrimination has been found.

**Executive Order 11246 (as amended)** requires that affirmative action programs be developed and implemented by federal contractors and also requires written affirmative action plans that include project goals and timetables to correct underutilization of women and minorities in occupational categories from which they have historically been excluded.

**Title IX of the Education Amendments Act of 1972** prohibits unlawful discrimination on the basis of sex against employees or students in federally assisted programs in education institutions receiving general financial assistance.

**Section 503 of the Rehabilitation Act of 1973** prohibits unlawful discrimination in employment based on disabled status and requires that institutions take affirmative action to hire and promote qualified disabled persons.

**Section 504 of the Rehabilitation Act of 1973** prohibits unlawful discrimination based on disability in access to educational programs and activities, which receive federal financial assistance.

**Vietnam Era Veterans Readjustment Assistance Act of 1974** prohibits unlawful discrimination in employment based on veteran status. Section 402 of this act requires government contractors and subcontractors to take affirmative action to employ and advance in employment disabled veterans and veterans of the Vietnam era.

**The Americans with Disabilities Act of 1990** is an anti-discrimination statute that generally requires individuals with disabilities be given the same consideration for employment that individuals without disabilities are given.

**Age Discrimination in Employment Act of 1967 (as amended)** prohibits unlawful discrimination in employment against individuals who are at least 40 years of age.

**The Illinois Human Rights Act** prohibits unlawful discrimination in employment, housing, public accommodations, and financial credit. The act specifically prohibits sexual harassment of students in higher education.

### **III. ADMINISTRATIVE RESPONSIBILITIES FOR EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION**

As part of the university's policy on equal employment opportunity, NIU is also committed to affirmative action as mandated, and this plan maps out the implementation of this commitment.

Affirmative Action and the pursuit of diversity preclude decisions based solely on group membership. When the university sets up goals and timetables, they are not to be construed as unlawful quotas or preferential treatment.

As with any other aspect of equal employment opportunity, the university expects all of its employees to abide by and foster the policies and processes of affirmative action and diversity.

In particular administrators, supervisors, managers, department heads, and other employees who are responsible for making employment decisions at the university, have a primary responsibility for making those decisions in the context of affirmative action and diversity.

Administrators, department heads, office directors, and all others who hold a supervisory position are responsible for carrying out their employment-related duties free from unlawful discrimination: this may include receptiveness to employee's reasonable suggestions, close attention to specific employment actions, periodic re-statement of policy to their employees, attendance at training on equal employment opportunities by themselves and their subordinates, and general employment management practices.

The university expects that a component of any evaluation of an employee with supervisory responsibilities will be the employee's commitment to and effective support for management of affirmative action and diversity policies.

Non-supervisory employees whether faculty or staff, have a responsibility to maintain a working environment that is free from illegal discriminatory actions or offensive prejudices against a group or group member.

## **A. THE ROLE OF HRS AND AADR**

Human Resource Services (HRS) is the university-designated unit charge with oversight responsibility for equal employment opportunity at NIU. It discharges its mandate through the Affirmative Action and Diversity Resources (AADR) program in the Center for Diversity Resources.

## **B. AADR IS RESPONSIBLE FOR:**

- Developing, recommending, implementing, and monitoring the current Affirmative Action Plan and equal employment opportunity policies for the university.
- Communicating the policy and regulations to all offices and units of the university, as well as all members of the university community. This includes preparation and dissemination of rules and regulations pertaining to equal employment opportunity, and providing training and consultation to all university individuals involved in employment decisions.
- Establishing procedures and monitoring employment decisions, such as search and selection committees, hiring, promotion, and termination of employees.
- Receiving, investigating, and recommending remedies (when appropriate), of all complaints of discrimination in employment or educational services brought by university employees or students. This includes informal and formal complaints, advising and counseling of potential complainants, and mediating complaint resolution.
- Assisting the designated attorneys and staff of the Office of University Legal Services with inquiries from external government agencies in regards to discrimination complaints that are filed directly with external agencies.
- Seeking, outreaching, and maintaining information on external agencies, community organizations, and other groups that may be useful as notification points, referrals or recruitment of underrepresented groups. This includes advising hiring offices, actively disseminating information on vacancies, and liaison between diversity in employment resources and hiring officers.

