

**CONTENTS OF THE STAFF AFFIRMATIVE ACTION PLAN  
FOR MACALESTER COLLEGE**

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## **I. PHILOSOPHY**

Macalester College is an academic institution dedicated to teaching and learning in a campus community bonded by a strong sense of common purpose. We believe that the intellectual and personal growth of its members can only be achieved in an environment that values each individual as well as the diverse cultures within the campus community. Macalester is strongly committed to providing equal access to employment for all people regardless of race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, membership or activity in a local commission dealing with discrimination issues, disability, sexual or affectional orientation, age, and veteran's status. The College further believes that curriculum and students at Macalester are best served by a faculty, staff and administration which reflect this diversity.

In order to establish and maintain a diverse staff reflecting the community, the College has established affirmative action policies and procedures for racial minorities and women. Implementation of these policies and procedures will advance the College's ability to recruit, employ and advance persons in these groups at all levels, particularly where they are under-represented. Through its Equal Employment Opportunity/Affirmative Action policies and procedures, the College institutionalizes an ongoing critical assessment of standards and practices and ensures the institution's access to the skills and vitality of the entire population, as well as ensuring the general population's access to employment at Macalester.

## **II. STAFF EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION POLICY STATEMENT**

This is to affirm Macalester College's policy of providing Equal Employment Opportunity/Affirmative Action to all staff employees and applicants for employment.

Macalester College will not discriminate against or harass any employee or applicant for employment because of race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, membership or activity in a local commission dealing with discrimination issues, disability, sexual or affectional orientation, age, and veteran's status.

Macalester College voluntarily initiates affirmative action in employment activities for female and minority applicants to ensure that all employment practices are free of such discrimination. Such employment practices include, but are not limited to the following: hiring, promotion, demotion, transfer, recruitment, recruitment advertising, selection, retention, layoff, disciplinary action, termination, rates of pay and other forms of compensation, selection for training, and actions that affect the overall work environment.

Macalester College will commit the necessary time and resources, both financial and human, to achieve the goals of Equal Employment Opportunity/Affirmative Action.

Macalester College will evaluate the performance of its management and supervisory personnel on the basis of their involvement in achieving these Affirmative Action objectives, as well as other established criteria. Any employee of this organization who does not comply with the Equal Employment Opportunity/Affirmative Action Policies and Procedures set forth in this Statement and Plan will be subject to disciplinary action.

Macalester College has appointed the following individual as Staff Affirmative Action Officer: Terry Bailey, 1600 Grand Avenue, St. Paul, MN 55105.

Ms. Bailey's responsibilities will include monitoring and implementing all Equal Employment Opportunity activities and reporting the effectiveness of the voluntary Affirmative Action Program. The President of Macalester College will receive and review reports on the progress of the program. If any staff employee or applicant for staff employment believes he/she has been discriminated against, he/she should contact the Staff Affirmative Action Officer.

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Brian Rosenberg, President

Date

## DEFINITIONS

As used in this plan, the following terms are defined as:

- A. **Affirmative Action:** Policies that include, but are not limited to, the following elements: (a) analysis of the College workforce to determine if there is underutilization of female or minority employees in any job category; (b) setting goals and timetables for correcting any such deficiencies by eliminating employment practices, procedures, or conditions which have resulted in underutilization; (c) increasing visibility to employment opportunities for women and minorities through advertising and networking with female and minority employees and female and minority associations, organizations, and/or communities; (d) establishing formal non-discriminatory employment practices and procedures, as described in Section VI of this document, which are applied uniformly to all employees and applicants for employment; (e) wherever possible, supporting and cooperating with programs which enable women and minorities to develop job-related skills, or increase their opportunity for employment.
- B. **Equal Opportunity:** Administering programs and treating all persons without regard to race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, membership or activity in a local commission dealing with discrimination issues, disability, sexual or affectional orientation, age, and veteran's status, except where such a distinction is required by law or proved to be a bona fide occupational qualification. This shall not exclude from consideration the value of an individual's ability to enhance their service to the College and performance of their job responsibilities as a result of their diverse background.
- C. **Minority:** The basic racial/ethnic categories (listed below) used by Federal agencies. The term minority refers only to those persons in categories (1) through (4).
- (1) Native American (American Indian or Alaskan Native) - A person having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.
- (2) Asian or Pacific Islander - A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent or the Pacific Islands.
- (3) Persons of African Origin (Black - Not of Hispanic Origin) - A person having origins in any of the Black racial groups of Africa.
- (4) Hispanic or Latino - A person of Mexican, Puerto Rican, Cuban, Central or South American or other Spanish culture or origin, regardless of race.
- (5) White or Caucasian (Not of Hispanic Origin) - A person having origins in any of the original peoples of Europe, North Africa, or the Middle East.
- D. **Workforce Analysis:** A statistical analysis of the race/ethnic and gender composition for each job category throughout the College.
- E. **Utilization Analysis:** A statistical analysis of the proportion of minorities and females in each job category in the College workforce relative to that of appropriately qualified minorities and females available for hiring within the normal

