



AFFIRMATIVE ACTION
PROGRAM

2015-2016

A handwritten signature in black ink, which appears to read "Michael A. Olivas". The signature is written in a cursive style.

Dr. Michael A. Olivas, Interim President

University of Houston-Downtown Affirmative Action Program

September 1, 2015 through August 31, 2016

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Preface

In the preparation of this Affirmative Action Plan (“AAP”) the University of Houston System was guided by U.S. Labor Department Office of Federal Contract Compliance Programs (“OFCCP”) regulation 41 C.F.R. Section 60 and its recommendations for compliance with Executive Order 11246. The University of Houston System and in conjunction with the University of Houston-Downtown (“UHD”), was also guided by regulation 41 C.F.R. Part 60-741, which implements Section 503 of the Vocational Rehabilitation Act of 1973, as amended (29 U.S.C. Section 793), and OFCCP regulation 41 C.F.R. Part 60-250, which implements the Vietnam Era Veterans Readjustment Assistance Act of 1974, as amended (38 U.S.C. Sections 4211 and 4212). Including all of the necessary components of an effective AAP, this AAP provides the principles and policies that commit the University of Houston-Downtown to equal employment opportunity and documents the employment practices and procedures for administration of the AAP.

Nothing contained in this AAP or its supporting data should be construed as an admission by the University of Houston System and/or the University of Houston-Downtown, in whole or in part, that it has contravened any federal, state, or local employment practice laws. In developing and implementing this AAP, the University of Houston System has been guided by its established policy of providing equal employment opportunity. Nothing herein is intended to sanction the discriminatory treatment of any person.

Further, this AAP does not constitute an express or implied contract between the University of Houston System and its employees, job applicants, or other persons, nor does it change in any way the basic at-will employment relationship that University of Houston System employees have with the University of Houston System. Nothing in this AAP creates a private right of action on behalf of any individual or group against the University of Houston System.

Instead, as an active plan, this annual report provides mechanisms which enable the University of Houston System and/or University of Houston-Downtown to continually monitor and evaluate its employment practices to ensure they are free of bias and discrimination based on an individual’s or group’s membership to a protected class.

University of Houston System

The University of Houston System (“UHS” or “System”) is an institution of higher education headquartered at 212 Ezekiel Cullen Building Houston, TX, 77204-2018. Established in 1977, UHS provides leadership and support for the combined academic enterprise which includes itself and four primary components: *University of Houston*, *University of Houston–Downtown*, *University of Houston–Clear Lake*, and the *University of Houston–Victoria*. With these components, the System also operates several off-campus teaching centers, including facilities located in *Sugar Land*, *Cinco Ranch*, *Pearland*, *Northwest Houston* and the *Medical Center*.

The government, control, and direction of the System is vested in a ten member Board of Regents appointed by the Governor of Texas, the **Honorable Greg Abbott**, and confirmed by the legislature. While each regent sits for a six-year term, one-third of their terms expire every two years in odd numbered years.

The organization is led by the Chancellor of UHS, **Dr. Renu Khator**. Chancellor Khator is the chief executive officer and is appointed by, and responsible to, the Board of Regents. The Chancellor carries out the policies of the System as determined by the Regents and has direct responsibility for all aspects of the operations of UHS.

UHS provides a wide range of centralized services to its components, including legal affairs (Office of General Counsel) and its Office of Equal Opportunity Services (“EOS”). EOS has developed a comprehensive affirmative action program for women, minorities, persons with disabilities, and veterans seeking employment or are already employed with the System. This AAP provides the principles and policies that commit the System and its component campuses to equal employment opportunity and documents the employment practices and procedures for administration of its affirmative action program.

University of Houston-Downtown

The University of Houston-Downtown (UHD) celebrates student success, excellence, inclusiveness, respect, integrity, and service. UHD faculty and staff members are committed to providing students with quality educational opportunities and helping them achieve their educational goals.

UHD Mission

The University of Houston-Downtown is a comprehensive four-year university offering bachelor's and master's degrees and providing strong academic and career preparation as well as life-long learning opportunities. Located in the heart of the city, the University reflects the diversity of the Greater Houston Area, and through its academic programs, engages with the community to address the needs and advance the development of the region. UHD is an inclusive community dedicated to integrating teaching, service and scholarly research to develop students' talents and prepare them for success in a dynamic global society.

Diverse Student Body

UHD is a public urban university located in Houston's central business district. It draws students from throughout the Greater Houston Area. UHD is considered one of the most ethnically diverse liberal arts institutions in the southwest, a distinction that indicates the student body accurately reflects the Houston community's wealth of cultures, languages, and nationalities. The University offers students unique higher education opportunities, as well as small classes and personal interest from faculty.

Solid Growth

Since opening its doors in 1974, UHD has grown its mission and service to students and the community. It now offers baccalaureate degrees in 44 areas and six master's degrees. Nearly 14,000 enrolled students attend classes in five colleges: Davies College of Business, Humanities and Social Sciences, Public Service, Sciences and Technology, and University College, the last of which serves as the entry point for all students coming to UHD. More than 2,000 students graduate each year with degrees in humanities and the arts, social sciences, business, sciences and technology, education, and criminal justice. As one of four distinct and separate components of the University of Houston System, UHD offers educational opportunities and access to students from a variety of backgrounds, including many first generation college students, students employed full or part time, students with family obligations and students who transfer from community colleges and other higher education institutions.

Other Locations

To facilitate ease of access, the University also offers classes at various campuses within the Lone Star College District. UHD continues to explore ways to respond to the needs of students by offering dual credit and dual enrollment options through area community college partners; a variety of distance education options through online and "hybrid" class configurations, blended online and classroom instruction.

Chancellor's Letter of Proclamation

Chancellor's Letter of Proclamation

Spring 2016

The University of Houston System (UHS) is committed to the concept of equal employment opportunity as a necessary element of an employment process. In this regard, UHS will recruit, hire, promote and educate persons without regard to an individual's protected status, which includes race, color, sex, genetic information, religion, age, national origin, disability, veteran status or any other legally protected status. Further, UHS forbids discrimination on the basis of sexual orientation, gender identity and gender expression, age, color, disability, ethnicity, sex, gender identity, marital status, national origin, race, religion, sexual orientation, or veteran status. Discrimination against any individual in any of these protected classifications with regard to any aspect of the terms, conditions and/or privileges of employment is prohibited. As such, UHS will design and execute programs aimed at the elimination of prejudice and its effects on the lives of individuals within our community.

The UH System assumes a positive stance in its commitment to develop a workforce that reflects the relevant labor market. The UHS and its components will develop Affirmative Action Programs that will serve as an important tool in achieving that goal. It identifies areas in which the UHS workforce may be insufficiently diverse with respect to the available pool of talent and provides an impetus for a program that will address those imbalances.

I call upon each member of the UHS community to make decisions that ensure compliance with all federal and state laws, regulations, guidelines and UHS policies as they pertain to equal employment opportunity and affirmative action. It is through these objectives that we build on each other's diverse values, perspectives and experiences and thereby continue to grow and prosper as a Tier One institution.

The UH System Office of Equal Opportunity Services is charged with administering the UHS Affirmative Action Program, and with educating the campus community on all matters relating to its antidiscrimination efforts. That office has also established procedures to investigate and resolve complaints concerning prohibited discrimination. Questions regarding our policies, procedures or this Program may be addressed to Dr. Richard Anthony Baker, Assistant Vice Chancellor for Equal Opportunity Services.

Renu Khator
Chancellor
University of Houston System

Purpose, Definitions, Data Sources, and Legal Basis for the AAP

Purpose

The purpose of this AAP is for UHD to reaffirm its continuing commitment to the principles of equal employment opportunity and affirmative action and to ensure full utilization of women, minorities, persons with disabilities, and veterans in all aspects of the System. Since UHD is a federal contractor and recipient of federal funds it is subject to the requirements for federal contractors under Executive Order 11246 and OFCCP implementing regulations, UHS has developed UHD's AAP that meets the requirements of Executive Order 11246 and OFCCP Title 41 C.F.R. § 60.

Federal guidelines define an AAP as "a set of specific and result-oriented procedures to which a contractor commits [itself] to apply every good faith effort . . . to achieve prompt and full utilization of minorities and women, at all levels and all segments of [its] workforce where deficiencies exist..." (41 C.F.R. 60-2.10).

This process requires an analysis of the present employment of women and minorities at UHD to see if there are areas where these groups are considered to be "underutilized." Underutilization exists when fewer members of those protected classes are employed in job groups than would be expected, given their availability (with the requisite skills to perform the job) in the relevant recruitment area and labor pools. If underutilization is found, the UHD and/or UHS will use its best efforts to develop and implement procedures designed to increase the number of qualified women, minorities, persons with disabilities, and veteran employment candidates in the applicant pool, which may include the establishment of placement goals for those members where needed. Most importantly, this program provides mechanisms which enable the System to continually monitor and evaluate its employment practices to ensure they are free of bias and discrimination based on race, color, sex, genetic information, religion, age, national origin, disability, veteran status or any other legally protected status. Further, the University of Houston System and all of its component universities, forbid discrimination on the basis of sexual orientation, gender identity, and gender expression.

This AAP applies to the operations of all organizational units and administration of UHD for the period of September 1, 2015 through August 31, 2016. UHS, in conjunction with UHD, maintains and renews the Program annually. This AAP is available for inspection Monday through Friday 8:00 a.m. to 5:00 p.m. at the University of Houston-Downtown, Employment Services and Operations, Suite 910S, Houston, TX 77002 or at the University of Houston System, Office of Equal Opportunity Service located at 153 Student Services Center 2, Houston, Texas 77204-3020.

Copies of this program are distributed internally to various members of the System and UHD community. Additional questions about this plan can be addressed to the Office of Equal Opportunity Service at (713) 743-8835.

Definitions

Discrimination, within the context used in the AAP, refers to treating an individual or members of a protected class less favorably because of their membership in that class or having a policy or practice that has a disproportionately adverse impact on protected class members.

The concept of **equal employment opportunity** proclaims the right of each person to apply and be evaluated for employment opportunities without regard to age, race, color, disability, religion, national origin, veteran's status, genetic information, or sex (including pregnancy), except where such a distinction is required by law.

The principles of **affirmative action** require that good-faith efforts be utilized to employ and advance women, minorities, persons with disabilities, and veterans in areas where they are employed in fewer numbers than is consistent with their availability in the relevant labor market. Such efforts may include specialized advertising efforts, recruitment funds, mentoring programs, or other programs designed to promote the achievement of affirmative action placement goals. **Placement goals** are not quotas. Rather, they provide direction in attaining the objectives of the AAP. They are looked upon as benchmarks in evaluating the System's progress and to provide guidance in the job areas where women, minorities, persons with disabilities, and veterans are underutilized. They do not require the hiring of female or minority applicants who are less qualified nor do they require the hiring of a specific number of people. UHS' objective is always to employ and promote the most qualified person for the job.

When evaluating minority participation in the workforce at UHS, the term **minority** refers to employees who have self identified themselves as a member of one of the following racial and ethnic categories. **Asian, Black, Hispanic** or Latino, **Native Americans or Alaskan Natives**, and **Native Hawaiian or Other Pacific Islander**. To better understand the distinctions of UHS' race and ethnicity categories, please review the following: **Asian** refers to Asians or Asian Americans who are not Hispanic or Latino and have origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, including for example, Cambodia, China, India, Japan Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam. **Black** refers to African Americans or Blacks, who are not Hispanic and includes persons having origins in any of the black racial groups of Africa. **Hispanic** or Latino individuals include persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin regardless of race. **Native Americans or Alaskan Natives** include persons having origins in the original peoples of North America and who maintain cultural identification through tribal affiliation or community recognition. **Native Hawaiian or Other Pacific Islander** (Not Hispanic or Latino) is a person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands. **White** refers to persons having origins in any of the original peoples of Europe, the Middle East, or North Africa. **Two or More Races** (not Hispanic or Latino) refers to persons who identify with more than one of the above seven races.

The following definitions are applicable to individuals with a disability in accordance with 41 C.F.R. § 60-741.2

- a. **ADA Coordinator** – The individual who has been appointed by the component institution as the ADA coordinator who is responsible for ensuring that the component institution is in compliance with the provisions of this Plan.

- b. **Person with a Disability** – An employee with a physical or mental impairment who, as a result of such impairment, is substantially limited in performing one or more major life activities. This includes employees who not only have the impairment, but also employees who have a “record of” such an impairment. This also includes employees who have been “regarded as” having such an impairment.
- c. **Qualified Person with a Disability** – An employee who meets the definition of a Person with a Disability and who also possesses the skills, experience, knowledge, and educational, licensing and other job requirements of a position s/he presently holds or will hold and who, with or without a reasonable workplace accommodation, can perform the essential functions of that position.
- d. **Essential functions** – Job tasks that are fundamental, not marginal, to the performance of the position.
- e. **Genetic information** – An individual’s family medical history, the results of an individual’s or family member’s genetic tests, the fact that an individual or an individual’s family member sought or received genetic services, and genetic information of a fetus carried by an individual or an individual’s family member; or an embryo lawfully held by an individual or family member receiving assistive reproductive services.
- f. **Reasonable accommodation** – A reasonable adjustment or modification in the work environment or in the manner a job or position held is customarily performed, that enables a qualified person with a disability to perform the essential functions of that position, so long as it does not create an undue hardship to the component institution. An individual who is considered a person with a disability solely on the basis of being regarded as having a disability is not entitled to a reasonable accommodation.
- g. **Major life activity** – An activity that is considered important for living and that the average individual can perform with little or no difficulty. Major life activities include, but are not limited to, the following: walking, speaking, eating, sleeping, seeing, hearing, breathing, learning, working, standing, lifting, bending, reading, concentrating, thinking, communicating, caring for oneself, or the operation of a major bodily function (including, but not limited to, functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions).
- h. **Substantial limitation** – An impairment or restriction whereby an individual cannot perform one or more major life activity(ies) or is hindered as to the condition, manner, or duration under which an individual can perform one or more major life activity(ies), as compared to the average individual in the general performance of the affected activity or activities.
- i. **Licensed Health Care Practitioner** – An individual who has successfully completed a prescribed program of study in a health field and who has obtained a license or certificate indicating his or her competence to practice in that field.

The following definitions are applicable to protected veterans in accordance with 38 U.S.C. 4212 and 41 C.F.R. § 60-250.

- a. **Special Disabled Veteran** means:
 1. A veteran who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Department of Veterans Affairs for a disability that is: (a) rated at 30 percent or more; or (b) rated at 10 or 20 percent in the case of a veteran who has been determined under 38 USC 3106 to have a serious employment handicap; or
 2. A person who is discharged or released from active duty because of a service-connected disability.
- b. **Other Protected Veteran** means a person who served on active duty during a war or in a campaign or expedition for which a campaign badge has been authorized under laws administered by the Department of Defense.
- c. **Recently Separated Veteran** means any veteran during the one-year period beginning on the date of such veteran's discharge or release from active duty.
- d. **Veteran of the Vietnam Era** means a person who: (1) served on active duty for a period of more than 180 days and was discharged or released therefrom with other than a dishonorable discharge, if any part of such active duty occurred (i) in the Republic of Vietnam between February 28, 1961, and May 7, 1975, or (ii) between August 5, 1964, and May 7, 1975, in all other cases or (2) was discharged or released from active duty for a service-connected disability if any part of such active duty was performed (i) in the Republic of Vietnam between February 28, 1961, and May 7, 1975, or (ii) between August 5, 1964, and May 7, 1975, in all other cases.
- e. **Protected Veteran(s)** means a veteran who is a "Special Disabled Veteran," a "Veteran of the Vietnam Era," an "Other Protected Veteran" and/or a "Recently Separated Veteran."

Legal Basis

UHS' commitment to the principles of equal employment opportunity and affirmative action to ensure full utilization of women, minorities, persons with disabilities, and veterans is supported by the following laws and regulations:

1. **Executive Order 11246**
The Executive Order prohibits federal contractors and federally-assisted construction contractors and subcontractors, who do more than \$10,000 in government business in one year from discriminating in employment decisions on the basis of race, color, religion, sex, or national origin. The Executive Order also requires government contractors to take affirmative action to ensure that equal opportunity is provided in all aspects of their employment.

2. **Title VII of the Civil Rights Act of 1964**

Title VII of the Civil Rights Act of 1964 is a federal law that prohibits discrimination in employment on the basis of sex, race, color, national origin, and religion. It applies to employers with 15 or more employees, including federal, state, and local governments. Title VII also applies to private and public colleges and universities, employment agencies, and labor organizations.

3. **Title IX of the Education Amendments of 1972**

Title IX is a federal law that prohibits discrimination on the basis of sex in any federally funded education program or activity. The principal objective of Title IX is to avoid the use of federal money to support sex discrimination in education programs and to provide individual citizens effective protection against those practices. Title IX applies, with a few specific exceptions, to all aspects of federally funded education programs or activities.

4. **Equal Pay Act of 1963**

The Equal Pay Act (EPA) is a federal law that prohibits discrimination on the basis of sex in the payment of wages. Congress enacted the EPA, as an amendment to the Fair Labor Standards Act, to correct the conditions created by the pay inequities that existed based on sex — specifically to remedy the wage disparity faced by women.

5. **Age Discrimination in Employment Act of 1967**

The Age Discrimination in Employment Act (ADEA) makes it unlawful for an employer “to fail or refuse to hire or to discharge any individual or otherwise discriminate against any individual with respect to his compensation, terms, conditions, or privileges of employment, because of such individual’s age.” This law specifically protects employees who have obtained the age of 40 or higher.

6. **Genetic Information Nondiscrimination Act of 2008 (GINA)**

The Genetic Information Nondiscrimination Act of 2008, also referred to as GINA, is a federal law that protects Americans from being treated unfairly because of differences in their DNA that may affect their health. The new law prevents discrimination from health insurers and employers.

7. **Chapter 21 of the Texas Labor Code**

The general purpose Chapter 21 of the Texas Labor Code is to make unlawful any employment practice that: 1) fails or refuses to hire an individual, discharges an individual, or discriminates in any other manner against an individual in connection with compensation or the terms, conditions, or privileges of employment or 2) limits, segregates, or classifies an employee or applicant for employment in a manner that would deprive or tend to deprive an individual of any employment opportunity or adversely affect in any other manner the status of an employee because of his or her race, color, disability, religion, sex, national origin, or age.