## **C. DISSEMINATION OF POLICY**

To secure awareness of and compliance with equal employment opportunity and affirmative action standards and plan, the university makes its policies known internally through the following steps:

1. A policy statement is posted throughout the campus.
2. AADR policies and procedures are posted on the NIU/HRS website at [www.niu.edu/hrs](http://www.niu.edu/hrs)
3. Policies and procedures are included in the *Academic Procedures Manual*.
4. New employee orientation and management training programs include a detailed explanation of the policy.
5. In periodic meetings and training sessions with administrators, managers, and supervisors, affirmative action policies are explained, as well as the individual and unit commitment expected of them for effective implementation.
6. Processes, activities, and events related to affirmative action and equal opportunity are publicized.
7. Labor contracts include sections on equal employment opportunity and affirmative action, and are reviewed to ensure that they are non-discriminatory. Meetings with union officials are held, to secure their continued cooperation.

#### **D. EXTERNALLY, THE POLICY IS DISSEMINATED BY:**

1. Incorporating appropriate equal employment opportunity clauses in all purchase orders, leases, and contracts entered into by the university.
2. Including the summarized policy statement in all employment advertisements and announcements.
3. Maintaining contacts with community and regional organizations, community leaders, and minority and women organizations, informing them of the policy and requesting their assistance in identifying and referring qualified candidates.
4. Participation in job fairs, conferences, and statewide forums.

#### **E. ADMINISTRATIVE RESPONSIBILITIES FOR IMPLEMENTATION OF EQUAL OPPORTUNITY/AFFIRMATIVE ACTION**

##### **President**

By authority of the Board of Trustees, the President or designated officials of the university are ultimately responsible for the implementation of the Affirmative Action Plan.

##### **Vice Presidents**

Overall responsibility and accountability for implementing the Affirmative Action Plan are delegated by the President to the executive vice Presidents and vice Presidents who are

designated to supervise their specific administrative areas of responsibility. These responsibilities include, but are not necessarily limited to, the following:

- Implementing practices, procedures, and responsibility to assure that all employment practices of Northern Illinois University in their area of responsibility are conducted in a manner that do not unlawfully discriminate;
- Implementing standards established in Northern Illinois University's AAP, including related personnel practices, procedures and related and directives;
- Assisting in the endeavors of Human Resource Services and AADR;
- Maintaining appropriate records as necessary to facilitate achievement of the goals of the AAP; and
- Monitoring employment practices in their divisions to assure compliance with regulations.

### **Academic Deans and Directors**

The executive vice president and provost holds deans, directors, and subordinate line officers accountable for the equal employment opportunity practices and implementation of the AAP. All deans have the responsibility of assuring that affirmative action guidelines are followed by:

- Working with the Executive Vice President and Provost, Human Resource Services, and Affirmative Action and Diversity Resources in setting goals, timetables, and recruitment strategies;
- Monitoring employment practices in their respective areas to assure compliance with applicable standards;
- Assisting AADR in analyzing the composition of the college workforces by position type, extent of minority representation, and gender;
- Assisting AADR in maintaining and updating statistical information relating to the employment of females, minorities, persons with disabilities, and Vietnam era veterans.

### **Office of University Legal Services**

Designated attorneys in the Office of University Legal Services provide legal assistance to Human Resource Services and AADR by:

- Giving advice on the applicability, interpretation and implementation of federal and state laws, regulations, court decisions, and university policies and procedures;

- As appropriate, representing the university, officers and staff in hearings, negotiations, and litigation before administrative agencies and state and federal courts with the assistance of the Office of the Illinois Attorney General or other counsel; and
- Participating in the development of university-wide affirmative action policies or procedures as appropriate.

### **Chairpersons and Directors**

Within their respective areas of responsibility, the tasks of chairpersons and directors include:

- Carrying out those aspects of the AAP directly related to their units;
- Assisting in the identification of areas of need for affirmative action, the establishment of goals, and the measurement of their success; and
- Assisting in the development of curricular and extracurricular offerings relating to minorities, women, and persons with disabilities.

### **Procurement Services**

The Office of Procurement Services shall assure the university maintains compliance with legal standards regarding purchasing and contracting.

### **All Faculty and Staff**

All faculty and staff are responsible for upholding the university's policies in regard to equal opportunity and affirmative action and non-discrimination.