recruiting area. Recruiting areas may be local, regional, or national, depending on category.

- F. **Underutilization:** A situation in which the minority or female proportion of the College workforce in any given occupational category is at least one-half of one person less than the proportion of minorities or females in that occupational category within the geographical area from which it is reasonable to expect persons to be recruited.
- G. **Ultimate Goal:** The end toward which affirmative action effort is directed. It is expressed as the proportion of minority and female employees that is eventually expected in each job category in the College workforce.
- H. **Interim Goal:** The estimated number of minority and female employees that can reasonably be expected to be hired and/or promoted into each job category within a one to three year period, assuming that maximum effort is made to reach the ultimate goal. Estimated turnover rates, changes in the size of the College workforce, and availability of minorities and females in the labor market for each job category are considered when setting interim goals.
- I. **Timetable:** The estimated time period that will be required to reach the ultimate goal of full utilization of minorities and women in each job category.
- J. **Employee:** All individuals employed as Staff by Macalester College, excluding student employees and temporary non-student help.

## IV. PROCEDURES FOR DISSEMINATING THE STAFF AFFIRMATIVE ACTION PLAN

### A. Internal Dissemination

1. The College's Staff EEO/AA Plan will be available in the Human Resources Department.
2. The Plan will also be available on-line at [www.macalester.edu/hr/handbook/sec3.1](http://www.macalester.edu/hr/handbook/sec3.1) and in the reserve department of the Library. Notice of its availability will be made in the Bulletin.
3. The College's EEO/AA policy statement with appropriate portions of the Plan will become a permanent part of the Staff Handbook and collective bargaining agreements.
4. Orientation sessions will be conducted for all new employees of Macalester College's commitment to EEO/AA and their individual responsibility for effective implementation. As appropriate, training EEO/AA information will be incorporated in other types of training sessions.
5. The College will include non-discrimination clauses in all collective bargaining agreements and review all contractual provisions to ensure that they are non-discriminatory. The Staff Affirmative Action Officer, or another representative of the College, will meet with AFL/CIO Local 70 representatives to inform them of the policy and request their cooperation.

### B. External Dissemination

1. The Human Resources Department will send written notification of our EEO/AA Policy to applicable contractors, subcontractors, vendors and suppliers requesting appropriate action on their part.
2. The equal opportunity clause will be incorporated in all applicable purchase orders, leases, and contracts.
3. Staff recruiting efforts will include the following:
  - a. Job opening announcements and advertising will include a reference to Macalester College being an equal opportunity employer.
  - b. Macalester College's recruiting sources, including consultants and outside employment agencies, will be advised of the College's Staff Affirmative Action Plan and will be required to comply with the provisions herein.
  - c. Macalester College will notify and recruit from organizations that are frequented by protected class persons and organizations of protected class persons.
  - d. Macalester College's Department of College Relations will, when appropriate, refer to the College's commitment to affirmative action in relevant communications.
  - e. Prospective employees will be notified of Macalester College's EEO/AA commitment through the employment application, advertising and job

announcements.