UHS' commitment to the principles of equal employment opportunity and affirmative action to ensure full utilization of individuals with disabilities and for protected veterans, is supported by the following laws and regulations:

1. **Rehabilitation Act of 1973, as amended**

Section 503 of the Rehabilitation Act of 1973 prohibits discrimination and requires employers with federal contracts or subcontracts that exceed \$10,000 to take affirmative action to hire, retain, and promote qualified individuals with disabilities. All covered contractors and subcontractors must also include a specific equal opportunity clause in each of their nonexempt contracts and subcontracts.

2. **Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA) of 1974**

Prohibits supply and service and construction contractors (and their subcontractors) from discriminating in employment against veterans. It also requires that these contractors take affirmative action to employ and advance veterans. Despite its name, this statute is no longer limited to veterans from the Vietnam Era. VEVRAA applies equally to: 1) disabled veterans; 2) Armed Forces service medal veterans; 3) recently separated veterans, and; 4) other protected veterans who served during or in a campaign or expedition for which a campaign badge has been authorized.

3. **Americans with Disabilities Act (ADA) of 1990, as amended**

The ADA is a wide-ranging civil rights law that prohibits, under certain circumstances, discrimination based on disability. Disability is defined by the ADA as "a physical or mental impairment that substantially limits a major life activity." OFCCP has had coordinating authority under Title I of the Americans with Disabilities Act (ADA), which prohibits job discrimination against qualified individuals with disabilities by employers with 15 or more employees. The Equal Employment Opportunity Commission (EEOC) has primary authority for enforcing the ADA.

4. **Uniformed Services Employment and Reemployment Rights Act (USERRA) of 1994**

Uniformed Services Employment and Reemployment Rights Act clarifies and strengthens the Veterans' Reemployment Rights Statute. USERRA is intended to minimize the disadvantages to an individual that occur when that person needs to be absent from civilian employment to serve in the military.

5. **Jobs for Veterans Act (JVA) of 2002**

Jobs for Veterans Act added to VEVRAA requires employers with federal contracts of \$100,000 or more to provide equal opportunity and affirmative action for recently separated veterans (extending coverage from one year to three years), all disabled veterans, veterans who served on active duty during a war or in a campaign or expedition for which a campaign badge has been authorized, or any other veteran who served on active duty and received an Armed Forces service medal pursuant to Executive Order 12985 (61 C.F.R. 1209).

6. **ADA Amendments Act (ADAAA) of 2008**

The Americans with Disabilities Act Amendments Act of 2008 amends both the ADA and the Rehabilitation Act (Section 504) in a manner that significantly expands disability protection for students, employees and the public at large diagnosed with a physical or mental impairment. Congress significantly expanded what constitutes a major life activity and conveyed its disagreement with judicial interpretation of the phrase “substantially limits.” The ADAAA also expanded the previously existing definition of major life activities with the following additions: eating, sleeping, standing, lifting, reading, bending, concentrating, thinking, communicating, and the operation of a major bodily function. In addition, it precluded an organization from considering the impact of “mitigating measures” such as hearing aids, other technology, reasonable accommodations, learned behavior or adaptive neurological modifications or other such interventions – with the exception of ordinary eyeglasses or contact lenses – in determining whether an individual’s impairment is covered by the ADAAA. It also requires an impairment that is episodic or in remission be considered a disability if it would substantially limit a major life activity when active.

7. **Veterans Opportunity to Work (VOW) to Hire Heroes Act of 2011**

The federal “Veterans Opportunity to Work (VOW) to Hire Heroes Act of 2011” became law on November 21, 2011. The VOW to Hire Heroes Act contains three main provisions: (1) amends and expands the protections of USERRA; (2) amends the Internal Revenue Code to provide certain tax credits to tax-exempt companies that hire unemployed veterans; and (3) creates new and expanded education, training, and transition programs for veterans within the federal Departments of Labor and Veterans Affairs. Only the first provision affects employers generally. Very simply, the first provision of the VOW to Hire Heroes Act adds language to USERRA that will allow employees to bring a legal claim against their employer for a “hostile work environment” based on military service and veteran status. It does so by adding the phrase “the terms, conditions, or privileges of employment” to the statute’s definition of the “benefits of employment.” This new language mirrors the definitions found in Title VII of the Civil Rights Act of 1964, which the courts have relied upon to recognize employee “hostile work environment” claims based on race, color, national origin, religion and sex.

Data Sources

EOS, in conjunction with UHD, will obtain, compile, review, validate and arrange data obtained from internal and external sources for affirmative action analysis, reports and monitoring. EOS will use PeopleSoft, or UHS’ Human Resources Information System database, to obtain employee personnel data for the workforce analysis. This database provides the following data related to affirmative action program analysis: employee name, title, department, race, sex, EEO category, salary, hire date, and employment actions and dates.

All workforce data in this AAP is compiled and analyzed by EOS from the PeopleSoft database. Since that database is an ever changing record, a “snapshot” or frozen file of the analytical data used for the purpose of evaluating the AAP was created on February 18, 2016. While the snapshot shows a picture of the System’s workforce on that date, the date was chosen because it is the best time period that permits the AAP to be published in a timely manner so that managers are provided with the most current data available to make employment decisions which are mostly done in the fall.

Policy Statements

UHD does not discriminate in employment opportunities or practices on the basis of protected status which includes their race, color, sex, genetic information, religion, age, national origin, disability, veteran status or any other legally protected status. Further, the University of Houston System forbids discrimination on the basis of sexual orientation, gender identity and gender expression.

Additionally, UHD does and will take affirmative action to employ, advance in employment, and treat qualified individuals without discrimination in all employment practices, such as recruitment, selection, promotion, demotion, transfer, reduction-in-force, termination, compensation, benefits and training.

Employment decisions at UHD are based on valid job requirements, merit, qualifications and abilities of the employee or applicant. UHD personnel actions or programs, such as employment, upgrading, demotion or transfer, recruitment, advertising, termination, rate of pay or other forms of compensation, and selection for training, are administered without regard to disability or veteran status.

UHS makes, and will continue to make, reasonable accommodations to promote the employment of qualified individuals with disabilities and special disabled veterans, unless such accommodations would impose an undue hardship on UHD.

To support this statement of policy, please find descriptions of the corresponding UHD and UHS policies below.

Affirmative Action

In accordance with UHS Memorandum Number 01.D.04, “**Affirmative Action Policy**,”

“The University of Houston System is committed to the development, implementation, and maintenance of viable affirmative action plans and programs which are in compliance with applicable state and federal laws.”

Based on this policy, UHS and its components will be responsible for the development, implementation, and administration of comprehensive affirmative action programs for all faculty and staff employment, regardless of the source of funding. These affirmative action programs will include steps to recruit, hire, train, promote, and retain qualified personnel in all protected classes at all levels of the System.

Furthermore, it is the policy of UHS that employment decisions will be based on valid job requirements, merit, qualifications, and abilities of the employee or applicant and reflect the System’s obligation to fill each position with the best talent available. In that spirit, UHS Administrative Memorandum 02.A.13 states that:

“Recruitment and selection of candidates for vacant positions will be conducted in accordance with applicable statutes, regulations, and policies of the System and will be consistent with the principles of equal employment and affirmative action.”

Thus, affirmative action does not mean lowering standards of excellence or hiring unqualified persons. Affirmative action means that UHS will make good faith efforts to increase the opportunities for women, minorities, persons with disabilities, and veterans to participate in all areas of the workforce by making positive steps to remove discriminatory barriers. The standard of excellence that assures quality performance is central to an effective AAP. Legitimate, essential and business necessity-based standards and requirements provide for a fair and equitable employment environment for all persons.

Equal Employment Opportunity

In accordance with UHS Memorandum Number 01.D.05 **“Equal Employment Opportunity,”** current UH System employees and applicants for employment will receive equal access to the application process and equal opportunity for, and equal treatment during, employment.

“The System is committed to the concept of equal employment opportunity as a necessary element of an employment process based on job-related factors and without regard to protected class status such as age, race, color, disability, religion, national origin, veteran’s status, genetic information, or sex (including pregnancy), except where such a distinction is required by law. Discrimination against any individual in any of these protected classifications with regard to recruitment, appointment, benefits, training, promotion, retention, discipline, termination or any other aspect of the terms, conditions and/or privileges of employment is prohibited. Additionally, the System prohibits discrimination in all aspects of employment on the basis of sexual orientation, gender identity or gender expression. Each component university is responsible for ensuring compliance with all federal and state laws, regulations and guidelines, and with System policies.”

Discrimination and Harassment

Under University of Houston System’s System Administrative Memorandum Number 01.D.07, **“Discrimination and Harassment,”** UHS expresses its commitment to maintaining and strengthening an educational, working, and living environment where students, faculty, staff, and visitors are free from discrimination and harassment of any kind. Discrimination and harassment is antithetical to the standards and ideals of the University. The University will take appropriate action in an effort to eliminate discrimination and harassment from happening, prevent its recurrence and address its effects.

UHS describes discrimination as:

“Treating an individual or members of a Protected Class less favorably because of their membership in that class or having a policy or practice that has a disproportionately adverse impact on Protected Class members.”

UHS describes protected class as:

“A class of persons who are protected under applicable federal or state laws against discrimination and harassment on the basis of race, color, sex, genetic information, religion, age, national origin, disability, veteran status or any other legally protected status. Additionally, for purposes of this Policy, the term “Protected Class” includes sexual orientation, gender identity and gender expression.”

Further, under the policy, UHS defines harassment as subjecting an individual on the basis of her or his membership in a protected class to unlawful, severe, pervasive or persistent treatment that constitutes:

- Humiliating, abusive, or threatening conduct or behavior that denigrates or shows hostility or aversion toward an individual or group.
- An intimidating, hostile, or abusive learning, living, or working environment or an environment that alters the conditions of learning, living or working.
- An unreasonable interference with an individual's academic or work performance.

Harassment that satisfies this legal standard includes, but is not limited to, epithets or slurs, negative stereotyping, threatening, intimidating or hostile acts, denigrating jokes, and display or circulation (including through email) of written or graphic material in the learning, living or working environment.

Sexual Misconduct

Under University of Houston System's System Administrative Memorandum Number 01.D.08, UHS expresses its commitment to maintaining and strengthening an educational, working, and living environment where students, faculty, staff, and visitors are free from sex discrimination of any kind. Sexual Misconduct (as defined in this policy), a form of sex discrimination, is antithetical to the standards and ideals of the University. The University will take appropriate action in an effort to eliminate sexual misconduct from happening, prevent its recurrence, and address its effects.

"Sexual Misconduct" is a broad term encompassing a range of non-consensual sexual activity or unwelcome behavior of a sexual nature. The term includes sexual assault, sexual exploitation, sexual intimidation, sexual harassment, domestic violence, dating violence, and stalking - as further described in Section 6. Sexual Misconduct can be committed by men or women, strangers or acquaintances, and can occur between people of the same or opposite sex. This policy applies regardless of the complainant's or the respondent's sex, sexual orientation, gender identity, or gender expression. An attempt to engage in conduct that constitutes sexual misconduct under this policy may be treated itself as an act of sexual misconduct.

The University has jurisdiction over, and will respond to, allegations of sexual misconduct occurring on the University's premises, at University affiliated activities, and/or where both the alleged perpetrator and victim are a student, faculty, or staff. A sexual misconduct complaint rising to the level of a potential criminal violation may be considered separately under this policy and in the criminal justice system. Proceedings under this policy will not be dismissed or delayed because criminal prosecution is pending, charges have been dismissed, or the charges have been reduced. Proceedings may also continue if a party is no longer employed with or a student of the University.

Reasonable Workplace Accommodations for Employees With Disabilities

Under University of Houston System's System Administrative Memorandum Number 02.E.09, "**Reasonable Workplace Accommodations for Employees With Disabilities**," UHS expresses its adherence to the mandates of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990 (the "ADA"), the ADA Amendments Act of 2008 ("ADAAA"), and the Texas Commission on Human Rights Act, as applicable. Thus, it is the policy of the System that, "all qualified employees with disabilities are afforded equal employment opportunity in compliance with federal and state laws. The University, in keeping with its values and goals, provides reasonable workplace accommodations to employees with disabilities."

Internal Grievances Received from Applicants and Employees

Positive employer/employee relations are aided by effective communications concerning employment expectations. Satisfactory resolution of grievances and equitable application of appropriate policies, regulations and rules are essential to employee morale and productivity. EOS is charged with assisting employees in resolving, where possible, any complaint of discrimination or noncompliance with federal and state regulations and UHS policy.

Under UHD Policy PS 02.B.01, **Staff Grievance Policy**, staff employees are provided a means whereby to file employment-related complaints.

“Grievance: A disagreement between an employee and management on the terms or conditions of employment. A grievance may be filed as a result of one of the following adverse employment actions: written reprimand, suspension without pay, demotion, involuntary transfer to a different job classification, denial of promotion, or termination. The assignment of duties, performance evaluations/appraisals, scheduling of work hours, rate of pay, and other management decisions are reserved as management rights and cannot be appealed through the grievance process. Complaints involving allegations of discrimination or harassment are processed through SAM 01.D.07, Discrimination and Harassment Policy or SAM 01.D.08, Sexual Misconduct Policy.”

UHD faculty have access to file complaints under PS 10.A.02, Faculty Grievance Policy.

“A faculty grievance may be initiated on the basis of academic freedom, promotion, performance evaluation (see below 3.1.2), salary, tenure, dismissal, non-reappointment, and materially adverse action.

Materially adverse actions include, but are not limited to, the following:

- A less distinguished job title
- A loss of benefits
- Significantly diminished job responsibilities
- Loss of seniority
- Undesirable reassignment or a pattern of work assignments that are grossly inequitable rather than minor inconveniences.”

Charges of Discrimination Received from External Agencies

Independent of UHS’ internal grievance process, employees may, at their discretion, seek assistance from state or federal agencies charged with handling complaints of discrimination. Upon receipt of this type of complaint, the Office of General Counsel coordinates the resolution or disposition of the complaint.

Non-Retaliation Policy

It is the policy of UHS that retaliation is strictly prohibited against a person who files a complaint of discrimination or harassment, opposes a charge, or testifies, or assists or participates in an investigative proceeding or hearing.

University of Houston System grievance policies and procedures can be found on the [Office of Equal Opportunity Services website](#).

Outreach, Recruitment, and Policy Dissemination

UHD in conjunction with UHS has reviewed its employment practices to determine whether personnel programs provide the required affirmative action for employment and advancement of qualified women, minorities, persons with disabilities, and veterans.

While UHD, in conjunction with UHS, believes that there are no deficiencies in its current employment practices with respect to these employees, it has planned the following outreach, positive recruitment, and policy dissemination programs to augment its existing affirmative efforts:

Outreach and Positive Recruitment

1. UHD will actively recruit qualified women, minorities, persons with disabilities, and veterans.
2. UHD will request its recruiting sources to actively recruit and refer qualified women, minorities, persons with disabilities, and veterans for all positions.
3. UHD will enlist the assistance and support of local recruiting sources, social service agencies, and organizations knowledgeable about the availability of qualified women, minorities, persons with disabilities, and veterans. These sources will be informed of UHD AAP and will be requested to refer qualified women, minorities, persons with disabilities, and veterans for employment consideration, including those not currently in the workforce who have requisite skills. UHD will also notify local organizations, community agencies, secondary schools, and colleges, known to specialize in assisting individuals with disabilities and protected veterans, about UHD's policy of affirmative action and request their advice, assistance, and referrals of potential employees, including those who are not currently in the work force but who have requisite skills. To find the agencies that UHD is enlisting assistance and support from, please see **APPENDIX A**.
4. UHD will include and place appropriate emphasis on pictures with women, minorities, persons with disabilities, and veterans when employees are pictured in advertisements, brochures, handbooks, webpages, and other similar System publications.
5. UHD will make reasonable accommodations for qualified individuals with disabilities and qualified special disabled veterans.
6. UHD will review the employment records of qualified women, minorities, persons with disabilities, and veterans to determine the availability of promotable, qualified individuals with disabilities and to determine whether present and potential skills are being fully utilized or developed.

Internal Dissemination of UHS' Affirmative Action Policy

1. UHD will publicize its affirmative action policy in its Handbooks and other media.
2. UHD will discuss its affirmative action policy and include it in meetings with administrative, management, and supervisory personnel and during special meetings with the appropriate operating councils or committees.
3. UHD will post the System antidiscrimination policies online and in areas highly trafficked by employees.
4. UHD will inform new students and hires of the equal opportunity and affirmative action policies during the new student and employee orientation or other welcoming event.

5. The Chancellor of UHS and/or President of UHD will make periodic proclamations, both verbal and written, to management and supervisory personnel in support of the System's affirmative action program.
6. UHS' Assistant Vice-Chancellor for EOS will send periodic memoranda explaining various aspects of the AAP and discuss new laws and requirements as well as delineate areas where improvement is necessary to all individuals with hiring authority throughout the System.
7. UHD will include the System's equal opportunity and affirmative action policies in mandatory EEO/AA training sessions for all personnel.

External Dissemination of UHD' Affirmative Action Policy

1. UHD will inform recruiting sources that they should actively recruit and refer qualified women, minorities, persons with disabilities, and veterans for all positions listed.
2. All position advertisements for UHD will include its commitment to equal employment opportunity and affirmative action (below) and carry the UHD logo.

“The University of Houston Downtown is an affirmative action/equal opportunity employer. Minorities, women, veterans, and individuals with disabilities are encouraged to apply.”

3. UHD will incorporate the equal employment opportunity clause in purchase orders, leases, contracts, and etcetera, covered by OFCCP regulations.
4. UHS will inform University subcontractors, vendors, and suppliers of its affirmative action policy and require written compliance agreements from them.
5. UHD will require supervisors - including employment services and operations, contracts and purchasing, and information services - to be responsible for monitoring the external dissemination of the policy.

Responsibility for Implementation {41 C.F.R. 60-2.17 (a)}

As part of its efforts to ensure equal employment opportunity to all individuals, UHD has designated specific responsibilities to various staff to ensure the AAP focuses on all components of the employment system. To that end, the following have undertaken the responsibilities described below.