## **IV. RECRUITMENT AND PERSONNEL ADMINISTRATION**

### **Position Administration**

The university shall use recruitment practices aimed toward identifying, securing, and maintaining equitable representation and toward seeking reasonably balanced utilization of minorities and women in all organizational units and job classifications. The university shall also maintain affirmative action policies and procedures consistent with state and federal legal requirements, which shall provide for the fair, impartial, and equal treatment of applicants for employment and promotion. The president or designee will administer internal promotion/applicant processes as well as external search procedures for vacant positions. Position design, reorganization processes, titles, and compensation practices will be administered in accordance with university needs as determined by the president or designee.

Title changes, consistent with changes in scope of assigned responsibilities or internal promotions, can be implemented subject to approval by the president.

Search committees shall be utilized in searches for new or vacant instructional faculty positions and for newly funded or vacant deanships. Search committees shall be utilized in searches for administrative and staff positions in cases where a vacancy is to be filled unless the division head, with the concurrence of the President, fills the position with a qualified internal candidate pursuant to campus promotion/reassignment policies. In searches for non-instructional employees, and whenever practicable, for instructional employees as well, search committees shall be directed to provide a list of more than one and preferably at least three acceptable candidates from which a final selection can be made. Further, in all instances, the role of search committees shall be advisory in character and the final authority to select new employees shall belong to the president or designee. Search committee activities shall be conducted so as to reasonably assure that the university recruits from an appropriate pool of available qualified applicants. Search committees need not be utilized in such cases when a position is being filled on an acting or temporary basis.

### **Civil Services Employees**

Subject to the State Universities Civil Service Statute and Rules, it shall be the policy of Northern Illinois University that equal employment opportunity shall be offered in the appointment of Civil Service employees and that the university shall be in compliance with applicable state and federal equal employment opportunities laws and that employment will be offered without regard to sexual orientation. The university shall use recruitment practices aimed toward identifying, securing, and maintaining equitable representation and toward seeking full utilization of minorities and women in all organizational units and job classifications. The university shall also maintain affirmative action policies and procedures consistent with state and federal legal requirements, which shall provide for the fair, impartial, and equal treatment of applicants for employment and promotion and which shall assure that the university recruits from an appropriate pool of available qualified applicants.

## **V. THE AFFIRMATIVE ACTION PLAN**

Northern Illinois University is committed to providing equal employment and academic opportunities that do not discriminate on the basis of race, color, religion, sex, national origin, sexual orientation, age, marital status, disability, political affiliation, or status as a disabled veteran or veteran of the Vietnam era. This policy statement is applicable to all employment practices and educational activities including but not limited to hiring, demotion, discipline, transfer, recruitment, grading, admission, advertisement, compensation, or any other related employment or academic benefit.

In addition to its overall mission to promote and maintain diversity in its workforce and student body through effective affirmative actions, NIU is committed to implementing, enforcing, and maintaining a comprehensive program for all individuals of equal opportunity and affirmative action to promote access, equity, and fairness in employment and educational programs and related activities for women, individuals with disabilities, disabled veterans and veterans of the Vietnam era, and minorities.

This Plan is available for inspection by any employee during regular business hours at:

- Human Resource Services

- Office of Affirmative Action and Diversity Resources
- Founders Memorial Library

The Plan can also be inspected by accessing this website at:  
[www.hr.niu.edu/departments/affirmative\\_action/](http://www.hr.niu.edu/departments/affirmative_action/)

Human Resource Services and Affirmative Action and Diversity Resources are the oversight offices that are responsible for monitoring this Plan, equal employment opportunity, and affirmative action policies and procedures at NIU. Inquiries or complaints alleging that a violation of this policy or the provisions contained herein should be directed to Human Resource Services or Affirmative Action and Diversity Resources.

*For detailed affirmative action plans for employees with disabilities, Vietnam era veterans, and veterans with disabilities, and the affirmative action non-discrimination policies and procedures, see Appendix A. University policies and procedures pertaining to equal opportunity, recruitment, and non-discrimination on the basis of gender and race are included in this section.*

## **VI. UTILIZATION**

To document its compliance with requirements, the university has prepared and maintains a series of reports. These reports are a major component of the compliance function and the basis for conducting the analyses required by Executive Order 11246. These analyses help identify areas of progress and good faith efforts, as well as areas needing further attention. All analyses are conducted by job groups within major organizational units and departments, and by race and sex.