**V. RESPONSIBILITY FOR POLICY AND PROGRAM**

A. Board of Trustees

As the final institutional authority for the College, the Board of Trustees has charged the President with the responsibility and authority to ensure that there is a significant presence of women and minority persons in the faculty, student body and staff. The President is responsible for reporting any significant problems regarding affirmative action policies and procedures to the Board of Trustees for their review.

B. President

The President shall be responsible for supporting all affirmative action policies and procedures by allocating appropriate resources to implement efforts, and by inclusion and appraisal of affirmative action objectives in the job requirements of all President's Senior Staff. Additionally, the President will review affirmative action efforts annually.

C. Staff Affirmative Action Officer

The Staff Affirmative Action Officer will plan, develop and monitor Macalester College's Staff Affirmative Action and Equal Employment Opportunity policies, and serve as a resource to facilitate implementation of these policies. She/he will be given the necessary top management assistance, support and resources to fulfill these responsibilities.

D. Staff Affirmative Action Advisory Committee

The Staff Affirmative Action Advisory Committee will meet regularly to review the status of the affirmative action program, as well as the operating policies and procedures affecting affirmative action. Recommendations for any necessary changes to the program will be made to the Staff Affirmative Action Officer and/or the President.

E. President's Senior Staff to the President

President's Senior Staff will be responsible for ensuring compliance with staff affirmative action policies and procedures, personally and within their areas of responsibility, by inclusion and appraisal of affirmative action objectives in the job requirements of all of their direct reports.

F. All Employees

All employees with responsibilities for employment decisions will be directly accountable for understanding and implementing all affirmative action policies and procedures within their area of responsibility.

## **VI. EMPLOYMENT POLICIES AND PRACTICES**

### **A. General Policies and Practices**

1. The College shall recruit, select and hire solely on the basis of individual qualifications, without discrimination, except where a distinction is required by law or proved to be a bona fide occupational qualification. The applicant pool shall be a reflection of the available labor force. This shall not exclude from consideration the value of an individual's ability to enhance their service to the College and performance of their job duties as a result of their diverse background.
2. Employment application forms and other personnel records shall require the same information from all applicants. Screening procedures, such as interviewing and testing, shall be uniformly applied to all applicants. The same information or skills shall be required from all persons applying for the same job. The value of diversity will be an integral element in the evaluation of all applicants.
3. All identified applicants for a position will be requested to voluntarily complete a pre-employment questionnaire identifying their gender and racial/ethnic background. This information is processed separately from their application and will be used by the Human Resources Department to evaluate the adequacy of the candidate pool.
4. The requirements set forth herein are applicable to all staff employment positions which become vacant within the College, except that in cases of temporary appointments of one year or less, or positions that are less than .50 FTE, the Affirmative Action Officer may waive these requirements.

In the circumstance where an individual is identified by the hiring manager as uniquely qualified for an open or newly created position, the manager may petition the Staff Affirmative Action Officer to forego a search, by presenting the qualifications for the position, and the attributes of the candidate which meet the requirements. If after careful analysis of the petition, the Staff Affirmative Action Officer grants the petition, the President and the Staff Affirmative Action Advisory Committee will be notified. The Staff Affirmative Action Officer will take into consideration the probability of a search producing a candidate who more appropriately fits the job requirements, as well as meeting the College's commitment toward diversification.

5. Hiring supervisors and search teams/committees will be updated on EEO/AA information during the search process.

### **B. Recruitment and Selection Procedures**

1. The criteria on which the applicants are to be evaluated are to be specified in writing and then reviewed and approved by the appropriate Direct Report and the Human Resources Department.
2. The Human Resources Department and the hiring supervisor will develop a list of advertising sources for positions unique to their areas which include female and minority contacts. In particular, job categories and /or departments which have few minorities and women are to examine recruitment methods to

develop, where possible, new insights and practices for creating a representative applicant pool. Efforts are to include advertising with sources that attract predominantly female and minority candidates. New sources for recruitment of women and minorities should be identified and developed.

