



Updates to the 2007 Workforce Diversity Plan

2008 Update Workforce Diversity Plan

Because of the compelling governmental interest in workforce diversity, the Coordinating Board for Higher Education (CBHE)/Department of Higher Education (DHE) submits an update to the 2007 Workforce Diversity Plan. The update provides demographic and age information as of June 30, 2007, as well as results on the agency's goals and any disparities in job classes.

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WORKFORCE DIVERSITY PLAN

Responsibility for Implementation

Commissioner of Higher Education

The commissioner has ultimate responsibility for maintaining the workforce diversity program. The commissioner shall:

- Ensure that workforce diversity priorities are communicated and implemented.
- Ensure that specific provisions of the workforce diversity program are carried out and properly reviewed.
- Ensure that all employees and applicants are aware of the department's commitment to equal employment opportunity.

Assistant Commissioners

All management-level personnel are expected to cooperate with and assist the commissioner in finding ways to provide equal employment opportunity as stated in the workforce diversity plan. Management-level personnel shall monitor employment practices within their respective areas and provide data on their efforts toward achievement of the department's workforce diversity plan.

Director of Administration

The director of administration is responsible for coordinating and monitoring the department's workforce diversity program. The director of administration shall provide support, assistance, and advice to management-level personnel on personnel policy, practices, and procedures that affect equal employment opportunity within the MDHE. The director of administration shall:

- Ensure that the department's workforce diversity plan is complete and consistent with federal and state laws and regulations.
- Collect and analyze statistical data regarding employment categories to assess the department's workforce diversity efforts.
- Perform periodic reviews and revise the department's workforce diversity plan as needed.
- Monitor and review the department's personnel policies, internal reporting systems, training programs, and other personnel practices to ensure the department reaches its workforce diversity objectives and meets legal requirements.
- Revise personnel policies as needed and coordinate the effort to disseminate information internally and externally.
- Disseminate information regarding equal opportunity and workforce diversity to other state agencies as needed.

Directors, Senior Research Associates, and Other Employees with Supervisory Responsibility

Directors, senior research associates, and other employees with supervisory responsibility shall:

- Ensure their sections or programs fully comply with the department's workforce diversity plan, including attendance at diversity training.
- Ensure all staff in their sections or programs are given full and equal opportunities for advancements, transfers, and training.
- Ensure all employees within their section or programs receive fair and equitable treatment in duties, assignments, evaluations, disciplines, and all other terms, conditions, and privileges of employment, without regard to race, sex, color, religion, national origin, age, mental or physical disability, or veteran status.
- Assist in the development of recruitment and retention plans to attract and retain qualified employees without regard to race, sex, color, religion, national origin, age, mental or physical disability, or veteran status.

Department Employees

Each employee is expected to abide by the department's workforce diversity plan.

Dissemination Policy and Internal Review

Dissemination Policy

The MDHE shall take the following measures to inform all interested parties of the MDHE's commitment to its workforce diversity plan.

Internal:

- ◆ The plan will be discussed in various departmental meetings and other forums.
- ◆ An updated copy of the workforce diversity plan will be distributed to each employee annually and, upon request, to prospective employees.
- ◆ At least one copy will be posted in a prominent place in each of the MDHE's buildings.

External:

- ◆ Recruitment sources and prospective employees will be informed of the program.
- ◆ The MDHE will identify itself in writing as an equal opportunity employer/workforce diversity employer.

Internal Review

The commissioner will conduct annual reviews of this plan's status and recommend changes, if necessary, on the anniversary of the adoption of the plan. Statistical updates shall be made every six months as required by Executive Order 94-03.

Commitment to Equal Opportunity

Employment Conditions, Terms, Benefits, and Compensation

Employment compensation and benefits shall be granted without regard to race, sex, color, religion, national origin, age, mental or physical disability, or veteran status. The MDHE shall not discriminate on such a basis in its work assignments or classifications, or in the provision of training, use of facilities, or assignment to committees and other bodies.