Board of Regents

As the System's governing body, the Board of Regents of the UHS have been charged by the Texas Legislature with a wide range of policy and decision-making authority to carry out the programs and missions of the system. The Board of Regents has ten members, including one student trustee. The current Regents of UHS are:

<i>Spencer D. Armour III</i> (Secretary)	term expires August 2017
<i>Roger F. Welder</i>	term expires August 2017
<i>Welcome W. Wilson</i> (Vice Chair)	term expires August 2017
<i>Durga D. Agrawal</i>	term expires August 2019
<i>Paula Mendoza</i>	term expires August 2019
<i>Peter K. Taaffe</i>	term expires August 2019
<i>Gerald McElvy</i>	term expires August 2021
<i>Tilman J. Fertitta</i> (Chair)	term expires August 2021
<i>Beth Madison</i>	term expires August 2021
<i>Garret H. Hughey</i> (student)	term expires May 2016

Assistant Vice-Chancellor for Equal Opportunity Services

While the Chancellor of the University of Houston System, *Dr. Renu Khator*, is ultimately responsible for the success of the equal employment opportunity and affirmative action program for the whole of UHS, the specific person charged with and accountable for UHS' equal employment opportunity and affirmative action programming is its Assistant Vice-Chancellor for Equal Opportunity Services, *Dr. Richard Anthony Baker*. Dr. Baker reports to the Chancellor through the Vice Chancellor for Legal Affairs and General Counsel, Dona Hamilton Cornell. The minimal responsibilities of the Assistant Vice-Chancellor for Equal Opportunity Services include the following:

1. Updating, annually, the UHD Affirmative Action Program.
2. Performing analysis of the workforce by organizational unit and job group to determine whether or not there are problems with minority and/or female utilization.
3. Performing analysis of applicant flow, hires, terminations, promotions, and other personnel activities to determine whether there are selection disparities.
4. Performing an analysis of the UHS compensation system to determine whether there are no disparities based on sex or race.
5. Performing analysis of UHS selection, recruitment, referral, and other personnel procedures to determine whether they result in disparities in the employment or advancement of minorities or women.
6. Developing and implementing monitoring and reporting systems with all levels of management and advising top management of program effectiveness.
7. Submitting recommendations to improve unsatisfactory performance, if it occurs.

Vice President for Employment Services and Operations

Vice President for Employment Services and Operations, Ivonne Montalbano's duties include, but are not limited to, the following:

1. On the non-academic side, responsibility for activities affecting equal employment opportunity. This office is charged with the systems of records and classification (managing PeopleSoft), which is important for the monitoring and evaluation of affirmative action.
2. Review the qualifications of all employees to ensure equitable opportunity, based on job related employment practices, is given to all for transfers and promotions.
3. 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.

Management

Implementation of the affirmative action program is the direct responsibility of supervisors at all levels of UHD. Responsibilities of the supervisors include, but are not limited to, the following:

1. Assist in the identification of problem areas and in the establishment of goals and objectives.
2. Ensure that the policies and procedures of UHD's affirmative action program, with respect to hiring, promotion, salary, benefits, training, and other conditions of employment, are considered and followed with respect to each employee and each applicant for employment under their cognizance.
3. Prepare and retain the necessary records of all personnel actions, deliberations, and judgments in order to document the good-faith efforts of the UHD's AAP.
4. Promote active involvement, correspondence, or conversation with all appropriate groups to optimize recruiting, hiring, promotion, training, and education practices in support of the affirmative action program.
5. Hold discussions with their respective employees to ensure that the affirmative action programs are known and understood.
6. Evaluate their respective departments to insure that employees are knowledgeable of the System's equal employment opportunity policy.

Workforce Analysis {41 C.F.R. 60-2.11 (c)}

According to 41 C.F.R. 60-2.11 (c), a workforce analysis is a listing of each job title as appears in payroll records ranked from the lowest paid to the highest paid within each organizational unit.

In accordance with this regulation, UHS has prepared an Organizational Profile for UHD in the form of a workforce analysis. The workforce analysis is arranged by departments and is based on payroll data records as of February 18, 2016. On that date, the System's database reported 948 benefits-eligible employees.

The System, pursuant to 60-2.17 (b) (1), has reviewed the workforce by organizational unit (**APPENDIX B**) and determined that no problems exist in terms of minority or female in a unit of minority or female distributions in different jobs within a unit. For each job title, the workforce analysis indicates the following: total number of incumbents, total number of male or female incumbents, and total number of male and female incumbents in each of the following groups: *Asian, Black, Hispanic, Native Americans or Alaskan Natives, Native Hawaiian or Other Pacific Islander, White, Two or More Races.*

Job Groups, EEO Categories, and Analysis {41 C.F.R. 60-2.12-.13}

Job Groups

UHD has grouped its job titles into job groups based on similarity of content, opportunities, and wage rates. Similarity of content refers to the duties and responsibilities of the job titles within the job group. Similarity of opportunities refers to training, transfers, promotions, pay, mobility, and other career enhancement opportunities offered by jobs within the job group. UHD has considered the size of its workforce and the structure of its compensation system when evaluating the degree of similarity in wage rates appropriate for job group formation.

1. Job Group Formation

For the purposes of conducting meaningful workforce analysis, all active job titles are grouped by duties within the broad occupational categories of the Integrated Postsecondary Education Data System maintained by the U.S. Department of Education, known as the EEO categories. Development of the UHS' AAP job groups was consistent with the following guidelines:

- a. Jobs within a group have similar content, wage rates, and opportunities.
- b. Jobs with substantially different qualifications should not be combined.
- c. Job groups should reflect, as closely as possible, the logical structure inherent to the organization.
- d. Entry-level jobs should not be grouped with higher-level jobs, and jobs within a formal career ladder should not be combined into the same job group.
- e. Each job group should be large enough to facilitate meaningful statistical analysis.

2. EEO Categories Used for Job Group Formation

The seven broad occupational EEO categories, shown below, were used as a starting point for subdividing UHS' active job titles into job groups for the purpose of the annual AAP.

a. EEO Category H10: Executive, Administrative, and Managerial

Includes persons whose assignments require primary responsibility for management of the institution. Incumbents exercise a large amount of discretion and independent judgment. This category includes president, vice president, associate vice president, assistant vice president, executive director and dean.

b. EEO Category H20: Faculty

Includes persons whose specific assignments are to conduct instruction and research and who hold academic-rank titles of chair, professor, associate professor, assistant professor, instructor, lecturer or equivalent.

c. EEO Category H30: Professional Staff

Includes persons whose assignments require either a college degree or experience of such kind and amount as to provide a comparable background.

d. EEO Category H40: Office and Clerical Staff

All persons whose assignments typically are associated with clerical activities or are specifically of an office or facility administrative support role. This category includes personnel who are responsible for internal and external communications, recording and retrieval of data (other than computer programmers) and/or information and other processes required in an office. Titles such as admissions/records analyst, administrative assistant, and office assistant are included in this category.

e. EEO Category H60: Craft and Skilled Workers

All persons whose assignments typically require special manual skills and a thorough and comprehensive knowledge of the processes involved in the work, acquired through on-the-job training and experience, or through apprenticeship or other formal training programs. This category includes titles such as carpenters and electricians.

f. EEO Category H50: Technical and Information Technology Managers and Staff

All persons whose assignments require specialized knowledge or skills that may be acquired through experience or academic work, such as offered in many two-year technical institutions, junior colleges, or other associate degree programs in higher education. This category includes persons who perform some of the duties of a professional or technician in a supportive role, requiring less formal training and/or experience than is normally required for professional or technical status. This category includes titles such as computer technician, functional analyst, multimedia engineer, and web programmer.

g. EEO Category H70: Public Safety Officers (and Support Staff), Service Workers and Semi-Skilled Workers

All persons whose assignments require limited degrees of previously acquired skills and knowledge and perform duties that result in or contribute to the comfort, convenience, and hygiene of personnel and the student body or that contribute to the upkeep and care of buildings and facilities of the institutional property. This category includes such titles as custodial personnel, laborers, and security personnel.

Placement of Incumbents in Job Groups

Pursuant to 41 C.F.R. § 60-2.13, UHD has separately stated the number of women and minorities employed in each job group. A complete list of job titles for each job group can be found in **APPENDIX C**.

Job Group Analysis

In accordance with 41 C.F.R. § 60-2.12, UHS has prepared a job group analysis for UHD that combines titles into job groups based on similarity of content, wage rates, and opportunities. Similarity of content refers to the duties and responsibilities of the job titles within the job group. Similarity of opportunities refers to training, transfers, promotions, pay, mobility, and other career enhancement opportunities offered by jobs within the job group. UHD considered the size of its workforce and the structure of its compensation system when evaluating the degree of similarity in wage rates appropriate for job group formation.

The Job Group Analysis Summary can be found in **APPENDIX D** and provides the summary Job Group Analysis data and the percentages of women and minorities within each job group.

Determining Availability {41 C.F.R. 60-2.14-.16}

Using the Availability Factor Computation Method pursuant to 41 C.F.R. § 60-2.14, UHD has estimated the availability of women and minorities for each job group. Please visit [APPENDIX E](#) to find the estimated availability of women and minorities for each job group.

a. Consideration of Availability Factors

In determining availability of women and minorities, two factors were considered: 1) The percentage of women or minorities with requisite skills in the reasonable recruitment area and 2) The percentage of women, minorities, among those promotable, transferable, and trainable within UHD.

b. Determination of Reasonable Recruitment Area

In accordance with 41 C.F.R. § 60-2.14 (c), UHD has identified the recruitment area for each job group and considered additional possible recruitment areas. Based on that consideration, UHD determined the area from which it can reasonably seek qualified workers with the requisite skills to fill positions in a particular job group. The reasonable recruitment areas identified for affirmative action purposes are Houston, Houston-Sugarland-Baytown Metro Area, Texas and the United States.

c. Determination of Feeder Job Pools

Pursuant to 41 C.F.R. § 60-2.14 (c) (2) and (f), and based on patterns of promotion and transfer and career ladder mobility, UHD has identified the job groups which are the “feeder pools” for each job group. Such feeder pools include those employees who are reasonably promotable, transferable, and trainable. The System has not defined these feeder pools in such a way as to have the effect of excluding minorities or women.

d. Requisite Skill Census Data

Pursuant to 41 C.F.R. § 60-2.14 (d), UHD used the 2010 U.S. Census EEO Special File, which contains data on 512 individual occupational classification categories when determining the percentage of women, minorities, persons with disabilities, and veterans with requisite skills in the reasonable recruitment area. UHD identified every job title in the organization with the associated occupational classification in the EEO Special File.

e. Requisite Skill Data and Composite Availability

Pursuant to 41 C.F.R. § 60-2.14 (g), UHD has separately determined the availability of women and minorities for each job group using the reports identified above. UHD has determined the composite availability for a job group by weighting the availability for each job title by the proportion of job group incumbents employed in that job group and adding the weighted availability estimates for all job titles in the job group.

f. Calculating Final Availability

UHD has reviewed historical patterns of hiring and promotion/transfer into each job group and has determined the proportion of employees within a job group who entered the job group directly by hire from outside UHD and the proportion that entered the job group in question by promotion or transfer from within UHD. These assigned weights were determined by examining the past year's hiring statistics per job group. Statistics will be monitored annually and adjusted as needed to reflect changes in demographics and hiring patterns. By multiplying the weight for each factor by the availability for that factor, a final availability estimate was determined for each job group.

Comparing Incumbency to Availability

{41 C.F.R. 60-2.15}

General Description

Pursuant to 41 C.F.R. § 60-2.15, UHD has compared the percentage of minorities and women in each job group with the availability estimates for those job groups. Pursuant to OFCCP Supplementary Information, Section-by-Section Analysis of Comments and Revision § 60-2.15, 165 Fed. Reg. 68021, 68033-68034, UHD has used a two standard deviation test of statistical significance to determine whether the percentage of women or minorities in a job group was less than would be reasonably expected given their availability percentage for that particular job group.

Faculty

The faculty analysis covers tenure; tenure-track; and non-tenure track, including adjunct and visiting faculty. Figures for women and minorities are reviewed separately and are compared with the appropriate sources. All minority groups have been combined into a single figure.

Staff

The staff analysis is calculated by job groups. Each job group consists of job titles that are functionally related and that, when aggregated, are numerous enough to support a comparison with the external labor force figures. For staff positions ranging upward from blue collar through mid-level administrative, technical, and professional positions, the recruitment area is local, that is, Houston Texas Metro Area. Recruitment for top-level administrative positions is a mix of internal and national.

The detailed analysis (**APPENDIX F**) displays the various job groups. The incumbencies of the staff job groups were compared with the availability of their respective U. S. Census Codes and feeder job groups to create a utilization analysis.

Annual Placement Goals {41 C.F.R. 60-2.16}

Annual Placement Goals

Annual Placement Goals apply to movement into a job group, whether from new hires or from promotion or transfer from another job group.

Pursuant to 41 C.F.R. § 60-2.16, where UHD has determined the percentage of women or minorities employed in a particular job group is statistically less than would reasonably be expected given their availability for employment in the particular job group, the System has established an Annual Placement Goal. Said another way, for job groups where it was determined that the percentage of women or minorities were underutilized, UHD will make a good faith effort to utilize those impacted through implementation of action-oriented recruitment and outreach programs.

The establishment of an Annual Placement Goal (**APPENDIX G**) does not amount to an admission of impermissible conduct. It is neither a finding of discrimination nor a finding of a lack of good faith affirmative action efforts. Rather, the establishment of an Annual Placement Goal is designed to be a technical targeting term used exclusively by affirmative action planners who seek to apply good faith efforts to increase, in the future, the percentage employment of women, minorities, persons with disabilities, and veterans in the workforce.

In accordance with 41 C.F.R. § 60-2.16, the following principles apply to Annual Placement Goals:

- a. Annual Placement Goals are not rigid or inflexible quotas which must be met.
- b. Annual Placement Goals do not set a ceiling or a floor for the employment of particular groups.
- c. Annual Placement Goals do not justify and will not be used to extend a preference to any person, select a person, or adversely affect any person's employment status on the basis of that person's race, sex, color, national origin, religion, or age.
- d. Annual Placement Goals do not create set-asides for specific groups and are not intended to achieve proportional representation or equal results.
- e. Annual Placement Goals will not be used to supersede merit selection principles and do not require or justify the hiring or promotion of a less qualified person in preference to a more qualified person.

Identification of Problem Areas {41 C.F.R. 60-2.17(b)}

Pursuant to 41 C.F.R. § 60-2.17 (b), the following is UHD's assessment of measurable aspects of the classification, compensation, recruitment and employment, and other practices in the workforce by organization and by job group.

Analysis of Workforce

1. Workforce by Organizational Unit

UHD has reviewed the workforce by organizational unit, as set forth in the Workforce Analysis, to determine if problems exist for women or minorities in employment practices in any organizational unit or distribution in different jobs within any organizational unit, and no significant problems were discovered.

2. Workforce by Job Group

UHD has reviewed the workforce by job group to determine if problems exist for women or minorities in employment practices within any job group. UHD has determined that no significant problems exist.

Analysis of Personnel Activity

1. Workforce by Organizational Unit

UHD has reviewed the workforce by organizational unit, as set forth in the Workforce Analysis, to determine if problems exist in terms of minority or female employment in any unit or of minority distribution in different jobs within any unit. No problems were discovered. The Annual Placement Goals can adequately address issues with respect to employment in, or distribution within, organizational units.

2. Workforce by Job Group

UHD has reviewed the workforce by job group to determine if problems exist in terms of minority or female employment in any job group. The University has determined that no problems exist. The University has established annual placement goals for job groups where incumbent minority and/or female employment is significantly less than estimated availability for those particular groups.

Analysis of Classification and Compensation

1. Analysis of Position Descriptions

UHD has reviewed requested non-faculty job classification actions and associated compensation actions to assure that positions with the same title are comparable in terms of essential job content. Required educational level and necessary experience criteria to perform the essential duties of the job and UHD found no significant problems.

2. Analysis of Compensation

UHD has reviewed compensation policies and practices regarding starting pay, wage and salary ranges, merit, and promotional pay increases and determined that any problems that

may have been identified in the analysis could be remedied through good-faith employment practices.

Analysis of Recruitment and Employment

1. Analysis of Applicant Flow by Job Group

UHD has performed a statistical comparison of the women and minority composition of candidates selected and of applicants recruited, referred, interviewed, and selected in each job title. UHD found no significant disparities.

2. Analysis of Selection, Recruitment, Referral and Other Personnel Procedures

UHD has reviewed the applicant flow data for filled vacancies from the point of application to referral, interview, and selection for the women and minority composition of applicants and new hires and has found no significant disparities reflecting inappropriate recruitment or selection.

3. Analysis of Hiring Procedures

UHD has reviewed its recruitment, referral, selection, and other hiring procedures to determine whether they result in disparities in the employment or advancement of women or minorities. Employment practices were reviewed with regard to the use of external recruiting sources and search firms, the posting of job openings and the postings with the Texas Workforce Commission. UHD found no significant impediments to equal employment opportunity in any of these areas.

4. Analysis of Promotions

UHD does not perform a statistical analysis on promotions since vacant non-faculty positions are filled by posting and advertising the positions in a competitive process and is analyzed with applicant and new hire data. Faculty promotions are based on the individual attaining the required qualifications, and there are no promotional pools to consider.

5. Analysis of Terminations by Job Title

UHD does not perform a statistical analysis on terminations unless there is a statistically significant reduction-in-force event. No statistically significant reductions in force occurred during FY 2015-2016. All reduction-in-force procedures are monitored by Employment Services and Operations and the Office of General Counsel. All other terminations are voluntary by an employee or involuntary based on employee performance deficits or inappropriate or illegal activities. No pools of employees are involved in these terminations.

6. UHD has reviewed its employment practices for any other obstacles to achieving equal employment opportunity and affirmative action objectives and has found no significant problems.

Other Analysis

UHD continuously reviews various other employment issues, including facilities, university-sponsored recreational and social events, training programs, and workforce attitude. No significant problems have been identified.