3. All notices, advertisements, and publications specifying a position opening are to contain notices that Macalester is an equal opportunity employer. At times of recruitment, every effort is to be made to advise external and internal contacts of the College's non-discrimination and affirmative action policies.
4. Adequate time must pass before the cessation of recruitment efforts so that a fair proportion of women and minority candidates have the opportunity to apply. If it is found that recruitment practices inadvertently or advertently have excluded women and minorities from the applicant pool, hiring may be delayed by the Staff Affirmative Action Officer. In cases where the pool is deemed to be inadequate, the search may be extended by the Staff Affirmative Action Officer.
5. Determination of those applicants to be interviewed shall be made with the approval of the Human Resources Department, following a review of the top applicants and the applicable criteria. Under no circumstance should any candidate be advanced who does not meet minimum qualifications.
6. Marital status, parenthood, delayed schooling, or previous part-time employment shall not be used to discriminate against any applicant. Continuous schooling or training shall not be a criterion for employment. Late commitment to a profession shall not be taken as a negative indicator of an individual's merits.
7. Interviews shall be conducted so as to include the hiring supervisor, a Human Resources Representative and, where possible, at least one woman and/or one minority member of the current staff in the interview process and all of these individuals shall have input to the hiring decision.
8. Hiring decisions shall be reviewed by the appropriate Direct Report and the Human Resources Department prior to extension of an employment offer.

### **C. Recordkeeping**

1. The Human Resources Department shall maintain written records of the recruitment and selection process for each position opening. Records shall be kept for a period of at least two years, and information from these records shall be made available upon request to the Staff Affirmative Action Officer. Records for each position shall include:
  - (a) Information on advertising, recruitment letters, pre-employment verifications, and other contacts, including specific steps taken to recruit minorities and women.
  - (b) Applications received.
  - (c) Pre-employment EEO information sheets.
  - (d) Summary of appointment and rejections, including information on the

progress of applicants through each stage of the hiring process.

2. At the end of each calendar year the Staff Affirmative Action Officer shall publish in the annual Staff Affirmative Action report to the community a summary of the positions filled during the year, a summary of the composition of the applicant pool, and a summary of the race/ethnic background and gender of all persons hired during the year.

#### **D. Employment, Compensation, Benefits, Terms and Conditions**

1. Equity in salaries will be maintained for all employees without regard to race, religion, creed, gender, national or ethnic origin, age, marital status, sexual orientation or disability. Work assignments and classifications and hours shall be administered on a non-discriminatory basis.
2. Position descriptions and job evaluation procedures shall be maintained for all levels of staff employment at the College. Employees shall have the right to know the compensation range for each category and the criteria on which job evaluation is based.
3. Promotions are within managerial discretion and shall be free of bias. Promotions of current staff members may be made without a search in situations where an incumbent's job duties are increased in complexity and scope, such that the grade level is increased or through restructuring within a department due to a position vacancy and /or business necessity. Recruitment to fill the position vacated by the promoted employee shall be made in accordance with the requirements of this document.
4. All fringe benefits, including leave policies shall be applied equitably to all employees.

#### **E. Training Programs**

1. When possible, the College shall encourage, cooperate in and/or institute training programs for the career development of its personnel. These opportunities shall be made available on a non-discriminatory basis, and appropriate steps will be taken to give active encouragement to female and minority employees to increase their skills and job potential through participation in available training and educational programs.
2. Leaves of absence for reasons of education and training shall be equally available to women and minorities.

## **VII. BUSINESS RELATIONS**

### **A. Contracts**

Macalester College will send written notification of our EEO/AA Policy to applicable contractors, subcontractors, vendors and suppliers requesting appropriate action and cooperation on their part.

### **B. Vendors and Suppliers**

The College will identify itself to its vendors and suppliers as an "Equal Employment Opportunity/Affirmative Action Employer" on all purchase orders, leases and contracts.