Recruitment and Hiring

Decisions about applicants shall be made on the basis of job-related criteria such as ability, experience, education level, and training. Criteria or standards that have the effect of largely excluding women or minorities shall be eliminated. All applicants shall be considered without regard to race, sex, color, religion, national origin, age, mental or physical disability, or veteran status.

The MDHE continues to follow a hiring process that stipulates the hiring supervisors' responsibilities when filling a vacancy. All groups are required to complete the hiring process check-off sheet and ensure all steps are completed equally for all prospective employees.

The following specific requirements must be complied with:

- ◆ All advertisements, publications, and written inquiries in matters of recruitment and employment shall contain the statement "AN EQUAL OPPORTUNITY EMPLOYER."
- ◆ All positions shall be advertised locally in the Jefferson City and Columbia newspapers and posted on the MDHE web site and Great Hires web site.
- ◆ The agency may advertise in minority newspapers when ads are placed in metropolitan newspapers.
- ◆ All vacant position announcements shall be sent electronically to colleges and universities, other state agencies, MDHE employees, and the Office of Supplier and Workforce Diversity.
- ◆ Personal contact may be made with leaders at historically black colleges and universities to enlist their support in identifying promising candidates.
- ◆ Applicants shall be informed of the general nature of the duties, the required qualifications, and the range of compensation for the position for which they are applying.
- ◆ The MDHE shall acknowledge receipt of all applications in writing for posted openings.
- ◆ Application materials and interviews for the same job shall require identical information for all applicants.
- ◆ Demographic information collected is not a consideration when filling a vacancy. All hires shall be evaluated on education and applicable experience.
- ◆ Written records of the recruitment and selection process shall be maintained for each position opening.

Changes in Employee Status

Changes in employee status include resignations, terminations, promotions, and new hires for fiscal year 2007 (July 1, 2006 through June 30, 2007). Changes in employee status are made on a nondiscriminatory basis and all employees shall be informed of related policies or practices.

- **Resignations** - As of June 30, 2007, the number of employees who resigned over the course of the fiscal year decreased to 13, thereby decreasing the turnover rate by 16 percent. The turnover rate for FY 2006 was 35%; the turnover rate for FY 2007 fell to 19%. The agency experienced 13 resignations and one termination; seven employees accepted other employment, five employees moved, and one is unknown. Two men (1 Asian, 1 white) and 11 women (all white) resigned during FY07.
- **Promotions/New Hires** - During fiscal year 2007, the MDHE filled 36 vacancies. Of those vacancies, 11 (or 31%) were filled internally. The other 25 positions were filled externally. Of the 25 filled externally, 21 were filled by women (20 white, 1 black) and 4 were filled by men (3 white, 1 black).

EXECUTIVE SUMMARY OF FY07 ACHIEVEMENTS

The Missouri Department of Higher Education accomplished the following achievements in its Workforce Diversity Plan:

Recruitment and Retention

- The earnings gap by gender narrowed during FY07. The average female earnings increased from \$35,003 as of June 30, 2006 to \$36,451 as of June 30, 2007. Average male earnings decreased from \$62,310 as of June 30, 2006 to \$54,516 as of June 30, 2007.
- The applicants interviewed closely mirrored the demographic make-up of the applicant pool. Women made up 65% of the applicant pool, while 76% of those interviewed were women. Men made up 15% of the applicant pool, while 15% were interviewed.
- The MDHE continues to make efforts to increase the minority participation in our workforce. As of June 30, 2007, 56 women and 11 men were employed with MDHE. Of the total number employed, four percent (3 out of 67) were minorities.
- The agency continues to utilize its applicant tracking system to gather demographic information on candidates. The agency required all applicants to complete an MDHE application, gathering optional information on the Workforce Diversity Survey form. The agency received 615 applicants for vacancies filled or advertised after July 1, 2006. Of the 615 applicants, 88% filled out the Workforce Diversity Survey form.