Review of Personnel Processes

Ongoing monitoring of key systems and processes ensure that affirmative action goals are actively pursued and proactive measures are taken to ensure equal opportunity. These include:

1. Overall Review

The Assistant Vice-Chancellor for EOS and the Vice President of Employment Services and Operations review, and keep under continuing review, all human resources procedures to ensure that there are no impediments to full utilization of the job qualifications of women, minorities, persons with disabilities, and veterans.

2. Review of Physical and Mental Job Requirements {41 C.F.R. 60-741.44(c), -250.44(c)}

The Vice President of Employment Services and Operations provides a schedule for the review of all physical and mental job requirements to ensure that, to the extent that these requirements tend to screen out qualified disabled veterans, they are job-related and are consistent with business necessity and safe performance of the job.

3. Employee Recruitment Process

To ensure EEO/AA requirements and guidelines are followed:

- a. UHD provides adequate notice of all of its vacancies to current employees and other interested parties outside the UHD community, in attempt to provide a wide dissemination. All job vacancies are electronically posted for a minimum of ten (10) business days at <https://jobs.uhd.edu/>.
- b. All staff positions are also posted with the Texas Workforce Commission via WorkinTexas.com.
- c. Pre-employment applicant questions will be based on job-related qualifications and requirements for the position, consistent with business necessity and the safe performance of the job, and will not screen out or tend to screen out qualified women or minorities. The applicant questions will be documented in advance and asked of all applicants for a position.
- d. Departments engaged in hiring new employees are required to document the disposition of applications in the applicant pools, which are audited and monitored by Employment Services and Operations.
- e. Applicants needing assistance with the application or interview process may contact Employment Services and Operations.

4. Invitation to Self-Identify

An invitation to self-identify for women and minorities is distributed to all applicants as part of the application process. Self-identification opportunities are also provided for employees

during new employee orientation. Self-identification is voluntary. No employee or applicant is subject to adverse treatment for either providing or declining to provide this information.

5. Reasonable Accommodation

Incumbent employees may voluntarily identify a disability, with or without a request for a reasonable work accommodation, to their supervisor, Vice President of Employment Services and Operations or Equal Opportunity Services (the Assistant Vice-Chancellor of EOS is also the UHS' ADA coordinator) after the hire. A determination of what is a reasonable accommodation will be made on a case-by-case basis through an interactive process involving the employee and the appropriate manager.

6. Record Keeping

The objective of all record keeping systems implemented is to assess the results of past actions, trends, the appropriateness of 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 record keeping 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 record keeping 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.

7. Confidentiality

UHS complies with Title I Regulations 1630.13 and 1630.14 regarding prohibited medical examinations and inquiries. Information concerning a disability or medical history of an employee is afforded the same confidentiality as medical records. Consistent with this obligation, such information is collected, maintained, and filed in a secure file separate from all other personnel records. Medical information may be disclosed in the following conditions:

- a. First aid and safety personnel who may be required to provide emergency treatment due to the employee's disability or medical condition
- b. Authorized representatives of government agencies and other organizations
- c. Investigating compliance with applicable laws or involving the System's internal grievance procedure
- d. Functional limitations and resulting accommodations. Supervisors will be informed.

8. Training of Personnel Involved in Selection {41 C.F.R. 60-741.44(j), -250.44(j)}.

Administrators, managers, and supervisors with responsibilities for hiring, transfer, promotion, and all other staff related functions periodically receive training on applicable federal and state law, UHD/UHS policies and procedures, and provisions of the affirmative action practices for veterans and individuals with disabilities. Affirmative action best practices are reviewed regularly and guidance is offered in group settings or on a case-by-case basis. Examples of training topics include: accessible publication tips, alternate format verbiage suggestions, use of electronic media and website accessibility tips, determining essential functions for a vacant position, and resources available at external agencies and at

UHD. Guidance is offered to prepare managers to effectively communicate with people who have known disabilities.

9. Compensation and Benefits {41 C.F.R. 60-741.21(i), -250.21(i)}.

UHD policy does not allow for the reduction of compensation offered for a position due to age, race, color, disability, religion, national origin, veteran's status, genetic information, or sex (including pregnancy), except where such a distinction is required by law.

10. Complaints of Discrimination or Harassment {41 C.F.R. 60-741.44(e), -250.44(e)}.

UHD has developed and implemented procedures to ensure that women and minority employees, who are individuals with disabilities or protected veterans, are not harassed because of their age, race, color, disability, religion, national origin, veteran's status, genetic information, or sex (including pregnancy) except where such a distinction is required by law. UHD monitors the number and location of harassment and discrimination complaints brought to the office to determine problem areas and takes proactive steps to ensure equal opportunity and access to all System employees and guests.

11. Contracting Requirements

UHD and its subcontractors under a United States government contract of \$10,000 or more shall include the affirmative action clause in each of their non-exempt subcontracts. Such necessary changes in language may be made to the clause as is appropriate to identify properly the parties and their undertakings. The affirmative action clause may be incorporated by reference in all contracts and subcontracts. In fact, by operation of the act, the affirmative action clause shall be considered a part of every contract and subcontract for which the clause is required by the act and/or regulations, whether or not the clause is physically incorporated in such contracts and whether or not there is a written contract between the government and UHD.

Action Oriented Programs

The University of Houston-Downtown tailors its action-oriented programs each year to ensure they are specific to the problems identified.

Recruitment

1. UHD will continue to place advertisements on job opportunities through local job service offices. The local job service office will be notified concurrent with the placement of a newspaper ad.
2. Due to the extensive technical education and experience required for some positions, UHD will also continue to place job opportunity announcements in the University's website and in national newspapers, trade publications, and national association communications when appropriate.
3. Advertisements and newsletters will always carry the Equal Employment Opportunity/Affirmative Action clause.
4. Minority and female applicants will be considered for all positions for which they are qualified.
5. Utilization reports are completed by Employment Services and Operations. These reports are monitored and notification is issued to the appropriate departments. This process assists in the reduction of underutilization by keeping all campus offices informed, which provides them with current information to promote affirmative action hiring practices. Special attention will be afforded during the plan year to those areas in which underutilization increased.
6. UHD will continue to encourage all employees to participate in all training, educational, professional development, and mentoring programming available to them and to recommend other programs that will provide meaningful experiences.
7. UHD will continue to encourage all employees to participate with and become involved on various councils, boards, seminars, workshops, and other groups designed to bring about equal employment opportunities.
8. UHD will continue to cooperate with educational institutions in programs designed to assist minority and female graduates to compete in the employment market on a more equitable basis.
9. UHD will continue to publicize achievements of minority and women employees in local media to encourage the active recruitment of others to its workforce.
10. UHD will continue to work with all organizations concerned with equal employment opportunity for minorities and women. Presently implemented are the following employee programs:
 - a. Free Course Offering for all employees of the UHS. Course offerings, some for college credit, are made available to all individuals as an opportunity to improve their skills and education.
 - b. Staff Outreach: ESO staff make themselves available to University departments and employees as resources.
 - c. Extensive Training Offerings: ESO frequently hosts training workshops for all employees. These workshops cover a wide variety of human resource, information technology, and equal employment issues.
 - d. Search Committee Orientation Sessions are provided to inform committee members of System policies and procedures and EEO/AA regulations as positions are being filled. Guidance on the development of the position criteria, recruitment efforts, screening of applications, interview techniques, and selection procedures is provided.

- e. **Internet:** ESO has implemented online Internet postings of all available non-exempt and exempt staff and faculty job announcements. Online Internet postings assist with expanding recruitment efforts by advertising UHD positions worldwide, as well as provide general information regarding employment at the System.
- 11. UHD will continue to recruit at several colleges and universities, including historically black colleges and universities and Hispanic serving institutions.
- 12. UHD will continue to publish recruiting brochures where minority, female, and disabled members of the workforce are included, as well as in other System literature.
- 13. All of the UHS investigators at the EOS possess law degrees and their area of expertise is equal employment law.
- 14. The Office of Equal Opportunity Services (UHS) staff keeps abreast of new regulations through participation and membership with national associations.

Job Specifications/Selection Process

- 1. UHD develops position descriptions that accurately reflect position functions and are consistent for the same position from one location to another.
- 2. UHD develops job or worker specifications that contain academic, experience, and skill requirements that do not constitute inadvertent discrimination. Develop specifications that are free from bias with regard to age, race, color, religion, national origin, disability, or veteran status.
- 3. ESO approved position specifications and worker specifications are made available to all members of management involved in the recruiting, screening, selection, and promotion process. Copies may also be made available to recruiting sources.
- 4. UHD will continue to use only worker specifications that include job-related criteria.
- 5. UHD will continue to carefully select and counsel all personnel involved in the recruiting, screening, selection, promotion, disciplinary, and related processes to eliminate bias in all personnel actions.
- 6. All hires will be reviewed by ESO staff to ensure position qualifications are met according to advertised criteria based on approved position specifications.
- 7. Salary offers will be reviewed by ESO staff to ensure fair and equitable treatment of all employees. Justification will be required when salary offers create inequities.

Job Advancement

- 1. UHD will continue to post or announce job opportunities.
- 2. UHD will continue to make use of the inventory of our current employee skills, when completed, to determine academic, skill, and experience level of individual employees.
- 3. UHD will establish, whenever feasible, formal career counseling programs to include apprenticeships, mentorship, education, aid, job rotation, and similar programs.
- 4. UHD will require supervisory personnel to submit justification when apparently qualified minority or female employees are not selected for promotion.
- 5. UHD will review seniority practices to ensure such practices are non-discriminatory and do not have discriminatory effect.
- 6. UHD will continue to use a formal employee evaluation program. Official Staff and Faculty Performance Evaluation systems exist and must be used for annual reviews of all employees.
- 7. UHD will encourage employees to continue with training and development courses and include them in their career development plan.

Audit and Reporting System

{41 C.F.R. 60-2.17 (d)}

Pursuant to 41 C.F.R. § 60-2.17(d), UHS and UHD periodically measure and report on the effectiveness of the AAP to assure that the System's policy of non-discrimination is incorporated into all employment practices. It is the responsibility of EOS to monitor all employment and personnel practices to ensure compliance with applicable regulations and adherence to the UHD's Statement of Policy, to report specific problems to the appropriate management personnel, and to measure the effectiveness of UHD's AAP.

UHS' audit and reporting system is designed to:

1. Measure the effectiveness of the AAP.
2. Identify any need for remedial action.
3. Determine the degree to which UHD's objectives are being attained.
4. Determine whether individuals with known disabilities or protected veterans have had the full opportunity to participate in all University-sponsored educational, training, recreational and social activities.
5. Measure UHD's compliance with the AAP's specific obligations.

Internal Audit

UHD continually audits and assesses its progress in meeting its affirmative action goals through both reports and the monitoring of key systems. EOS and Employment Services and Operations (ESO) monitor all personnel related transactions which occur. This includes the advertising process, referrals, placements, transfers, promotions, salary adjustments, and terminations. EOS and ESO also offer assistance to hiring managers in locating and recruiting individuals with disabilities and protected veterans.

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

To ensure that the audit system is effective, all records concerning applicants who are individuals with disabilities or protected veterans will be maintained for two years, and all personnel actions involving these employees will be individually maintained as part of their personnel files. Special reports summarizing affirmative action efforts to assist covered employees will be provided to members of upper management annually.

Federal Affirmative Action and State Recruitment Plans

In accordance with Executive Order 11246 and Sec. 21.502 of Chapter 21 of the Texas Labor Code, UHD's affirmative action/recruitment plans allow for analysis of UHD's efforts at achieving its affirmative action goals. Printed versions are distributed and published to the University community to inform them of the University's progress in meeting its affirmative action goals. Additionally, the report is available in the ESO and at UHS' EOS. It is also electronically available.

Annual VETS-100 Report

{38 U.S.C. § 4211 and 4212, at 41 C.F.R. § 61-250 and 61-300}

The U.S. Department of Labor Veterans' Employment and Training service (VETS) and Office of Federal Contractor Compliance Programs (OFCCP) have supported affirmative actions to employ and advance in employment "covered veterans" since 2008. As legislatively mandated, contractors and subcontractors who enter into or modify a contract or subcontract with the federal government and whose contract meets the criteria set forth in the above legislation/regulations, are required to report annually on their affirmative action efforts in employing veterans. VETS has a legislative requirement to collect and make available to OFCCP reported data contained on the VETS-100 and/or VETS-100A reports for compliance enforcement.

Veteran's Workforce Summary

{Texas Government Code Annotated, Section 657.008(a)3}

The Veteran Workforce Summary and Veteran's Complaints Report compiles and analyzes information on the hiring and employment of veterans by State of Texas agencies and institutions of higher education. The State of Texas Comptroller's Office files this report annually with the Texas Legislature following the fourth calendar quarter. The report is also distributed to other elected officials, the Texas Veterans Commission and the American Legion. The report is based on data agencies and institutions entered or submitted to the Comptroller's Human Resource Information System (HRIS), the Standardized Payroll/Personnel Reporting System (SPRS) or the Uniform Statewide Payroll/Personnel System (USPS).

IPEDES-S Reports

According to Title VII of the Civil Rights Act of 1964, Section 709 (c), institutions of higher education are required to collect and maintain records necessary for the completion of the higher education staff reports (IPEDES-S) and file with the National Center for Education Statistics.

Appendices

APPENDIX A

NATIONAL AND STATE SOURCES

Hispanic Outlook in Higher Education

210 Route 4 East

Suite 310

Paramus, NJ 07652

Phone : 201-587-8800

Fax : 201-587-9105

www.hispanicoutlook.com

Affirmative Action Register for Effective Equal Employment Opportunity Recruitment

8356 Olive Blvd.

St. Louis, MO 63132

Phone: 314 - 991-1335 or (800) 537-0655

Fax: 314 - 997-1788

www.aar-eco.com

Diverse Issues in Higher Education

10520 Warwick Avenue, Suite B-8

Fairfax, VA 22030

Phone: 800-783-3199 or 703-385-2981

Fax: 703-385-1839

www.blackissues.com

Association of Women in Science Newsletter

1200 New York Ave, Suite 650 NW

Washington, DC 20005

Phone: (202) 326-8940

www.awis.org

The Black Scholar, Journal of Black Studies and Research

904 Greene St. #2

Ann Arbor, MI 48104

Phone: (734) 213-2400

Fax: (734) 213-2657

www.theblackscholar.org

The Chronicle of Higher Education

1255 23rd St. N.W.

Suite 700

Washington, D.C. 20037

Phone: 202-466-1000

<http://chronicle.com>

LOCAL SOURCES

Texas Workforce Commission

Work Source Employees Services
2020 North Loop West Suite #205
Houston, TX 77018
Phone: (713) 688-6890
Fax: (713) 688-8062
www.twc.state.tx.us

Houston Defender

3003 South Loop West, Suite 320
Houston, TX 77056
PO Box 8005, Houston, TX 77054
Phone: (713) 663-6996
Fax: (713) 663-7116
www.ads@houstondefender.com

The Houston Chronicle

601 Texas Avenue
Houston, TX 77002
Phone: 713-220-6029
www.houstonchronicle.com

Houston Hispanic Chamber of Commerce

1801 Main St – Suite 1075
Houston, TX 77002
Phone (713) 644-7070
Fax: (713) 644-7377
www.houstonhispanicchamber.com

NATIONAL & STATE ORGANIZATIONS

American Association of University Women

1111 Sixteen St. N. W.
Washington, DC 20036
Phone: (800) 326-AAUW (2289)
Fax: (202) 872-1425
www.aauw.org

College and University Personnel Association (CUPA)

The CUPA News
1233 20th St., N. W., Suite 301
Washington, DC 20036-1250
Phone: (202) 429-0311
<http://www.cupahr.org/advertising/jobline.html>

National Urban League

120 Wall St.
New York, NY 10005
Phone: (212) 558-5300
www.nul.org

National Alliance of Black School Educators

310 Pennsylvania Ave SE
Washington, DC 20003
Phone: 1-800-221-2654
Fax: (202) 608-6319
www.nabse.org

National Association for Equal Opportunities in Higher Education (NAFEO)

8701 Georgia, Avenue, Suite 200
Silver Spring, Maryland 20910
Phone: (301) 650-2440
Fax: (301) 495-3306
www.nafeo.org

Texas Association of Chicanos in Higher Education (TACHE)

PO Box 986
Austin, TX 78767-0986
Phone: (979) 862-4065

Society for Human Resource Management (SHRM)

1800 Duke St.
Alexandria, VA 22314
Phone: (703) 548-3440
Fax: (703) 836-0367
www.shrm.org

LOCAL VETERANS ASSISTANCE ORGANIZATIONS

Texas Department of Assistive and Rehabilitative Services

Regional Office
5425 Polk St, Suite # 410
Houston, TX 77023
(713) 928-7700

Texas Commission for the Blind

Regional Office / Assistive & Rehabilitative Services Affiliate
427 W 20th St, Suite # 407
Houston, TX 77008
(713) 802-3100

Texas Veterans Commission

Regional Office
2002 Holcombe Blvd., Suite# 2A112
Houston, TX 77030
(713) 794-7785

Department of Veterans Affairs

Regional Office
6900 Almeda Road
Houston, TX 77030
Benefits Information Number: (800) 827-1000
TDD Number: (800) 829-4833

Houston Vet Center

2900 Richmond, Suite 325
Houston, TX 77098
(713) 523-0884
Toll Free Number: (877) 927-8387

University of Houston Downtown Veterans Services

University of Houston-Downtown
Veterans Services Office
One Main Street, Suite S244
Houston, TX 77002
(713) 221-8622