## VIII. HIRING GOALS

A significant portion of every affirmative action plan is the inclusion of hiring goals which an institution can reasonably expect to achieve through its affirmative action commitment. Where a need for corrective action has been revealed, the College has implemented specific steps, such as outreach, that are precisely tailored to eliminate barriers to equal employment opportunity. The numerical goals have been established solely for the purpose of measuring the College's success toward eliminating such barriers.

The goals that have been established do not create set-asides for specific groups, are not designed to achieve proportional representation or equal results, and do not require that any specific position be filled by a person of a particular race, sex, or ethnicity.

The long term objective for Macalester College is to mirror the workforce reflected in each job category. While annual hiring goals have been established, they do not reflect turnover by minority and female employees. Therefore, the College, through effective recruitment, employee relations, and training efforts will continue to focus on recruitment and retention of a qualified and diverse workforce.

Macalester evaluates applicants and employees on the basis of their individual merits and abilities. In seeking to achieve its goals, the College will not hire or promote a person who does not have the qualifications needed to perform the job successfully. Nor will the College hire a less qualified person in preference to a more qualified person.

Goals will be based upon the results of the Staff Affirmative Action Annual Reports which provide an annual workforce analysis and employment search analysis to determine whether there is underutilization of females or minorities. The Annual Reports are completed by the Staff Affirmative Action Officer and submitted to the Staff Affirmative Action Advisory Committee, the Director of Human Resources, and the President. After consultation with the Committee, the Director and the President, the Staff Affirmative Action Officer will meet with the President's Council to report the results of the Annual Report and, with the guidance of the President, translate the findings into specific actions and goals to correct areas of underutilization. The President's Senior Staff will be accountable for specific actions and goals within their areas of responsibility.

## **IX. GRIEVANCE PROCEDURE**

The College will provide the means to assure prompt and due process to any employee who believes that the College's policy of non-discrimination has been violated, without any possibility of retribution to the employee. Complaints that may arise under the equal opportunity program of the College may be adjudicated in a variety of ways, both formal and informal. The basic principle for handling any such complaint is to seek its resolution through discussion and negotiation between the persons immediately involved and, when appropriate, in consultation with the Human Resources Department. If these normal processes do not result in a satisfactory accommodation, the complaint will be directed to the College's Dispute Resolution Process.

Initial complaints should be directed to the Staff Affirmative Action Officer or one of the College Grievance Officers whose names can be found in the Faculty/Staff Directory. Upon receiving a complaint she/he will direct the parties to a Mediation Advisor. The selected Advisor will meet with both parties to attempt to reach a satisfactory settlement of the complaint. If the informal mediation process does not result in a satisfactory accommodation, the Judicial Forum is available for a formal review. The Judicial Forum Hearing Body, upon hearing the case, will make a decision and, if warranted, recommend an appropriate sanction. Appeals should be directed to the Director of Human Resources.

**X. ASSESSMENT, MONITORING, AND REPORTING OF THE AFFIRMATIVE ACTION PROGRAM**

As the College engages in a more active Affirmative Action effort, it recognizes the need to establish an adequate system to evaluate the progress of the program. The College shall therefore design, implement and maintain an internal assessment, monitoring and reporting system.

- A. The Human Resources Department shall develop a data system containing the college employment history of all College employees, as well as voluntary race/gender information provided by applicants for employment.
- B. The systems shall have the capability of producing statistical data as listed below:
  - (1) Workforce composition (race, gender, age, length of service, job title and classification)
  - (2) Employment activity (promotions, transfers, reclassifications)
  - (3) Turnover information
  - (4) Salary and benefits
  - (5) Utilization of women and minorities by job category
  - (6) Applicant pool information.
- C. At the end of each year, the Staff Affirmative Action Officer shall submit a report to the President describing the progress of the program. The President will present this information to the Board of Trustees. The report shall contain current workforce and utilization analysis, indicate the degree to which employment goals and timetables are being met, provide information on applicant pools and recruitment response, and include information regarding the use of the grievance procedure. Also, it will describe and analyze other activities which have been initiated to enhance diversity efforts at the College. The annual reports shall be made public. Interim reports may be issued at the discretion of the Staff Affirmative Action Officer.