Training and Professional Development

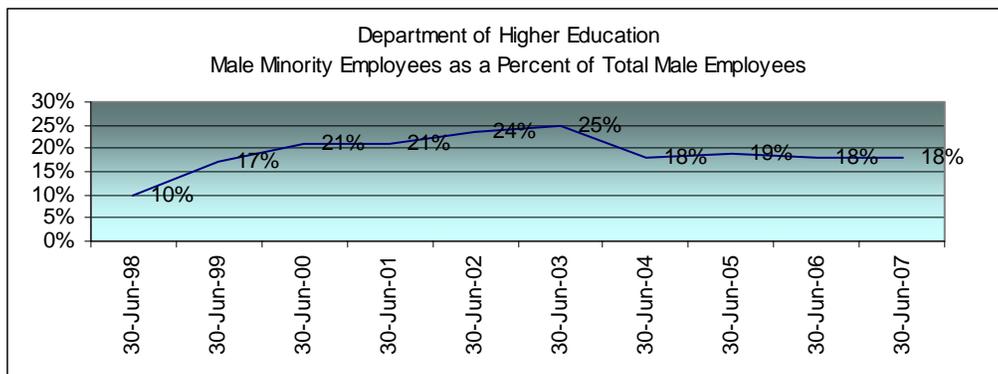
- The MDHE designed and implement a new employee orientation process which covers issues including agency's Workforce Diversity Plan and commitment to equal opportunity employment.
- All new employees have received or been scheduled to receive Sexual Harassment and Cultural Sensitivity Training from the Missouri Commission on Human Rights.

PERFORMANCE OUTCOMES

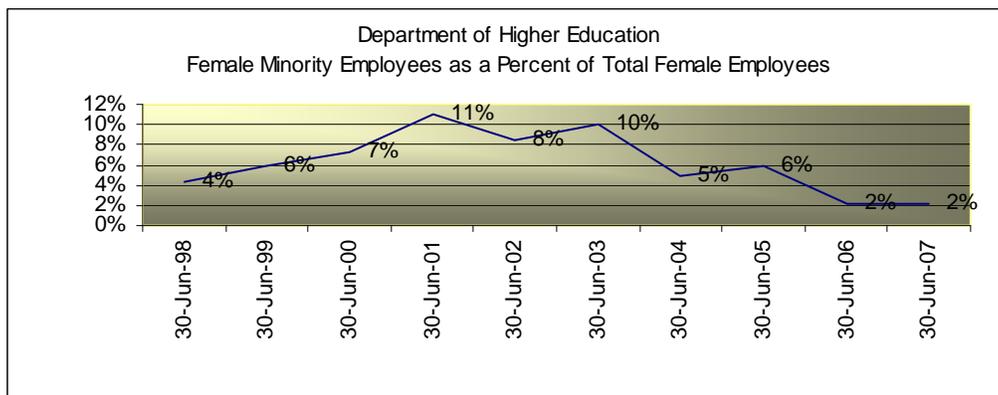
Workforce

As of June 30, 2007, 69 employees made up MDHE's workforce; 67 full-time and two temporary employees. All calculations were completed on full-time employees only. The agency employed 56 women and 11 men. The MDHE workforce was made up of 4 percent black and 96 percent white employees. Women made up 84 percent of the workforce, 1 black and 55 white. Men made up 16 percent of the workforce, 2 black and 9 white.