LOCAL DISABILITY ASSISTANCE ORGANIZATIONS

Mayor's Office for People with Disabilities

1475 West Gray, Box # 10

Houston, TX 77019

(713) 284-1990

www.houstontx.gov/disabilities

Gulf Coast Aging and Disability Resource Center

8000 N. Stadium Drive

Houston, TX 77054

(877) 393-1090

Southwest ADA Center

2323 S. Shepherd, Suite # 1000

Houston, TX 77019

(713) 520-0232

<http://southwestada.org>

Harris County Area Agency on Aging

4802 Lockwood Drive

Houston, TX 77026

(877) 393-1090

www.careconnection.org

Office of Disability Services

One Main Street, 409-South

Houston, Texas 77002

Office Phone (713) 226-5227

Fax (713) 223-7445

E-mail disabilityservices@uhd.edu

APPENDIX B

Work Force Analysis

Work Force Analysis Summary

Department	Total	Total Min			Total		White		Black		Hisp		Asian		AmInd		NHOPI		Two+	
		#	%		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Academic Advising	11	7	63.64	Male	3	27.27	1	9.09	2	18.18	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	8	72.73	3	27.27	3	27.27	1	9.09	1	9.09	0	0.00	0	0.00	0	0.00
Academic Affairs	6	4	66.67	Male	2	33.33	1	16.67	1	16.67	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	4	66.67	1	16.67	1	16.67	2	33.33	0	0.00	0	0.00	0	0.00	0	0.00
Academic Support Center	3	2	66.67	Male	2	66.67	1	33.33	0	0.00	1	33.33	0	0.00	0	0.00	0	0.00	0	0.00
				Female	1	33.33	0	0.00	0	0.00	1	33.33	0	0.00	0	0.00	0	0.00	0	0.00
Accounts Payable	9	9	100.00	Male	3	33.33	0	0.00	2	22.22	1	11.11	0	0.00	0	0.00	0	0.00	0	0.00
				Female	6	66.67	0	0.00	5	55.56	1	11.11	0	0.00	0	0.00	0	0.00	0	0.00
Administration & Finance	4	3	75.00	Male	1	25.00	1	25.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	3	75.00	0	0.00	1	25.00	1	25.00	1	25.00	0	0.00	0	0.00	0	0.00
Advancement & Univ Relations	16	4	25.00	Male	5	31.25	4	25.00	0	0.00	0	0.00	1	6.25	0	0.00	0	0.00	0	0.00
				Female	11	68.75	8	50.00	1	6.25	1	6.25	1	6.25	0	0.00	0	0.00	0	0.00
Advising & Mentoring	4	1	25.00	Male	2	50.00	2	50.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	2	50.00	1	25.00	1	25.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Applied Administration	4	2	50.00	Male	1	25.00	0	0.00	0	0.00	0	0.00	1	25.00	0	0.00	0	0.00	0	0.00
				Female	3	75.00	2	50.00	1	25.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Applied Business & Technology	2	1	50.00	Male	2	100.00	1	50.00	0	0.00	0	0.00	1	50.00	0	0.00	0	0.00	0	0.00
				Female	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Arts and Humanities	50	21	42.00	Male	21	42.00	14	28.00	2	4.00	5	10.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	29	58.00	15	30.00	8	16.00	4	8.00	2	4.00	0	0.00	0	0.00	0	0.00
Budget Office	6	5	83.33	Male	3	50.00	0	0.00	0	0.00	2	33.33	1	16.67	0	0.00	0	0.00	0	0.00
				Female	3	50.00	1	16.67	1	16.67	1	16.67	0	0.00	0	0.00	0	0.00	0	0.00
Business Affairs	2	1	50.00	Male	1	50.00	1	50.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	1	50.00	0	0.00	0	0.00	1	50.00	0	0.00	0	0.00	0	0.00	0	0.00

Work Force Analysis Summary

Department	Total	Total Min			Total		White		Black		Hisp		Asian		AmInd		NHOPI		Two+			
		#	%		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
Career Development Center	3	1	33.33	Male	1	33.33	0	0.00	0	0.00	1	33.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	2	66.67	2	66.67	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Center for Family Strengths	1	0	0.00	Male	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	1	100.00	1	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
College of Business	31	18	58.06	Male	10	32.26	4	12.90	2	6.45	4	12.90	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	21	67.74	9	29.03	6	19.35	6	19.35	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
College of Public Service	11	7	63.64	Male	1	9.09	0	0.00	1	9.09	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	10	90.91	4	36.36	3	27.27	3	27.27	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Computer Science & Engineering	19	11	57.89	Male	14	73.68	6	31.58	1	5.26	0	0.00	7	36.84	0	0.00	0	0.00	0	0.00	0	0.00
				Female	5	26.32	2	10.53	1	5.26	1	5.26	1	5.26	0	0.00	0	0.00	0	0.00	0	0.00
Computing, Telecom & Video Net	14	11	78.57	Male	14	100.00	3	21.43	3	21.43	7	50.00	0	0.00	0	0.00	1	7.14	0	0.00	0	0.00
				Female	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Criminal Justice	21	3	14.29	Male	8	38.10	7	33.33	0	0.00	0	0.00	1	4.76	0	0.00	0	0.00	0	0.00	0	0.00
				Female	13	61.90	11	52.38	2	9.52	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Criminal Justice Training Ctr.	5	2	40.00	Male	3	60.00	3	60.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	2	40.00	0	0.00	1	20.00	0	0.00	0	0.00	0	0.00	1	20.00	0	0.00	0	0.00
Disability Services	3	3	100.00	Male	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	3	100.00	0	0.00	2	66.67	1	33.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Distance Education	6	3	50.00	Male	2	33.33	2	33.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	4	66.67	1	16.67	2	33.33	1	16.67	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Diversity, Equity, & Inclusion	1	0	0.00	Male	1	100.00	1	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Emergency Management	1	0	0.00	Male	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	1	100.00	1	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00

Work Force Analysis Summary

Department	Total	Total Min			Total		White		Black		Hisp		Asian		Amlnd		NHOPI		Two+	
		#	%		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Employment Svcs & Operations	15	13	86.67	Male	3	20.00	0	0.00	2	13.33	1	6.67	0	0.00	0	0.00	0	0.00	0	0.00
				Female	12	80.00	2	13.33	4	26.67	6	40.00	0	0.00	0	0.00	0	0.00	0	0.00
English	46	10	21.74	Male	18	39.13	13	28.26	3	6.52	0	0.00	2	4.35	0	0.00	0	0.00	0	0.00
				Female	28	60.87	23	50.00	3	6.52	1	2.17	1	2.17	0	0.00	0	0.00	0	0.00
English Language Institute	5	3	60.00	Male	1	20.00	1	20.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	4	80.00	1	20.00	1	20.00	2	40.00	0	0.00	0	0.00	0	0.00	0	0.00
Enrollment Management/Services	1	0	0.00	Male	1	100.00	1	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Enterprise Systems	16	12	75.00	Male	9	56.25	3	18.75	1	6.25	2	12.50	3	18.75	0	0.00	0	0.00	0	0.00
				Female	7	43.75	1	6.25	0	0.00	3	18.75	3	18.75	0	0.00	0	0.00	0	0.00
Facilities Management	36	30	83.33	Male	31	86.11	5	13.89	6	16.67	17	47.22	3	8.33	0	0.00	0	0.00	0	0.00
				Female	5	13.89	1	2.78	2	5.56	1	2.78	1	2.78	0	0.00	0	0.00	0	0.00
Finance, Accounting & EIS	44	28	63.64	Male	29	65.91	10	22.73	3	6.82	2	4.55	14	31.82	0	0.00	0	0.00	0	0.00
				Female	15	34.09	6	13.64	3	6.82	2	4.55	3	6.82	0	0.00	1	2.27	0	0.00
Financial Aid	23	21	91.30	Male	2	8.70	1	4.35	1	4.35	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	21	91.30	1	4.35	6	26.09	11	47.83	3	13.04	0	0.00	0	0.00	0	0.00
Gallery	1	0	0.00	Male	1	100.00	1	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
General Accounting	5	4	80.00	Male	1	20.00	1	20.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	4	80.00	0	0.00	1	20.00	1	20.00	2	40.00	0	0.00	0	0.00	0	0.00
Global Citizenship	1	0	0.00	Male	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	1	100.00	1	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Graduate & International Adm	1	1	100.00	Male	1	100.00	0	0.00	0	0.00	0	0.00	1	100.00	0	0.00	0	0.00	0	0.00
				Female	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00

Work Force Analysis Summary

Department	Total	Total Min			Total		White		Black		Hisp		Asian		AmInd		NHOPI		Two+			
		#	%		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
Honors Programs	1	0	0.00	Male	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	1	100.00	1	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Humanities & Social Sciences	11	8	72.73	Male	4	36.36	2	18.18	0	0.00	1	9.09	1	9.09	0	0.00	0	0.00	0	0.00	0	0.00
				Female	7	63.64	1	9.09	3	27.27	3	27.27	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Information Technology	9	7	77.78	Male	3	33.33	1	11.11	0	0.00	1	11.11	0	0.00	0	0.00	1	11.11	0	0.00	0	0.00
				Female	6	66.67	1	11.11	4	44.44	1	11.11	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Institutional Effectiveness	10	6	60.00	Male	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	10	100.00	4	40.00	3	30.00	0	0.00	3	30.00	0	0.00	0	0.00	0	0.00	0	0.00
Interdisciplinary Studies	4	1	25.00	Male	2	50.00	1	25.00	0	0.00	1	25.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	2	50.00	2	50.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Library	33	16	48.48	Male	8	24.24	3	9.09	2	6.06	1	3.03	2	6.06	0	0.00	0	0.00	0	0.00	0	0.00
				Female	25	75.76	14	42.42	3	9.09	7	21.21	1	3.03	0	0.00	0	0.00	0	0.00	0	0.00
Mathematics and Statistics	44	19	43.18	Male	23	52.27	14	31.82	1	2.27	0	0.00	8	18.18	0	0.00	0	0.00	0	0.00	0	0.00
				Female	21	47.73	11	25.00	4	9.09	1	2.27	5	11.36	0	0.00	0	0.00	0	0.00	0	0.00
Mgmt, Mkt. & Business Admin.	51	19	37.25	Male	28	54.90	18	35.29	3	5.88	2	3.92	5	9.80	0	0.00	0	0.00	0	0.00	0	0.00
				Female	23	45.10	14	27.45	7	13.73	1	1.96	1	1.96	0	0.00	0	0.00	0	0.00	0	0.00
Mstr of Security Mgmt for Exec	1	0	0.00	Male	1	100.00	1	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Natural Sciences	52	22	42.31	Male	24	46.15	17	32.69	1	1.92	2	3.85	4	7.69	0	0.00	0	0.00	0	0.00	0	0.00
				Female	28	53.85	13	25.00	1	1.92	4	7.69	10	19.23	0	0.00	0	0.00	0	0.00	0	0.00
Office of the President	7	5	71.43	Male	3	42.86	0	0.00	0	0.00	2	28.57	1	14.29	0	0.00	0	0.00	0	0.00	0	0.00
				Female	4	57.14	2	28.57	0	0.00	2	28.57	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Police	38	26	68.42	Male	30	78.95	9	23.68	8	21.05	13	34.21	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	8	21.05	3	7.89	1	2.63	4	10.53	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00

Work Force Analysis Summary

Department	Total	Total Min			Total		White		Black		Hisp		Asian		AmInd		NHOPI		Two+	
		#	%		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Purchasing	3	2	66.67	Male	1	33.33	1	33.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	2	66.67	0	0.00	0	0.00	1	33.33	1	33.33	0	0.00	0	0.00	0	0.00
Registrar	12	10	83.33	Male	4	33.33	1	8.33	1	8.33	2	16.67	0	0.00	0	0.00	0	0.00	0	0.00
				Female	8	66.67	1	8.33	3	25.00	3	25.00	1	8.33	0	0.00	0	0.00	0	0.00
Research & Sponsored Programs	5	4	80.00	Male	1	20.00	0	0.00	1	20.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	4	80.00	1	20.00	1	20.00	2	40.00	0	0.00	0	0.00	0	0.00	0	0.00
Risk Management & Compliance	6	5	83.33	Male	2	33.33	1	16.67	0	0.00	1	16.67	0	0.00	0	0.00	0	0.00	0	0.00
				Female	4	66.67	0	0.00	4	66.67	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Scholars Academy	2	2	100.00	Male	1	50.00	0	0.00	0	0.00	1	50.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	1	50.00	0	0.00	0	0.00	1	50.00	0	0.00	0	0.00	0	0.00	0	0.00
Sciences & Technology	9	7	77.78	Male	2	22.22	1	11.11	1	11.11	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	7	77.78	1	11.11	3	33.33	3	33.33	0	0.00	0	0.00	0	0.00	0	0.00
Social Sciences	58	21	36.21	Male	28	48.28	17	29.31	2	3.45	6	10.34	3	5.17	0	0.00	0	0.00	0	0.00
				Female	30	51.72	20	34.48	3	5.17	3	5.17	3	5.17	1	1.72	0	0.00	0	0.00
Social Work	6	3	50.00	Male	1	16.67	1	16.67	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	5	83.33	2	33.33	3	50.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Sports and Fitness	6	5	83.33	Male	3	50.00	0	0.00	0	0.00	3	50.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	3	50.00	1	16.67	0	0.00	2	33.33	0	0.00	0	0.00	0	0.00	0	0.00
Student Accounting & Cashier	8	5	62.50	Male	1	12.50	1	12.50	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	7	87.50	2	25.00	4	50.00	1	12.50	0	0.00	0	0.00	0	0.00	0	0.00
Student Activities	3	2	66.67	Male	2	66.67	0	0.00	1	33.33	1	33.33	0	0.00	0	0.00	0	0.00	0	0.00
				Female	1	33.33	1	33.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Student Affairs	5	4	80.00	Male	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	5	100.00	1	20.00	4	80.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00

Work Force Analysis Summary

Department	Total	Total Min			Total		White		Black		Hisp		Asian		AmInd		NHOPI		Two+	
		#	%		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Student Services	4	1	25.00	Male	2	50.00	1	25.00	0	0.00	1	25.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	2	50.00	2	50.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Talent Search	4	4	100.00	Male	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	4	100.00	0	0.00	2	50.00	2	50.00	0	0.00	0	0.00	0	0.00	0	0.00
Teaching and Learning Center	2	0	0.00	Male	2	100.00	2	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Technical Services	12	11	91.67	Male	9	75.00	1	8.33	3	25.00	4	33.33	1	8.33	0	0.00	0	0.00	0	0.00
				Female	3	25.00	0	0.00	1	8.33	2	16.67	0	0.00	0	0.00	0	0.00	0	0.00
Technology Learning Services	13	6	46.15	Male	12	92.31	7	53.85	2	15.38	2	15.38	1	7.69	0	0.00	0	0.00	0	0.00
				Female	1	7.69	0	0.00	1	7.69	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Testing	2	2	100.00	Male	1	50.00	0	0.00	0	0.00	0	0.00	1	50.00	0	0.00	0	0.00	0	0.00
				Female	1	50.00	0	0.00	0	0.00	1	50.00	0	0.00	0	0.00	0	0.00	0	0.00
Transfer Center	5	5	100.00	Male	2	40.00	0	0.00	1	20.00	1	20.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	3	60.00	0	0.00	2	40.00	1	20.00	0	0.00	0	0.00	0	0.00	0	0.00
Undergraduate Admissions	27	22	81.48	Male	11	40.74	4	14.81	6	22.22	1	3.70	0	0.00	0	0.00	0	0.00	0	0.00
				Female	16	59.26	1	3.70	9	33.33	3	11.11	2	7.41	1	3.70	0	0.00	0	0.00
University Business Services	7	5	71.43	Male	1	14.29	0	0.00	1	14.29	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	6	85.71	2	28.57	4	57.14	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
University College	11	7	63.64	Male	6	54.55	3	27.27	3	27.27	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	5	45.45	1	9.09	3	27.27	0	0.00	1	9.09	0	0.00	0	0.00	0	0.00
Upward Bound	4	4	100.00	Male	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	4	100.00	0	0.00	4	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Urban Education	25	9	36.00	Male	7	28.00	6	24.00	0	0.00	1	4.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	18	72.00	10	40.00	3	12.00	3	12.00	2	8.00	0	0.00	0	0.00	0	0.00

Work Force Analysis Summary

Department	Total	Total Min			Total		White		Black		Hisp		Asian		AmInd		NHOPI		Two+	
		#	%		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
User Support Services	19	16	84.21	Male	12	63.16	2	10.53	0	0.00	6	31.58	4	21.05	0	0.00	0	0.00	0	0.00
				Female	7	36.84	1	5.26	3	15.79	2	10.53	1	5.26	0	0.00	0	0.00	0	0.00
Veterans' Affairs	2	2	100.00	Male	1	50.00	0	0.00	0	0.00	1	50.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	1	50.00	0	0.00	1	50.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Facility Total	948	534	56.33	Male	435	45.89	203	21.41	67	7.07	97	10.23	66	6.96	0	0.00	2	0.21	0	0.00
% of Total				Female	513	54.11	211	22.26	143	15.08	105	11.08	50	5.27	2	0.21	2	0.21	0	0.00

APPENDIX C

Job Groups, EEO Codes, and Census Occupations Assigned to Job Titles

Sorted by Job Title

Job Groups, EEO Codes, and Census Occupations Assigned to Job Titles

Sorted by Job Title

Job Title	Job Group	EEO Code	Census Occupation
1st Yr Experie & Ins Librarian	307 Coordinators & Advisors	30	2430 Librarians
ACA - Hourly	401 Support Staff	40	S430 Office and Administrative Support
Academic Advisor I	306 Professionals	30	E020 Professionals
Academic Advisor II	306 Professionals	30	E020 Professionals
Academic Advisor III	306 Professionals	30	E020 Professionals
Accountant I	306 Professionals	30	0800 Accountants and auditors
Accountant I, Collections	306 Professionals	30	0800 Accountants and auditors
Accountant II	305 Sr. Professionals	30	F010 Management, Business and Financial Workers
Accounts Payable Tech II	400 Administrative Assts	40	5700 Secretaries and administrative assistants
Adjunct Lecturer, AH	222 CHSS, NTT	20	2200 Postsecondary teachers
Adjunct Lecturer, CJ	232 CPS, NTT	20	2200 Postsecondary teachers
Adjunct Lecturer, CSE	242 CST, NTT	20	2200 Postsecondary teachers
Adjunct Lecturer, ENG	222 CHSS, NTT	20	2200 Postsecondary teachers
Adjunct Lecturer, FAEIS	212 COB, NTT	20	2200 Postsecondary teachers
Adjunct Lecturer, MMBA	212 COB, NTT	20	2200 Postsecondary teachers
Adjunct Lecturer, MS	242 CST, NTT	20	2200 Postsecondary teachers
Adjunct Lecturer, NS	242 CST, NTT	20	2200 Postsecondary teachers
Adjunct Lecturer, SS	222 CHSS, NTT	20	2200 Postsecondary teachers
Adjunct Lecturer, UE	232 CPS, NTT	20	2200 Postsecondary teachers
Adjunct Lecturer,UE	232 CPS, NTT	20	2200 Postsecondary teachers
Administrative Assistant I	400 Administrative Assts	40	5700 Secretaries and administrative assistants
Administrative Assistant III	400 Administrative Assts	40	5700 Secretaries and administrative assistants
Administrative Assistant II	400 Administrative Assts	40	5700 Secretaries and administrative assistants
Admissions Analyst	307 Coordinators & Advisors	30	E020 Professionals
Admissions Counselor	307 Coordinators & Advisors	30	E020 Professionals
Admissions Recruiter	307 Coordinators & Advisors	30	E020 Professionals
Assistant Professor, AH	221 CHSS, TT	20	2200 Postsecondary teachers
Assistant Professor, CJ	230 CPS, T	20	2200 Postsecondary teachers