### **A. WORKFORCE ANALYSIS**

#### **Utilization Analysis (41 CFR 60-2.11)**

The Utilization Analysis is comprised of three reports summarizing aspects of the University Workforce. These reports include the Job Group Analysis, Availability Analysis, and the Underutilization Analysis. The Job Group Analysis displays the Workforce combined into job groups (defined as one or more jobs with similar content, wage rates, and opportunities), and shows where women and minorities are employed throughout the university.

The Availability Analysis calculates the availability estimates for women and minorities for each job group. These estimates are used in the goal setting process.

The Underutilization Analysis compares the current availability rates to current incumbency rates for women and minorities. This comparison is the basis for the establishment of placement goals for women and minorities. Data on the women and minorities are analyzed separately to determine their respective utilization, availability rate, and placement goals. After accomplishing the utilization analysis and determining whether or not underutilization exists,<sup>1</sup> goals equal to availability rates are set in job groups in which underutilization occurs. Only full-time employee counts are included in these analyses.

## **EEO - Categories**

The university's workforce is grouped into seven macro-groups for reporting purposes. These categories and their corresponding two-digit identification codes are:

- 01 – Executive, Administrative, Managerial
- 02 – Faculty
- 03 – Professional/Non-Faculty
- 04 – Secretarial and Clerical
- 05 – Technical and Paraprofessional
- 06 – Skilled Crafts
- 07 – Service Maintenance

## **Job Groups**

Job Groups consist of job titles that are similar and based on criteria outlined in 41 CFR 60-2.11:

- Contain similar content, promotional opportunities, and wage rates or salary patterns.
- Parallel employment categories used in published data on the availability rate for minorities and women.
- Reflect, as nearly as possible, the logic structure inherent to the university.
- Contain a sufficient number of employees for valid statistical analysis.

## **Determination of Availability**

The following eight factors may be considered in developing availability estimates for women and minorities:

- Minority/female population of the labor area surrounding the university.
- Size of the minority/female unemployment force in the labor area surrounding the university.
- Percentage of minority/female workforce as compared with the total workforce in the immediate labor area.
- Availability of minorities/females having requisite skills in the immediate labor area.
- Availability of minorities/females having requisite skills in an area in which the university can reasonably recruit.

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<sup>1</sup> If the availability rate for a particular job group is larger than the corresponding utilization rate, then that job group is cited as being underutilized for that affected class. Goals are not established for those job groups in which utilization is equal to or greater than availability.

- Availability of promotable and/or transferable minorities/females within the university.
- Existence of training institution capable of training individuals in the requisite skills.
- Degree of training, which can be taken as a means of making all job classes available to minorities/females.

### **Utilization Analysis**

This analysis measures the overall goal performance of the university and identifies areas where good faith efforts occurred. Goals are established for job groups, in which the university has analyzed the current workforce composition, utilizing two types of analysis and statistical reports:

First, a general Job Group composition review is conducted utilizing the standard personnel classifications outlined in Board of Trustees *Regulations*, which include Civil Service, Faculty, and Supportive Professional Staff categories. This analysis provides basic measures and an identification of potential representation problems in job categories. However, certain of these classifications aggregate many job descriptions in each category.

Second, the PeopleClick representation analysis system was implemented to provide a statistical utilization analysis integrating detailed job groups with census-based market availability data.

Analysis of workforce composition for each category was conducted, for the university as a whole and for individual units. Thus comparisons of workforce composition and labor force availability were carried out, and the university was able to set up goals and timetables for improvement.

### **Utilization Results**

Underutilization is determined by comparing Northern Illinois University's workforce composition to the availability percentages for each job group. Using the *80% Rule*, disparity may exist whenever the percentage of females or minorities in the job group is less than 80% of the appropriate market availability analysis. To fulfill the 80% Rule, the utilization percentage for females or minorities must equal or exceed 80% of the appropriate availability percentage.

Following are current summaries of the utilization analysis indicating which job groups are underutilized for women, minorities, and/or individual minority groups. Annual comparisons of underutilization trends identified in this plan are made as the Affirmative Action Plan is updated. The current utilization analysis is in Appendix B of this Plan. *In the analysis, note that several job groups have fewer than 80% of the appropriate availability percentage but are not underutilized by one whole person. They are not identified as "underutilized" even though they do not equal or exceed the estimated availability.* Where underutilization exists, proactive measures such as greater outreach efforts during

recruitment, as well as other affirmative action measures must be taken. The Office of Affirmative Action and Diversity Resources stands prepared to assist university hiring authorities in their endeavor to meet the goals.