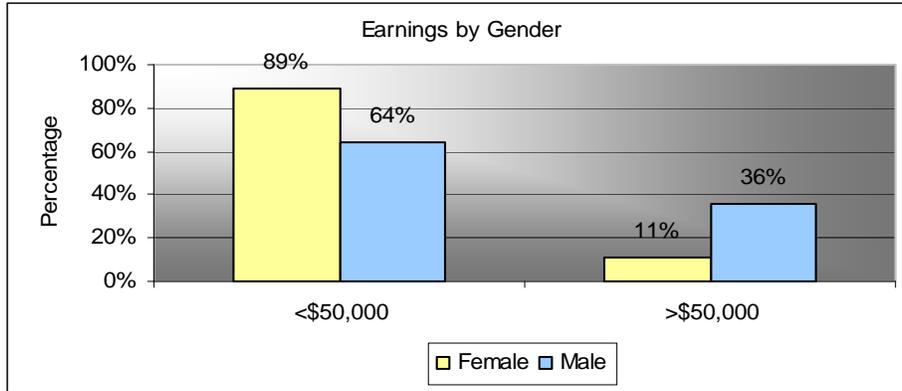
The percentage of minority males employed at MDHE remained at 18 percent, no change from the preceding fiscal year.



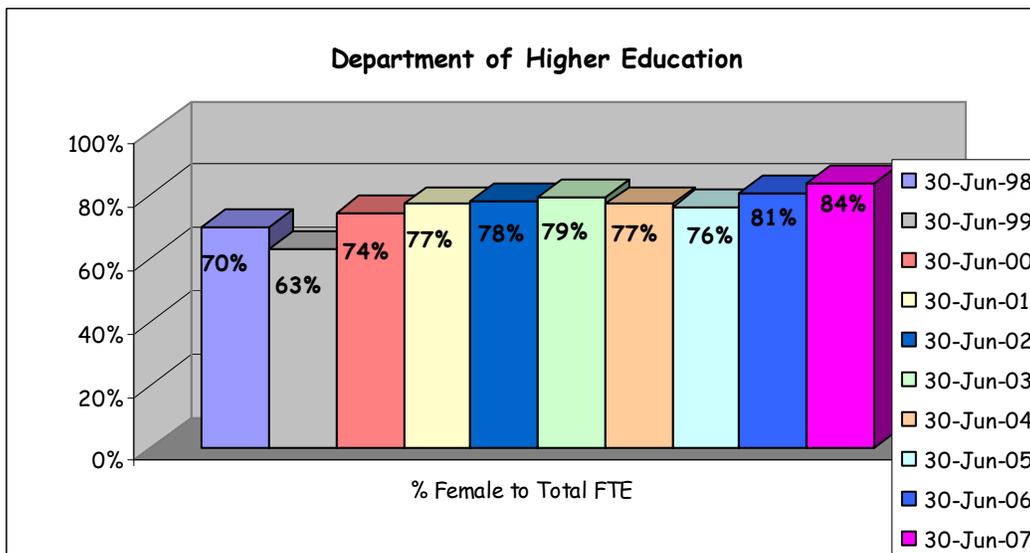
The percentage of minority females employed at MDHE remained at 2 percent, no change from the preceding fiscal year.



The earnings gap by gender narrowed during FY07. The average female earnings increased slightly from \$35,003 as of June 30, 2006 to \$35,806 as of June 30, 2007. Average male earnings decreased from \$62,310 as of June 30, 2006 to \$54,516 as of June 30, 2007.



The percent of workforce earning greater than \$50,000 was 10 percent (or 6 out of 56) women and 36 percent (or 4 out of 11) men.



During FY07, the MDHE workforce consisted of 84 percent women, an increase of 14 percent over a ten-year period.

Utilization

The MDHE staff members preparing this update utilized peopleclick software. The software allowed the agency to prepare the following reports:

- Job Group Analysis
- Work Force Analysis
- Factor Components
- Factor Availabilities
- Job Group Analysis Summary
- Availability Analysis
- Incumbency vs. Estimated Availability
- Annual Placement Goals

The agency employed 67 full-time staff and two part-time staff as of June 30, 2007. The report reflects full-time staff only. Full-time staff is categorized in eight different job classes. The Job Classes are Officials/Administrators, Other Managers, Auditors and Accountants, Other Professionals, Management Analyst, Paraprofessionals, Clerical Support/ Keyboard and Clerical Support/Non-Keyboard. The agency's goal is to be fully utilized across all job classes. After completing the analysis using the "Any Difference with Whole Person Rule," the agency was underutilized in one job class by one person.