Job Groups, EEO Codes, and Census Occupations Assigned to Job Titles

Sorted by Job Title

Job Title	Job Group	EEO Code	Census Occupation
Assistant Professor, CSE	241 CST, TT	20	2200 Postsecondary teachers
Assistant Professor, ENG	220 CHSS, T	20	2200 Postsecondary teachers
Assistant Professor, FAEIS	211 COB, TT	20	2200 Postsecondary teachers
Assistant Professor, MMBA	211 COB, TT	20	2200 Postsecondary teachers
Assistant Professor, MS	241 CST, TT	20	2200 Postsecondary teachers
Assistant Professor, NMS	241 CST, TT	20	2200 Postsecondary teachers
Assistant Professor, NS	241 CST, TT	20	2200 Postsecondary teachers
Assistant Professor, SS	221 CHSS, TT	20	2200 Postsecondary teachers
Assistant Professor, SW	231 CPS, TT	20	2200 Postsecondary teachers
Assistant Professor, UE	231 CPS, TT	20	2200 Postsecondary teachers
Assoc Dean & Prof, CST	301 Acad Administrator	30	2200 Postsecondary teachers
Assoc Dean & Prof, Grad Stud, COB	301 Acad Administrator	30	2200 Postsecondary teachers
Assoc Dean & Prof, HSS	301 Acad Administrator	30	2200 Postsecondary teachers
Assoc Dean & Prof, Public Serv	301 Acad Administrator	30	2200 Postsecondary teachers
Assoc Dean & Prof, UC	301 Acad Administrator	30	2200 Postsecondary teachers
Assoc Dean, Undergrad Stud, COB	301 Acad Administrator	30	2200 Postsecondary teachers
Assoc Dir, Admissions Operatio	304 Managers & Sr Bus Admins	30	0230 Education administrators
Assoc Dir, Admissions-Outreach	305 Sr. Professionals	30	E020 Professionals
Assoc Dir, Advising	306 Professionals	30	E020 Professionals
Assoc Dir, Criminal Justice Ct	304 Managers & Sr Bus Admins	30	E020 Professionals
Assoc Dir, Financial Aid	304 Managers & Sr Bus Admins	30	2720 Athletes, coaches, umpires, and related workers
Assoc Dir, Learning Success	306 Professionals	30	E020 Professionals
Assoc Dir, Sports & Fitness	304 Managers & Sr Bus Admins	30	0230 Education administrators
Assoc Registrar, Academic Sche	304 Managers & Sr Bus Admins	30	0230 Education administrators
Assoc Registrar, Degree Audit	304 Managers & Sr Bus Admins	30	E020 Professionals
Assoc Registrar, Records, Regi	304 Managers & Sr Bus Admins	30	E020 Professionals
Assoc VP, Academic Affairs	102 Exec Acad Administrator	10	2200 Postsecondary teachers
Assoc VP, Info Technolog & CIO	101 Exec Administrator	10	2200 Postsecondary teachers

Job Groups, EEO Codes, and Census Occupations Assigned to Job Titles

Sorted by Job Title

Job Title	Job Group	EEO Code	Census Occupation
Assoc VP, Student Affairs	101 Exec Administrator	10	0230 Education administrators
Associate Professor, AH	220 CHSS, T	20	2200 Postsecondary teachers
Associate Professor, CJ	230 CPS, T	20	2200 Postsecondary teachers
Associate Professor, CSE	240 CST, T	20	2200 Postsecondary teachers
Associate Professor, ENG	220 CHSS, T	20	2200 Postsecondary teachers
Associate Professor, FAEIS	210 COB, T	20	2200 Postsecondary teachers
Associate Professor, MMBA	210 COB, T	20	2200 Postsecondary teachers
Associate Professor, MS	240 CST, T	20	2200 Postsecondary teachers
Associate Professor, NS	240 CST, T	20	2200 Postsecondary teachers
Associate Professor, SS	220 CHSS, T	20	2200 Postsecondary teachers
Associate Professor, SW	230 CPS, T	20	2200 Postsecondary teachers
Associate Professor, UE	230 CPS, T	20	2200 Postsecondary teachers
Asst Coord, Purchasing	307 Coordinators & Advisors	30	E020 Professionals
Asst Dean, Advising & Mentorin	302 Department Heads	30	2200 Postsecondary teachers
Asst Dean, College of Business	301 Acad Administrator	30	2200 Postsecondary teachers
Asst Dean, College of Humanit	304 Managers & Sr Bus Admins	30	0230 Education administrators
Asst Dean, College of Sci & Te	304 Managers & Sr Bus Admins	30	0230 Education administrators
Asst Dean, Enrol Mgt	302 Department Heads	30	0230 Education administrators
Asst Dean, Student Affairs/Ti	302 Department Heads	30	0230 Education administrators
Asst Dir , Int'l & Stud Ab Pro	306 Professionals	30	E020 Professionals
Asst Dir, Customer Svcs & Out	306 Professionals	30	E020 Professionals
Asst Dir, Tech Learning Svcs	302 Department Heads	30	0230 Education administrators
Asst Dir, Admissions Processin	306 Professionals	30	E020 Professionals
Asst Dir, Admissions-Mgt Sys	306 Professionals	30	E020 Professionals
Asst Dir, Advising Services	304 Managers & Sr Bus Admins	30	E020 Professionals
Asst Dir, Customer Services	306 Professionals	30	E020 Professionals
Asst Dir, Enterprise & Data Wa	302 Department Heads	30	0230 Education administrators
Asst Dir, Intl Admissions	306 Professionals	30	E020 Professionals

Job Groups, EEO Codes, and Census Occupations Assigned to Job Titles

Sorted by Job Title

Job Title	Job Group	EEO Code	Census Occupation
Asst Dir, Library Plann & Asse	305 Sr. Professionals	30	0230 Education administrators
Asst Dir, Library Tech Svcs	304 Managers & Sr Bus Admins	30	E020 Professionals
Asst Dir, Network Systems	500 IT Managers	50	1105 Network and computer systems administrators
Asst Dir, Networking Infrastru	500 IT Managers	50	1105 Network and computer systems administrators
Asst Dir, Pre-Award Services	304 Managers & Sr Bus Admins	30	0230 Education administrators
Asst Dir, Processing	304 Managers & Sr Bus Admins	30	E020 Professionals
Asst Dir, Public Service	304 Managers & Sr Bus Admins	30	E020 Professionals
Asst Dir, Scholarships	304 Managers & Sr Bus Admins	30	E020 Professionals
Asst Dir, Student Acc & Cashi	306 Professionals	30	0230 Education administrators
Asst Dir, Teaching & Learn Exc	304 Managers & Sr Bus Admins	30	E020 Professionals
Asst Dir, Tech Learning Servic	302 Department Heads	30	0230 Education administrators
Asst Dir, Upward Bound	305 Sr. Professionals	30	0430 Misc mgrs, incl funeral service mgr, postmaster
Asst Dir, User Support & Help	500 IT Managers	50	E020 Professionals
Asst Dir, Web Applications & S	500 IT Managers	50	1105 Network and computer systems administrators
Asst Program Director, MBA	305 Sr. Professionals	30	E020 Professionals
Asst VP, Business Affairs	101 Exec Administrator	10	0230 Education administrators
Asst VP, Facilities Management	101 Exec Administrator	10	0230 Education administrators
Asst. Dean, UC	301 Acad Administrator	30	2200 Postsecondary teachers
Asst. VP, Research & Spon Prog	102 Exec Acad Administrator	10	M04 EDUCATION RESEARCH
Budget Analyst I	307 Coordinators & Advisors	30	0800 Accountants and auditors
Budget Analyst II	306 Professionals	30	0820 Budget analysts
Budget Analyst III	304 Managers & Sr Bus Admins	30	0820 Budget analysts
Capital Projects Manager	304 Managers & Sr Bus Admins	30	N04 Business administration and management
Career Counselor II	307 Coordinators & Advisors	30	M13 Counseling education/counseling and guidance
Carpenter, Operations	602 Skilled Trades, Staff	60	6230 Carpenters
Carpenter, Renovations	602 Skilled Trades, Staff	60	6230 Carpenters
Catalog Librarian	306 Professionals	30	E020 Professionals
Certification Analyst & Data M	304 Managers & Sr Bus Admins	30	N04 Business administration and management

Job Groups, EEO Codes, and Census Occupations Assigned to Job Titles

Sorted by Job Title

Job Title	Job Group	EEO Code	Census Occupation
Chair & Assoc Prof, CSE	240 CST, T	20	2200 Postsecondary teachers
Chair, AH	220 CHSS, T	20	2200 Postsecondary teachers
Chair, CJ	230 CPS, T	20	2200 Postsecondary teachers
Chair, ENG	220 CHSS, T	20	2200 Postsecondary teachers
Chair, FAEIS	210 COB, T	20	2200 Postsecondary teachers
Chair, MMBA	210 COB, T	20	2200 Postsecondary teachers
Chair, MS	240 CST, T	20	2200 Postsecondary teachers
Chair, NS	240 CST, T	20	2200 Postsecondary teachers
Chair, SS	220 CHSS, T	20	2200 Postsecondary teachers
Chair, UE	230 CPS, T	20	2200 Postsecondary teachers
Chief of Police	300 Administrators	30	0230 Education administrators
College Business Admin I	304 Managers & Sr Bus Admins	30	N04 Business administration and management
College Business Admin II	304 Managers & Sr Bus Admins	30	N04 Business administration and management
College Career Counselor II	307 Coordinators & Advisors	30	E020 Professionals
College Web Tech Supp Spec	501 IT Professional	50	1050 Computer support specialists
Comp Operations Special Asst	501 IT Professional	50	7010 Computer/automated teller/office machine repair
Computing Operations Speci II	501 IT Professional	50	7010 Computer/automated teller/office machine repair
Conference & Events Assistant	401 Support Staff	40	S430 Office and Administrative Support
Contract Administrator	306 Professionals	30	E020 Professionals
Coord, ABTC	401 Support Staff	40	5240 Customer service representatives
Coord, Academic Support Center	307 Coordinators & Advisors	30	E020 Professionals
Coord, Access Services	307 Coordinators & Advisors	30	E020 Professionals
Coord, Administrative Services	307 Coordinators & Advisors	30	E020 Professionals
Coord, Admissions Recruitment	307 Coordinators & Advisors	30	E020 Professionals
Coord, Benefits & Compensation	307 Coordinators & Advisors	30	E020 Professionals
Coord, Communications & Compli	306 Professionals	30	E020 Professionals
Coord, Customer Services	307 Coordinators & Advisors	30	5240 Customer service representatives
Coord, Default Prevention	307 Coordinators & Advisors	30	E020 Professionals

Job Groups, EEO Codes, and Census Occupations Assigned to Job Titles

Sorted by Job Title

Job Title	Job Group	EEO Code	Census Occupation
Coord, Degree Audit & Graduati	307 Coordinators & Advisors	30	E020 Professionals
Coord, Disability Services	307 Coordinators & Advisors	30	E020 Professionals
Coord, Employment	307 Coordinators & Advisors	30	E020 Professionals
Coord, Environ Health & Safety	306 Professionals	30	E020 Professionals
Coord, Financial Aid Processin	307 Coordinators & Advisors	30	E020 Professionals
Coord, Fitness	307 Coordinators & Advisors	30	E020 Professionals
Coord, Foreign Language Lab	307 Coordinators & Advisors	30	5240 Customer service representatives
Coord, IT Equipment Inventory	501 IT Professional	50	7010 Computer/automated teller/office machine repair
Coord, Laboratory	306 Professionals	30	E020 Professionals
Coord, Learning & Org Develop	307 Coordinators & Advisors	30	0136 Human resources managers
Coord, Management Syst III	304 Managers & Sr Bus Admins	30	0430 Misc mgrs, incl funeral service mgr, postmaster
Coord, Management Systems II	304 Managers & Sr Bus Admins	30	0430 Misc mgrs, incl funeral service mgr, postmaster
Coord, ORSP	307 Coordinators & Advisors	30	E020 Professionals
Coord, Prospect Research & Ste	306 Professionals	30	E020 Professionals
Coord, Purchasing	304 Managers & Sr Bus Admins	30	0150 Purchasing managers
Coord, Records	307 Coordinators & Advisors	30	E020 Professionals
Coord, Reference Library	307 Coordinators & Advisors	30	E020 Professionals
Coord, SACSCOC (Temp)	306 Professionals	30	E020 Professionals
Coord, STAR Program	306 Professionals	30	E020 Professionals
Coord, Special Events	307 Coordinators & Advisors	30	E020 Professionals
Coord, Sports	307 Coordinators & Advisors	30	E020 Professionals
Coord, State Grant & Workstudy	307 Coordinators & Advisors	30	E020 Professionals
Coord, Student Activities	307 Coordinators & Advisors	30	E020 Professionals
Coord, Student Affairs	304 Managers & Sr Bus Admins	30	N04 Business administration and management
Coord, Student Loans	307 Coordinators & Advisors	30	E020 Professionals
Coord, Student Records & Repor	307 Coordinators & Advisors	30	E020 Professionals
Coord, Talent Management & CRO	307 Coordinators & Advisors	30	E020 Professionals
Coord, Teacher Edu Cert & Comp	306 Professionals	30	E020 Professionals

Job Groups, EEO Codes, and Census Occupations Assigned to Job Titles

Sorted by Job Title

Job Title	Job Group	EEO Code	Census Occupation
Coord, Transfer Articulation	307 Coordinators & Advisors	30	E020 Professionals
Coord, Veterans Enrollment	307 Coordinators & Advisors	30	E020 Professionals
Coord, Writing Center	307 Coordinators & Advisors	30	E020 Professionals
Coord/Advisor	306 Professionals	30	E020 Professionals
Coord/Advisor, Distance Educat	306 Professionals	30	E020 Professionals
Coord/Instructor CJ Training	307 Coordinators & Advisors	30	E020 Professionals
Coordinator, Graduate Services	307 Coordinators & Advisors	30	E020 Professionals
Copy Cataloger	307 Coordinators & Advisors	30	2550 Other education, training, and library workers
Customer Service Technician	401 Support Staff	40	5240 Customer service representatives
Data Base Administrator	500 IT Managers	50	1060 Database administrators
Data Center Specialist I	501 IT Professional	50	1107 Computer occupations, all other
Data Center Specialist II	501 IT Professional	50	1107 Computer occupations, all other
Dean & Prof, UC	102 Exec Acad Administrator	10	2200 Postsecondary teachers
Dean Business	102 Exec Acad Administrator	10	2200 Postsecondary teachers
Dean Human & Soci Science	102 Exec Acad Administrator	10	2200 Postsecondary teachers
Dean Science & Technology	102 Exec Acad Administrator	10	2200 Postsecondary teachers
Department Business Admin III	304 Managers & Sr Bus Admins	30	N04 Business administration and management
Department Business Admin I	306 Professionals	30	N04 Business administration and management
Department Business Admin II	305 Sr. Professionals	30	N04 Business administration and management
Dir of Retl Mgmt Cr/Lect, MMBA	212 COB, NTT	20	2200 Postsecondary teachers
Dir, Comp/Telecom & Vide Net	300 Administrators	30	0230 Education administrators
Dir, Events & Conference Svcs	302 Department Heads	30	E020 Professionals
Dir, Academic Assessment	302 Department Heads	30	0230 Education administrators
Dir, Academic Support Center	304 Managers & Sr Bus Admins	30	0230 Education administrators
Dir, Accounts Payable	302 Department Heads	30	0230 Education administrators
Dir, Admissions	302 Department Heads	30	0230 Education administrators
Dir, Advising Services	304 Managers & Sr Bus Admins	30	0230 Education administrators
Dir, Applied Business Technolo	300 Administrators	30	0230 Education administrators

Job Groups, EEO Codes, and Census Occupations Assigned to Job Titles

Sorted by Job Title

Job Title	Job Group	EEO Code	Census Occupation
Dir, Assurance Learning & Asse	304 Managers & Sr Bus Admins	30	0230 Education administrators
Dir, Benefits & Compensation	302 Department Heads	30	0136 Human resources managers
Dir, Budget & Procurement	300 Administrators	30	0120 Financial managers
Dir, COB Career Dev. Center	302 Department Heads	30	0136 Human resources managers
Dir, CPS Admin & Operation	302 Department Heads	30	0230 Education administrators
Dir, Career Development Center	302 Department Heads	30	0230 Education administrators
Dir, Co-Curricular & Ops Asses	302 Department Heads	30	0230 Education administrators
Dir, Continuing Education	301 Acad Administrator	30	0230 Education administrators
Dir, Corporate Relations	302 Department Heads	30	0230 Education administrators
Dir, Creative Services	302 Department Heads	30	0230 Education administrators
Dir, Criminal Justice Center	304 Managers & Sr Bus Admins	30	0430 Misc mgrs, incl funeral service mgr, postmaster
Dir, Ctr Public Svc & Fam Stre	302 Department Heads	30	E020 Professionals
Dir, Disability Services	304 Managers & Sr Bus Admins	30	0430 Misc mgrs, incl funeral service mgr, postmaster
Dir, ELI	302 Department Heads	30	0230 Education administrators
Dir, Emergency Management	304 Managers & Sr Bus Admins	30	N14 COMMUNICATION
Dir, Employment Operation	304 Managers & Sr Bus Admins	30	0230 Education administrators
Dir, Enterprise Systems	300 Administrators	30	0230 Education administrators
Dir, FTIC Retention Services	302 Department Heads	30	0230 Education administrators
Dir, Financial Aid	302 Department Heads	30	0230 Education administrators
Dir, Financial Reporting	304 Managers & Sr Bus Admins	30	0120 Financial managers
Dir, Graduate & Int Admissions	304 Managers & Sr Bus Admins	30	E020 Professionals
Dir, Grant Writing & Assessmen	300 Administrators	30	0230 Education administrators
Dir, Honors Program	304 Managers & Sr Bus Admins	30	0230 Education administrators
Dir, IT Business Services	302 Department Heads	30	0230 Education administrators
Dir, Individual Giving	302 Department Heads	30	0230 Education administrators
Dir, Ins & Risk Mgmt Ctr, COB	212 COB, NTT	20	2200 Postsecondary teachers
Dir, Institutional Research	302 Department Heads	30	0230 Education administrators
Dir, M. E. P.	302 Department Heads	30	0220 Construction managers