## **VII. IDENTIFICATION OF PROBLEMATIC AREAS**

The following problematic areas have been identified for action during plan year 2001 – 2002:

- Human Resource Services and Affirmative Action and Diversity Resources will continue monitoring hiring practices in job groups where underutilization<sup>2</sup> or underrepresentation<sup>3</sup> have been identified in the Utilization Analysis.
- Affirmative Action and Diversity Resources, in coordination with Human Resource Services, will develop appropriate procedures to analyze the status of its military veteran employees.
- Affirmative Action and Diversity Resources, in coordination with its network of affirmative action assistants throughout the colleges and divisions of the university, will continue its outreach to recruit, hire, and retain a diversity of applicants and employees in all positions including faculty, craft, and non-clerical positions.

## **VIII. ACTION-ORIENTED PROGRAMS**

- Affirmative Action and Diversity Resources will monitor personnel activities to ensure utilization goals are addressed. Units will be informed of their goals and encouraged to apply their best available efforts to meet them. Written reports may be required.
- Affirmative Action and Diversity Resources will continue to analyze information contained on the exit survey in an effort to determine why individuals choose to leave university employment.
- Affirmative Action and Diversity Resources will develop other appropriate measures to ensure compliance with this plan.

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<sup>2</sup> Underutilization occurs when there are fewer minorities and/or women in a specific job group that is reasonably expected by their availability.

<sup>3</sup> Underrepresentation occurs when minorities and/or women are located in job groups in numbers significantly fewer than would be expected in terms of their overall representation in the University's Workforce.

## **IX. SUPPORT OF ACTION PROGRAMS**

As a public institution Northern Illinois University recognizes its civic responsibilities to the relevant local communities and state at large. University involvement and commitment to affirmative action includes programs and activities which have been numerous and varied.

Programs of particular interest are listed below and summarized in detail every year by the Affirmative Action and Diversity Resources staff.

- Established liaisons with appropriate civil rights organizations such as the American Association of Affirmative Action.
- Sponsored numerous colloquia and meetings encouraging diverse constitutions.
- Assisted with implementation and revision of the University Affirmative Action Plan.
- Continued to conduct AA/EEO training programs.
- Provided leadership for the ADA Committee in its efforts to make the campus more accessible for individuals with disabilities.
- Collected voluntary information pertinent to the Affirmative Action Plan from all candidates or applicants, informing them at the same time of the university policy on equal opportunity and promotion of general diversity in participation rates.
- Sent written notification to all potential vendors, contractors, and suppliers, informing them of the university policy.

### **Designation of Responsibility**

Ultimate responsibility for Affirmative Action and Equal Opportunity, as well as for any other policy and administration decisions of the university, rests with the Board of Trustees and the president of NIU.

Immediate responsibility rests with every supervisor, administrator, and manager of the university empowered to make personnel decisions, including hiring, promotion, evaluation, and termination. The extent of reasonable support, furtherance and relevant success in equal opportunity and affirmative action measures will be an element in evaluating all supervisory personnel at NIU.

Staff responsibility for oversight of implementation of the Affirmative Action Plan has been delegated to the Office of Human Resource Services.

Within HRS, responsibility for affirmative action oversight is delegated to the Office of Affirmative Action and Diversity Resources (AADR) under the supervision of a Director. The Affirmative Action and Diversity Resources Committee reports to the president or his/her designee in collaboration with the AADR Director.

### **Affirmative Action Associates:**

In the Academic Affairs Division, the Affirmative Action Associate reviews search and selection processes, appointments, tenure decisions, and other personnel actions related to the faculty.

In the University Legal Services Division, the Affirmative Action Associate reviews policies and procedures for legal sufficiency and compliance with federal and state legislation and Board of Trustees standards.

In the Office of Employee Relations and Training, the Affirmative Action Associate assists in training on affirmative action, and in the dissemination of policies and procedures.

### **Affirmative Action and Diversity Resources College/Divisional Representatives:**

- Division of Academic and Student Affairs
- Associate Provost for Undergraduate Education
- College of Business
- College of Engineering and Engineering Technology
- College of Law
- College of Liberal Arts and Sciences
- College of Visual and Performing Arts
- Graduate School
- Division of International Programs
- University Libraries
- Division of Administration
- Division of Finance and Facilities