The job class that is underutilized is classified as "Other Professionals." Titles within this job class include Client Service Representative, Executive Assistant, Graphic Arts Specialist, Human Resource Specialist, Public Information Specialist, Research Associate, Senior Associate, Student Assistance Associate, and Training Services Coordinator.

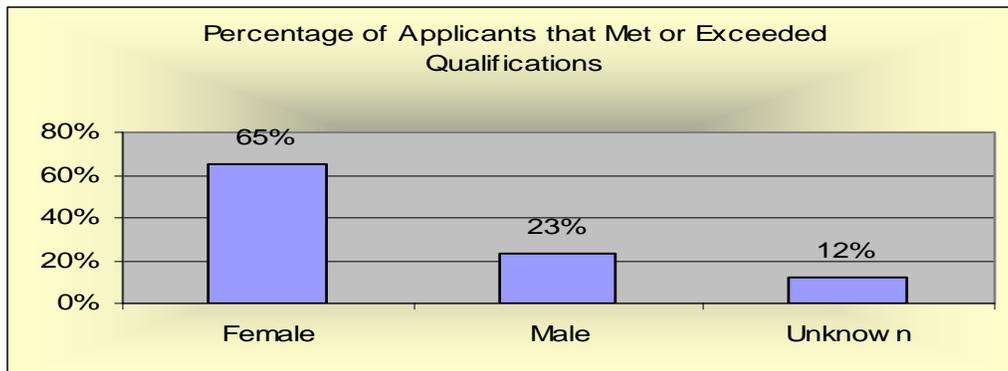
Based upon availability for Jefferson City and the surrounding area, 9.66% of minorities were available for positions within this job class. As of June 30, 2007, there were 22 employees within this job class - 18 female, 4 male, with 1 minority. Based upon the availability, the agency should have at least 2 minorities within this job class. This creates an underutilization of one person; therefore the agency is underutilized in the Other Professional job class by one person.

APPLICANT TRACKING SUMMARY

The MDHE's applicant tracking system is fully implemented. The MDHE has tracked applicant for all positions filled or vacated on or after July 12, 2005.

During FY 2007, MDHE received 615 applications, compared to 216 applications received during FY 2006. Of the 615 applications, 88% filled out the optional Workforce Diversity Survey. Females responded to vacancies at a rate of 65%: 87% white, 5% black or African American, and 1% Hispanic or Latino. Men accounted for 23% of those responding to the survey: 80% white, 12% black or African American; 2% Hispanic or Latino; 2% American Indian or Alaska Native, and 1% multi-racial.

The number of applicants that met or exceeded the required qualifications was 97 or 15% of the total applications received. Of the 97 applications that met or exceeded the qualifications, 65% were females, 23% were males, and the remaining 12% were unknown.



CHALLENGES AND GOALS

Recruitment and Retention

Challenge: To create a more diverse applicant pool and decrease the number of job classes that are underutilized.

Goal: As positions become available, the agency will be proactive in increasing the number of qualified minority applicants.

Strategies: Advertise in minority publications when budget permits and work closely with the Office of Supplier and Workforce Development to find qualified applicants. Include recruitment and retention as part of senior staff's performance evaluation. Evaluate the utilization of the applicant tracking system to aid in analyzing success. Results will be disseminated among supervisory and management staff.

Training and Professional Development

Challenge: To develop a comprehensive training and professional development program that will support and encourage workforce diversity.

Goal: All supervisory staff will complete the required 40 hours of management training under the management training rule. All new staff will attend the Sexual Harassment and Cultural Sensitivity Training within the first 12 months of employment and additional training every three years. Individual professional development plans will be developed by the appropriate senior staff member supervising each position.

Strategies: Develop a training plan that will provide guidelines for employees to follow. Utilize the training tracking system to assist staff in determining what training has been received and what is still needed. Develop budgets to include professional development activities.