Job Groups, EEO Codes, and Census Occupations Assigned to Job Titles

Sorted by Job Title

Job Title	Job Group	EEO Code	Census Occupation
Dir, Maintenance & Renovations	302 Department Heads	30	7000 First-line supervisor: mechanics/install/repair
Dir, Media Relations	302 Department Heads	30	E020 Professionals
Dir, Risk Mgmt & Compliance	300 Administrators	30	0230 Education administrators
Dir, Sports & Fitness	302 Department Heads	30	0430 Misc mgrs, incl funeral service mgr, postmaster
Dir, Strategic Initiatives & P	302 Department Heads	30	0230 Education administrators
Dir, Stu Diversity, Equity & I	304 Managers & Sr Bus Admins	30	0230 Education administrators
Dir, Student Acct & Collection	304 Managers & Sr Bus Admins	30	0230 Education administrators
Dir, Talent Search	302 Department Heads	30	0230 Education administrators
Dir, Teaching & Learning Excel	302 Department Heads	30	0230 Education administrators
Dir, Tech Services	300 Administrators	30	0110 Computer and information systems managers
Dir, Technology Learning Serv	300 Administrators	30	0110 Computer and information systems managers
Dir, University Business Svcs	302 Department Heads	30	0230 Education administrators
Dir, Upward Bound	302 Department Heads	30	0430 Misc mgrs, incl funeral service mgr, postmaster
Dir, User Support Services	300 Administrators	30	0110 Computer and information systems managers
Dir, Veterans Services	305 Sr. Professionals	30	E020 Professionals
Director of MSME/Lect, COB	212 COB, NTT	20	2200 Postsecondary teachers
Director,Ctr Entre, COB	212 COB, NTT	20	2200 Postsecondary teachers
Dispatcher	705 Semi-Skilled Staff	70	5520 Dispatchers
Division Business Admin II	304 Managers & Sr Bus Admins	30	E020 Professionals
Dry Wall Finisher	602 Skilled Trades, Staff	60	6330 Drywall installer/ceiling tile installer/tapers
ELI Instructor Coordinator	305 Sr. Professionals	30	E020 Professionals
ET Lab Supervisor	501 IT Professional	50	E030 Technicians
Electrician Apprentice I	705 Semi-Skilled Staff	70	6355 Electricians
Electrician, Journeyman	602 Skilled Trades, Staff	60	6355 Electricians
Electronic Resources Librarian	306 Professionals	30	2430 Librarians
Electronic Security Systems Te	501 IT Professional	50	7130 Security and fire alarm systems installers
Employment Data Specialist	400 Administrative Assts	40	5700 Secretaries and administrative assistants
Employment Technician	400 Administrative Assts	40	5700 Secretaries and administrative assistants

Job Groups, EEO Codes, and Census Occupations Assigned to Job Titles

Sorted by Job Title

Job Title	Job Group	EEO Code	Census Occupation
Environm Health & Safety Manag	304 Managers & Sr Bus Admins	30	E020 Professionals
Environm Health & Safety Spec	307 Coordinators & Advisors	30	E020 Professionals
Evening Reference Librarian	307 Coordinators & Advisors	30	E020 Professionals
Exec Asst to the President	305 Sr. Professionals	30	5700 Secretaries and administrative assistants
Exec Dir, Acad Admin & Ops	300 Administrators	30	0230 Education administrators
Exec Dir, Academic Advising Ct	302 Department Heads	30	0230 Education administrators
Exec Dir, Library	300 Administrators	30	2430 Librarians
Exec Dir, Off Campus & OL Coor	301 Acad Administrator	30	0230 Education administrators
Exec Dir, Pres Affairs & Ops	302 Department Heads	30	0230 Education administrators
Exec Dir, Scholars Academy	300 Administrators	30	0230 Education administrators
Exec Dir, Strategic Partnershi	302 Department Heads	30	0230 Education administrators
Executive Director, ESO	302 Department Heads	30	0230 Education administrators
Financial Aid Counselor I	307 Coordinators & Advisors	30	E020 Professionals
Financial Aid Counselor II	307 Coordinators & Advisors	30	E020 Professionals
Financial Analyst	302 Department Heads	30	0840 Financial analysts
Financial Assistant II	307 Coordinators & Advisors	30	F010 Management, Business and Financial Workers
Functional Analyst I	501 IT Professional	50	1050 Computer support specialists
Functional Analyst II	501 IT Professional	50	1050 Computer support specialists
Functional Analyst III	501 IT Professional	50	1050 Computer support specialists
Functional Technical Support A	501 IT Professional	50	1050 Computer support specialists
HRIS Analyst	306 Professionals	30	E020 Professionals
HVAC Mechanic I	602 Skilled Trades, Staff	60	7340 Maintenance and repair workers, general
HVAC Mechanic II	602 Skilled Trades, Staff	60	7340 Maintenance and repair workers, general
IT Project Manager & Bus An II	501 IT Professional	50	1050 Computer support specialists
IT Project Support Specialist	501 IT Professional	50	1050 Computer support specialists
Info Literacy Coor Librarian	306 Professionals	30	2430 Librarians
Information Security & Complia	501 IT Professional	50	1105 Network and computer systems administrators
Instructor, MMBA	211 COB, TT	20	2200 Postsecondary teachers

Job Groups, EEO Codes, and Census Occupations Assigned to Job Titles

Sorted by Job Title

Job Title	Job Group	EEO Code	Census Occupation
Instructor, SW	232 CPS, NTT	20	2200 Postsecondary teachers
Instrument Technician	501 IT Professional	50	E030 Technicians
Inter Dir, Ctr Co Enga & Svc L	301 Acad Administrator	30	2200 Postsecondary teachers
Inter Loan & Distance Edu Libr	306 Professionals	30	2440 Library technicians
Interim Dean, CPS	102 Exec Acad Administrator	10	2200 Postsecondary teachers
Interim Director	305 Sr. Professionals	30	E020 Professionals
Lab Technician	401 Support Staff	40	E030 Technicians
Labor Technician	706 Service Workers	70	E080 Laborers and Helpers
Lecturer, AH	222 CHSS, NTT	20	2200 Postsecondary teachers
Lecturer, CJ	232 CPS, NTT	20	2200 Postsecondary teachers
Lecturer, COB	212 COB, NTT	20	2200 Postsecondary teachers
Lecturer, CSE	242 CST, NTT	20	2200 Postsecondary teachers
Lecturer, ENG	222 CHSS, NTT	20	2200 Postsecondary teachers
Lecturer, FAEIS	212 COB, NTT	20	2200 Postsecondary teachers
Lecturer, MMBA	212 COB, NTT	20	2200 Postsecondary teachers
Lecturer, MS	242 CST, NTT	20	2200 Postsecondary teachers
Lecturer, NS	242 CST, NTT	20	2200 Postsecondary teachers
Lecturer, SS	222 CHSS, NTT	20	2200 Postsecondary teachers
Lecturer, UC	252 UC, NTT	20	2200 Postsecondary teachers
Lecturer, UE	232 CPS, NTT	20	2200 Postsecondary teachers
Library Assistant II	401 Support Staff	40	2440 Library technicians
Library Assistant III	401 Support Staff	40	2440 Library technicians
Linux Systems Manager	500 IT Managers	50	1105 Network and computer systems administrators
MEP Renovations & Elevator/FL&	305 Sr. Professionals	30	6700 Elevator installers and repairers
Maint Repair Technician	705 Semi-Skilled Staff	70	7340 Maintenance and repair workers, general
Master Electrician	601 Skilled Trades, Supv	60	6355 Electricians
Mgr, Accounts Payable	304 Managers & Sr Bus Admins	30	0230 Education administrators
Mgr, Advising Services	306 Professionals	30	E020 Professionals

Job Groups, EEO Codes, and Census Occupations Assigned to Job Titles

Sorted by Job Title

Job Title	Job Group	EEO Code	Census Occupation
Mgr, Budget	304 Managers & Sr Bus Admins	30	0820 Budget analysts
Mgr, Classroom Tech & Even Sup	500 IT Managers	50	M06 Educational/instructional media design
Mgr, Custodial & Grounds Svcs	704 Semi-Skilled Supv	70	4250 Grounds maintenance workers
Mgr, Data Ctr & Storage System	500 IT Managers	50	0110 Computer and information systems managers
Mgr, Electronic Communications	304 Managers & Sr Bus Admins	30	N08 Marketing management and research
Mgr, Graphic Communications	304 Managers & Sr Bus Admins	30	2630 Designers
Mgr, IT Lab Services	500 IT Managers	50	M06 Educational/instructional media design
Mgr, IT Services	501 IT Professional	50	M06 Educational/instructional media design
Mgr, Learning & Org Develop	304 Managers & Sr Bus Admins	30	E020 Professionals
Mgr, Marketing	304 Managers & Sr Bus Admins	30	N08 Marketing management and research
Mgr, Parking & Transport Serv	304 Managers & Sr Bus Admins	30	0430 Misc mgrs, incl funeral service mgr, postmaster
Mgr, Print Communications	304 Managers & Sr Bus Admins	30	N08 Marketing management and research
Mgr, Procurement & HUB Program	304 Managers & Sr Bus Admins	30	0150 Purchasing managers
Mgr, Ship, Receving & Mailroom	306 Professionals	30	E020 Professionals
Mgr, Testing Services	307 Coordinators & Advisors	30	E020 Professionals
Mgr, User Services	500 IT Managers	50	1050 Computer support specialists
Mgr, Video Prod & Digital Sign	500 IT Managers	50	M06 Educational/instructional media design
Mgr, Web Development/Publicati	501 IT Professional	50	1105 Network and computer systems administrators
Multi-Media Engineer II	501 IT Professional	50	2860 Misc media and communication workers
Multi-Media Engineer III	501 IT Professional	50	2860 Misc media and communication workers
Network Administrator I	501 IT Professional	50	1105 Network and computer systems administrators
Network Analyst II	501 IT Professional	50	1105 Network and computer systems administrators
Network Applicat Specialist I	501 IT Professional	50	1105 Network and computer systems administrators
Network Application Spec II	501 IT Professional	50	1105 Network and computer systems administrators
Office Assistant	401 Support Staff	40	5700 Secretaries and administrative assistants
OnlineInstructi/Outreach Libra	307 Coordinators & Advisors	30	E020 Professionals
Oracle Programmer Analyst	501 IT Professional	50	1020 Software developer, application/system software
Oracle System Analyst III	501 IT Professional	50	1105 Network and computer systems administrators

Job Groups, EEO Codes, and Census Occupations Assigned to Job Titles

Sorted by Job Title

Job Title	Job Group	EEO Code	Census Occupation
Painter	602 Skilled Trades, Staff	60	6420 Painters, construction and maintenance
Parking Enforcement Officer	706 Service Workers	70	9350 Parking lot attendants
Parking Technician	401 Support Staff	40	9350 Parking lot attendants
Payroll Specialist	307 Coordinators & Advisors	30	E020 Professionals
Police Lieutenant	302 Department Heads	30	3710 First-line supervisor: police and detectives
Police Officer I	703 Police	70	3850 Police officers
Police Officer III	703 Police	70	3850 Police officers
Police Sergeant	702 Police, Supv	70	3710 First-line supervisor: police and detectives
Porter	706 Service Workers	70	4230 Maids and housekeeping cleaners
Post Award Administrator	306 Professionals	30	E020 Professionals
President	101 Exec Administrator	10	0230 Education administrators
Professor, AH	220 CHSS, T	20	2200 Postsecondary teachers
Professor, CJ	230 CPS, T	20	2200 Postsecondary teachers
Professor, CSE	240 CST, T	20	2200 Postsecondary teachers
Professor, ENG	220 CHSS, T	20	2200 Postsecondary teachers
Professor, FAEIS	210 COB, T	20	2200 Postsecondary teachers
Professor, MMBA	210 COB, T	20	2200 Postsecondary teachers
Professor, MS	240 CST, T	20	2200 Postsecondary teachers
Professor, NS	240 CST, T	20	2200 Postsecondary teachers
Professor, SS	220 CHSS, T	20	2200 Postsecondary teachers
Professor, SW	230 CPS, T	20	2200 Postsecondary teachers
Professor, UE	230 CPS, T	20	2200 Postsecondary teachers
Program Assistant	401 Support Staff	40	E020 Professionals
Program Dir, Title V Stu Su Gra	304 Managers & Sr Bus Admins	30	E020 Professionals
Program Director, BAAS	302 Department Heads	30	2300 Preschool and kindergarten teachers
Program Director, BSIS, UC	252 UC, NTT	20	2200 Postsecondary teachers
Program Manager	306 Professionals	30	E020 Professionals
Property & Evidence Custodian	705 Semi-Skilled Staff	70	5420 Information and record clerks, all other

Job Groups, EEO Codes, and Census Occupations Assigned to Job Titles

Sorted by Job Title

Job Title	Job Group	EEO Code	Census Occupation
Property Manager	304 Managers & Sr Bus Admins	30	E020 Professionals
Records Analyst	307 Coordinators & Advisors	30	E020 Professionals
Records MS Analyst	307 Coordinators & Advisors	30	E020 Professionals
Records Technician I	401 Support Staff	40	5420 Information and record clerks, all other
Renovations Project Manager	601 Skilled Trades, Supv	60	6200 First-line supervisor: construction/extraction
Research Analyst	307 Coordinators & Advisors	30	E020 Professionals
Scene Shop Foreman/Preparator	602 Skilled Trades, Staff	60	E030 Technicians
Security Officer	706 Service Workers	70	3930 Security guards, gaming surveillance officers
Security Systems Administrator	302 Department Heads	30	1105 Network and computer systems administrators
SharePoint Administrator	500 IT Managers	50	1105 Network and computer systems administrators
Shipng, Receiv & Mailroom Cler	706 Service Workers	70	5850 Mail machine operators/clerks, excl postal srvc
Spec, Imaging	401 Support Staff	40	5420 Information and record clerks, all other
Spec, Records	401 Support Staff	40	5420 Information and record clerks, all other
Spec, Testing II	307 Coordinators & Advisors	30	E020 Professionals
Spec, Web Support/Publications	501 IT Professional	50	1105 Network and computer systems administrators
Special Asst to the President	302 Department Heads	30	E020 Professionals
Sr IT Proj Mgr & Comp Anal	500 IT Managers	50	1006 Computer systems analysts
Sr. Research Analyst	305 Sr. Professionals	30	E020 Professionals
Sr. Research Associate	304 Managers & Sr Bus Admins	30	E020 Professionals
Strategic Marketing Mgr-Temp	300 Administrators	30	N08 Marketing management and research
Student Account Technician	401 Support Staff	40	S430 Office and Administrative Support
Student Loans Assistant	401 Support Staff	40	S430 Office and Administrative Support
Support & Training Spec II	501 IT Professional	50	1050 Computer support specialists
Support & Training Spec III	501 IT Professional	50	1050 Computer support specialists
Supv, Bldg Maintenance	306 Professionals	30	E020 Professionals
Supv, Computing Operations	500 IT Managers	50	1050 Computer support specialists
Supv, HVAC	601 Skilled Trades, Supv	60	6200 First-line supervisor: construction/extraction
Supv, Library Acquisitions	307 Coordinators & Advisors	30	2550 Other education, training, and library workers

Job Groups, EEO Codes, and Census Occupations Assigned to Job Titles

Sorted by Job Title

Job Title	Job Group	EEO Code	Census Occupation
Supv, Painter	601 Skilled Trades, Supv	60	6420 Painters, construction and maintenance
Supv, Police Dispatch	704 Semi-Skilled Supv	70	5520 Dispatchers
Supv, Travel	306 Professionals	30	E020 Professionals
Systems Administrator I	501 IT Professional	50	1105 Network and computer systems administrators
Systems Administrator III	501 IT Professional	50	1105 Network and computer systems administrators
Systems Administrator IV	500 IT Managers	50	1105 Network and computer systems administrators
Systems Integration Admininstr	500 IT Managers	50	1105 Network and computer systems administrators
Tech Support Specialist II	501 IT Professional	50	1107 Computer occupations, all other
Technology Mgmt Librarian	306 Professionals	30	2430 Librarians
Technology Trainer I	307 Coordinators & Advisors	30	S250 Education, Training, and Library
Technology Trainer II	306 Professionals	30	S250 Education, Training, and Library
Telecommunication Analyst	501 IT Professional	50	1105 Network and computer systems administrators
Telecommunications Specialist	501 IT Professional	50	7420 Telecommunications line installers & repairers
Telecommunications Technician	501 IT Professional	50	7420 Telecommunications line installers & repairers
Transfer Articulation Counselo	307 Coordinators & Advisors	30	E020 Professionals
Travel Auditor	401 Support Staff	40	S430 Office and Administrative Support
Travel Technician	401 Support Staff	40	S430 Office and Administrative Support
University Archivist	306 Professionals	30	2430 Librarians
User Support Special I	501 IT Professional	50	1050 Computer support specialists
User Support Specialist III	501 IT Professional	50	1050 Computer support specialists
User Support Specialist IV	501 IT Professional	50	1107 Computer occupations, all other
User Support Specialist II	501 IT Professional	50	1050 Computer support specialists
VAP, FAEIS	212 COB, NTT	20	2200 Postsecondary teachers
VAP, MMBA	212 COB, NTT	20	2200 Postsecondary teachers
VP, Administration & Finance	101 Exec Administrator	10	0230 Education administrators
VP, Advancement & Univ Relatio	101 Exec Administrator	10	0230 Education administrators
VP, Employment Services & Ops	101 Exec Administrator	10	0230 Education administrators
Video Engineer II	501 IT Professional	50	2920 TV/video/motion picture camera operators/editor

Job Groups, EEO Codes, and Census Occupations Assigned to Job Titles

Sorted by Job Title

Job Title	Job Group	EEO Code	Census Occupation
Video Engineer III	501 IT Professional	50	2920 TV/video/motion picture camera operators/editor
Video Network & AV Spec I	501 IT Professional	50	1105 Network and computer systems administrators
Video Network & AV Spec II	306 Professionals	30	E020 Professionals
Visit Asst Prof, SS	222 CHSS, NTT	20	2200 Postsecondary teachers
Web Content Manager	501 IT Professional	50	1030 Web developers
Web Developer/Publication Spec	501 IT Professional	50	1030 Web developers
Web Management Librarian	306 Professionals	30	2430 Librarians
Web Master	501 IT Professional	50	1030 Web developers
Web Programmer II	501 IT Professional	50	1030 Web developers
Web Programmer III	501 IT Professional	50	1030 Web developers
Web Programmer IV	501 IT Professional	50	1030 Web developers
Work Request Controller	401 Support Staff	40	5240 Customer service representatives

APPENDIX D

Job Group Analysis

Job Group Analysis Summary

Job Group	Total	Female		Minority	
		#	%	#	%
101 Exec Administrator	8	3	37.50	3	37.50
102 Exec Acad Administrator	7	5	71.43	3	42.86
210 COB, T	37	14	37.84	18	48.65
211 COB, TT	18	6	33.33	11	61.11
212 COB, NTT	42	18	42.86	16	38.10
220 CHSS, T	72	38	52.78	19	26.39
221 CHSS, TT	18	8	44.44	9	50.00
222 CHSS, NTT	57	35	61.40	17	29.82
230 CPS, T	32	21	65.63	6	18.75
231 CPS, TT	6	2	33.33	3	50.00
232 CPS, NTT	11	10	90.91	3	27.27
240 CST, T	39	12	30.77	12	30.77
241 CST, TT	12	7	58.33	7	58.33
242 CST, NTT	53	28	52.83	29	54.72

Job Group Analysis Summary

Job Group	Total	Female		Minority	
		#	%	#	%
252 UC, NTT	5	3	60.00	1	20.00
300 Administrators	14	6	42.86	8	57.14
301 Acad Administrator	11	5	45.45	5	45.45
302 Department Heads	44	25	56.82	20	45.45
304 Managers & Sr Bus Admins	56	36	64.29	34	60.71
305 Sr. Professionals	23	18	78.26	14	60.87
306 Professionals	80	55	68.75	59	73.75
307 Coordinators & Advisors	79	55	69.62	58	73.42
400 Administrative Assts	42	37	88.10	39	92.86
401 Support Staff	37	30	81.08	27	72.97
500 IT Managers	18	5	27.78	10	55.56
501 IT Professional	69	22	31.88	57	82.61
601 Skilled Trades, Supv	4	0	0.00	3	75.00
602 Skilled Trades, Staff	14	0	0.00	12	85.71

Job Group Analysis Summary

Job Group	Total	Female		Minority	
		#	%	#	%
702 Police, Supv	3	0	0.00	2	66.67
703 Police	12	4	33.33	8	66.67
704 Semi-Skilled Supv	2	1	50.00	2	100.00
705 Semi-Skilled Staff	9	2	22.22	6	66.67
706 Service Workers	14	2	14.29	13	92.86
Facility Total % of Facility Total	948	513	54.11	534	56.33

APPENDIX E

Availability Analysis

Availability Analysis

Job Group: 101 Exec Administrator

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	61.80	25.11	95.00	58.71	23.86	Census 2010 Special EEO File United States
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	42.86	57.14	5.00	2.14	2.86	Feeder Job Groups: Administrators (300)
			100.00			
Job Group Final Availabilities (%)				60.85	26.71	

Availability Analysis

Job Group: 102 Exec Acad Administrator

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	48.01	25.24	95.00	45.61	23.97	Census 2010 Special EEO File United States
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	45.45	45.45	5.00	2.27	2.27	Feeder Job Groups: Acad Administrator (301)
			100.00			
Job Group Final Availabilities (%)				47.88	26.25	

Availability Analysis

Job Group: 210 COB, T

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	48.01	25.24	10.00	4.80	2.52	Census 2010 Special EEO File United States
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	33.33	61.11	90.00	30.00	55.00	Feeder Job Groups: COB, TT (211)
			100.00			
Job Group Final Availabilities (%)				34.80	57.52	

Availability Analysis

Job Group: 211 COB, TT

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	48.01	25.24	90.00	43.21	22.71	Census 2010 Special EEO File United States
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	42.86	38.10	10.00	4.29	3.81	Feeder Job Groups: COB, NTT (212)
			100.00			
Job Group Final Availabilities (%)				47.49	26.52	

Availability Analysis

Job Group: 212 COB, NTT

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	53.91	42.51	100.00	53.91	42.51	Census 2010 Special EEO File Houston-SugrLnd-Baytwn TX MetrAr
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	-	-	-	-	-	
			100.00			
Job Group Final Availabilities (%)				53.91	42.51	

Availability Analysis

Job Group: 220 CHSS, T

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	48.01	25.24	10.00	4.80	2.52	Census 2010 Special EEO File United States
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	44.44	50.00	90.00	40.00	45.00	Feeder Job Groups: CHSS, TT (221)
			100.00			
Job Group Final Availabilities (%)				44.80	47.52	

Availability Analysis

Job Group: 221 CHSS, TT

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	48.01	25.24	90.00	43.21	22.71	Census 2010 Special EEO File United States
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	61.40	29.82	10.00	6.14	2.98	Feeder Job Groups: CHSS, NTT (222)
			100.00			
Job Group Final Availabilities (%)				49.35	25.70	

Availability Analysis

Job Group: 222 CHSS, NTT

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	53.91	42.51	100.00	53.91	42.51	Census 2010 Special EEO File Houston-SugrLnd-Baytwn TX MetrAr
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	-	-	-	-	-	
			100.00			
Job Group Final Availabilities (%)				53.91	42.51	

Availability Analysis

Job Group: 230 CPS, T

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	48.01	25.24	10.00	4.80	2.52	Census 2010 Special EEO File United States
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	58.33	58.33	90.00	52.50	52.50	Feeder Job Groups: CST, TT (241)
			100.00			
Job Group Final Availabilities (%)				57.30	55.02	

Availability Analysis

Job Group: 231 CPS, TT

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	48.01	25.24	90.00	43.21	22.71	Census 2010 Special EEO File United States
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	90.91	27.27	10.00	9.09	2.73	Feeder Job Groups: CPS, NTT (232)
			100.00			
Job Group Final Availabilities (%)				52.30	25.44	

Availability Analysis

Job Group: 232 CPS, NTT

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	53.91	42.51	100.00	53.91	42.51	Census 2010 Special EEO File Houston-SugrLnd-Baytwn TX MetrAr
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	-	-	-	-	-	
			100.00			
Job Group Final Availabilities (%)				53.91	42.51	

Availability Analysis

Job Group: 240 CST, T

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	48.01	25.24	10.00	4.80	2.52	Census 2010 Special EEO File United States
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	58.33	58.33	90.00	52.50	52.50	Feeder Job Groups: CST, TT (241)
			100.00			
Job Group Final Availabilities (%)				57.30	55.02	

Availability Analysis

Job Group: 241 CST, TT

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	48.01	25.24	90.00	43.21	22.71	Census 2010 Special EEO File United States
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	52.83	54.72	10.00	5.28	5.47	Feeder Job Groups: CST, NTT (242)
			100.00			
Job Group Final Availabilities (%)				48.49	28.18	

Availability Analysis

Job Group: 242 CST, NTT

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	53.91	42.51	100.00	53.91	42.51	Census 2010 Special EEO File Houston-SugrLnd-Baytwn TX MetrAr
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	-	-	-	-	-	
			100.00			
Job Group Final Availabilities (%)				53.91	42.51	

Availability Analysis

Job Group: 252 UC, NTT

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	53.91	42.51	100.00	53.91	42.51	Census 2010 Special EEO File Houston-SugrLnd-Baytwn TX MetrAr
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	-	-	-	-	-	
			100.00			
Job Group Final Availabilities (%)				53.91	42.51	

Availability Analysis

Job Group: 300 Administrators

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	56.72	23.90	75.00	42.54	17.93	Census 2010 Special EEO File United States
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	56.82	45.45	25.00	14.20	11.36	Feeder Job Groups: Department Heads (302)
			100.00			
Job Group Final Availabilities (%)				56.74	29.29	

Availability Analysis

Job Group: 301 Acad Administrator

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	50.87	25.21	75.00	38.16	18.91	Census 2010 Special EEO File United States
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	53.45	48.28	25.00	13.36	12.07	Feeder Job Groups: Administrators (300), Department Heads (302)
			100.00			
Job Group Final Availabilities (%)				51.52	30.98	

Availability Analysis

Job Group: 302 Department Heads

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	54.41	24.85	70.00	38.09	17.40	Census 2010 Special EEO File United States
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	64.29	60.71	30.00	19.29	18.21	Feeder Job Groups: Managers & Sr Bus Admins (304)
			100.00			
Job Group Final Availabilities (%)				57.37	35.61	

Availability Analysis

Job Group: 304 Managers & Sr Bus Admins

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	54.61	39.90	80.00	43.69	31.92	Census 2010 Special EEO File Houston-SugrLnd-Baytwn TX MetrAr
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	78.26	60.87	20.00	15.65	12.17	Feeder Job Groups: Sr. Professionals (305)
			100.00			
Job Group Final Availabilities (%)				59.34	44.09	

Availability Analysis

Job Group: 305 Sr. Professionals

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	49.01	40.12	90.00	44.11	36.11	Census 2010 Special EEO File Houston-SugrLnd-Baytwn TX MetrAr
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	68.75	73.75	10.00	6.88	7.38	Feeder Job Groups: Professionals (306)
			100.00			
Job Group Final Availabilities (%)				50.99	43.48	

Availability Analysis

Job Group: 306 Professionals

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	57.48	39.69	90.00	51.73	35.72	Census 2010 Special EEO File Houston-SugrLnd-Baytwn TX MetrAr
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	76.03	80.17	10.00	7.60	8.02	Feeder Job Groups: Coordinators & Advisors (307), Administrative Assts (400)
			100.00			
Job Group Final Availabilities (%)				59.33	43.73	

Availability Analysis

Job Group: 307 Coordinators & Advisors

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	55.57	41.73	70.00	38.90	29.21	Census 2010 Special EEO File Houston-SugrLnd-Baytwn TX MetrAr
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	84.81	83.54	30.00	25.44	25.06	Feeder Job Groups: Administrative Assts (400), Support Staff (401)
			100.00			
Job Group Final Availabilities (%)				64.34	54.28	

Availability Analysis

Job Group: 400 Administrative Assts

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	96.06	41.10	70.00	67.24	28.77	Census 2010 Special EEO File Houston-SugrLnd-Baytwn TX MetrAr
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	81.08	72.97	30.00	24.32	21.89	Feeder Job Groups: Support Staff (401)
			100.00			
Job Group Final Availabilities (%)				91.56	50.66	

Availability Analysis

Job Group: 401 Support Staff

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	75.59	43.45	100.00	75.59	43.45	Census 2010 Special EEO File Houston-SugrLnd-Baytwn TX MetrAr
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	-	-	-	-	-	
			100.00			
Job Group Final Availabilities (%)				75.59	43.45	

Availability Analysis

Job Group: 500 IT Managers

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	28.16	39.39	90.00	25.34	35.45	Census 2010 Special EEO File Houston-SugrLnd-Baytwn TX MetrAr
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	31.88	82.61	10.00	3.19	8.26	Feeder Job Groups: IT Professional (501)
			100.00			
Job Group Final Availabilities (%)				28.53	43.72	

Availability Analysis

Job Group: 501 IT Professional

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	26.51	42.85	100.00	26.51	42.85	Census 2010 Special EEO File Houston-SugrLnd-Baytwn TX MetrAr
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	-	-	-	-	-	
			100.00			
Job Group Final Availabilities (%)				26.51	42.85	

Availability Analysis

Job Group: 601 Skilled Trades, Supv

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	3.04	62.59	80.00	2.43	50.07	Census 2010 Special EEO File Houston-SugrLnd-Baytwn TX MetrAr
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	0.00	85.71	20.00	0.00	17.14	Feeder Job Groups: Skilled Trades, Staff (602)
			100.00			
Job Group Final Availabilities (%)				2.43	67.22	

Availability Analysis

Job Group: 602 Skilled Trades, Staff

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	5.56	73.80	100.00	5.56	73.80	Census 2010 Special EEO File Houston-SugrLnd-Baytwn TX MetrAr
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	-	-	-	-	-	
			100.00			
Job Group Final Availabilities (%)				5.56	73.80	

Availability Analysis

Job Group: 702 Police, Supv

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	30.19	39.62	10.00	3.02	3.96	Census 2010 Special EEO File Houston city TX
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	33.33	66.67	90.00	30.00	60.00	Feeder Job Groups: Police (703)
			100.00			
Job Group Final Availabilities (%)				33.02	63.96	

Availability Analysis

Job Group: 703 Police

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	20.04	71.72	100.00	20.04	71.72	Census 2010 Special EEO File Houston city TX
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	-	-	-	-	-	
			100.00			
Job Group Final Availabilities (%)				20.04	71.72	

Availability Analysis

Job Group: 704 Semi-Skilled Supv

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	30.39	68.35	80.00	24.31	54.68	Census 2010 Special EEO File Houston-SugrLnd-Baytwn TX MetrAr
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	22.22	66.67	20.00	4.44	13.33	Feeder Job Groups: Semi-Skilled Staff (705)
			100.00			
Job Group Final Availabilities (%)				28.76	68.01	

Availability Analysis

Job Group: 705 Semi-Skilled Staff

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	42.88	52.77	100.00	42.88	52.77	Census 2010 Special EEO File Houston-SugrLnd-Baytwn TX MetrAr
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	-	-	-	-	-	
			100.00			
Job Group Final Availabilities (%)				42.88	52.77	

Availability Analysis

Job Group: 706 Service Workers

Factor	Raw Statistics (%)		Value Weight	Weighted Factor (%)		Source of Data Rationale for Selection of Recruitment Area/Pool
	Female	Total Min		Female	Total Min	
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	31.74	71.50	100.00	31.74	71.50	Census 2010 Special EEO File Houston-SugrLnd-Baytwn TX MetrAr
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	-	-	-	-	-	
			100.00			
Job Group Final Availabilities (%)				31.74	71.50	

APPENDIX F

Incumbency v. Estimated Availability

Comparison Test

Two Standard Deviation Test

Incumbency v. Estimated Availability

Job Group	Less than Reasonably Expected?	
	Female	Minority
101 Exec Administrator		
102 Exec Acad Administrator		
210 COB, T		
211 COB, TT		
212 COB, NTT		
220 CHSS, T		Yes
221 CHSS, TT		
222 CHSS, NTT		
230 CPS, T		Yes
231 CPS, TT		
232 CPS, NTT		
240 CST, T	Yes	Yes
241 CST, TT		
242 CST, NTT		
252 UC, NTT		
300 Administrators		
301 Acad Administrator		

*Comparison of Incumbency to Availability is performed using the Two Standard Deviation Test
 Yes indicates Number of Standard Deviations ≤ -2.00*

Incumbency v. Estimated Availability

Job Group	Less than Reasonably Expected?	
	Female	Minority
302 Department Heads		
304 Managers & Sr Bus Admins		
305 Sr. Professionals		
306 Professionals		
307 Coordinators & Advisors		
400 Administrative Assts		
401 Support Staff		
500 IT Managers		
501 IT Professional		
601 Skilled Trades, Supv		
602 Skilled Trades, Staff		
702 Police, Supv		
703 Police		
704 Semi-Skilled Supv		
705 Semi-Skilled Staff		
706 Service Workers		

Comparison of Incumbency to Availability is performed using the Two Standard Deviation Test
 Yes indicates Number of Standard Deviations ≤ -2.00

APPENDIX G

Annual Placement Goals

Comparison Test

Two Standard Deviation Test

Annual Placement Goals

Job Group	Placement Goals (%)	
	Female	Minority
101 Exec Administrator	-	-
102 Exec Acad Administrator	-	-
210 COB, T	-	-
211 COB, TT	-	-
212 COB, NTT	-	-
220 CHSS, T	-	47.52
221 CHSS, TT	-	-
222 CHSS, NTT	-	-
230 CPS, T	-	55.02
231 CPS, TT	-	-
232 CPS, NTT	-	-
240 CST, T	57.30	55.02
241 CST, TT	-	-
242 CST, NTT	-	-
252 UC, NTT	-	-
300 Administrators	-	-
301 Acad Administrator	-	-
302 Department Heads	-	-

Comparison of Incumbency to Availability is performed using the Two Standard Deviation Test

Annual Placement Goals

Job Group	Placement Goals (%)	
	Female	Minority
304 Managers & Sr Bus Admins	-	-
305 Sr. Professionals	-	-
306 Professionals	-	-
307 Coordinators & Advisors	-	-
400 Administrative Assts	-	-
401 Support Staff	-	-
500 IT Managers	-	-
501 IT Professional	-	-
601 Skilled Trades, Supv	-	-
602 Skilled Trades, Staff	-	-
702 Police, Supv	-	-
703 Police	-	-
704 Semi-Skilled Supv	-	-
705 Semi-Skilled Staff	-	-
706 Service Workers	-	-

Comparison of Incumbency to Availability is performed using the Two Standard Deviation Test