

**ARIZONA BOARD OF REGENTS  
COMMISSION ON THE STATUS OF WOMEN  
1996 REVISION OF THE 1991 IMPLEMENTATION PLAN  
(5/08/96 draft)**

**Preface**

In October of 1994, the Arizona Board of Regents appointed a Task Force to conduct a comprehensive review of the implementation of the recommendations contained in the Implementation Plan. In June of 1995, the Task Force presented its review of the original 50 recommendations. Of these, 7 were completed on all campuses, 5 were deleted as no longer relevant and the remaining 38 fell within three critical needs areas: (1) Campus Climate; (2) Career and Professional Development; (3) Compensation and Equity.

During 1995-96, the three University Commissions on the Status of Women worked in conjunction with a Council of Presidents Task Force and identified 12 goals and objectives, measure/indicators, and action items. The goals and objectives were approved for implementation by the Commission on the Status of Women at each university by the Board at its May 1996 meeting.

The goals are listed here. The objectives specific to The University of Arizona are listed with projected dates of implementation/completion. Progress will be reviewed each year. It is expected that the ABOR will request an update at its May 1998 meeting.

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***Campus Climate Goals and Objectives***

**Students and employees will learn and work on a campus which effectively defines and values diversity and civility and prohibits discrimination, harassment, retaliation, and violence. (ABOR/CSW Recommendations 5, 38, 43,44,46)**

1. Approve, adopt and institutionalize the newly revised Sexual Harassment policy submitted through Affirmative Action, Human Resources. (1996)
2. Continue to develop and implement diversity awareness training for all members of the University community. (Note--original document specified to focus first on Administrators). (1996 and ongoing)
3. Establish OASIS, a central office charged with the coordination of campus activities relating to the response to, monitoring of, strengthening of policies related to, and the identification of resources available in the greater Tucson community regarding sexual assault and related violence and harassment on campus, as a permanently funded office. (1997)
4. Create and maintain an accessible publication of religious preferences to increase awareness, promote flexibility, and permit "floating" time off for holidays, etc. (1996)
5. Update UA policies to match current institutional and system goals, for example, those that make the campus a great place to work or that foster teamwork. (2000)

**Each university will provide indoor and outdoor environments which minimize the risk of injury to students and employees . (ABOR/CSW Recommendations 45, 49)**

1. Implement the recently announced policy announced by Risk Management and Safety referencing Ergonomics. (1996)
2. Establish unit plans and procedures on how to respond to violence or potential violence in the work place. (1997)
3. Increase visibility and awareness of the role of Building Monitors across the campus. (1996 and ongoing)

**Each university will offer flexible work and family policies that promote the retention of full-time and part-time employees and students. (ABOR/CSW Recommendations 33, 35, 37)**

1. Implement the FMLA recommendations put forward by CSW/AWF/Office of Child Care Initiatives. (1997)
2. Permanently establish the employee child care voucher program and a student child care subsidy program. (1997)
3. Encourage intra-office cross-training and provide coverage during absences. (1998)
4. Broaden the policy on the use of compassionate transfer of leave to cover a broader range of family situations. (1997)
5. Ensure that policies and budget procedures support flex time, job share, family leave, child care, work from home, transfer of leave, etc. (1999)
6. Conduct standard and confidential exit interviews for all employees leaving the University of Arizona to measure changes in satisfaction with the campus climate. (1998)

**Each university will foster increasingly diverse student and employee groups. (ABOR/CSW Recommendation 39).**

1. Increase the number of students serving on campus teams and committees. (1997)
2. Devote areas in the Student Union and elsewhere to display education and information about women's issues, various cultural resource centers and work force groups such as SAC, AWF, CSW and ASUA to provide education and resources to the campus community. (1998)

**Each university will offer awards and recognition that reflect the contributions of a diverse work force and reflect the changing campus work environment. (ABOR/CSW Recommendations 19, 20).**

1. Annually review and assess award and recognition programs in existence for congruence with the University's mission. (1996)
  2. Continue to encourage all units on campus to develop Award and Recognition programs, including team awards. (1996 and ongoing)
  3. Continue to support the "Bright Ideas" employee suggestion program. (1996 and ongoing)
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### ***Career and Professional Development Goals and Objectives***

**Career and professional development will be a high priority for all classifications of employees at each university, and will be an articulated priority in each university's statement of mission and goals and in departmental planning. (ABOR/CSW Recommendations 21, 22, 23)**

1. Establish a team of "customers" for input into career development needs of employees. (1998)
2. Design prototypes of career development planning tools, employee recognition programs, and mentoring programs that can be used by departments. (1998)

**Specific allocation of funds/resources will be made for career and professional development at each university. (ABOR/CSW Recommendation 22)**

1. Establish baseline data and reporting systems that includes unit level programs. (1998)
2. Establish a technology refresh program that ensures all employees have equipment adequate to communicate and do their work effectively. (1999)
3. Ensure adequate funding for The Employee Career Development Center and for campus and unit career development programs. (1998)

**Access to career and professional development opportunities will improve for all employees at the university. (ABOR/CSW Recommendations 19, 22, 23)**

1. Clarify definitions of "job family" for both classified staff and appointed personnel. (1998)

**Performance evaluation criteria for all supervisors will include support for the development of faculty, classified staff, service professionals, academic professionals and administrative staff. (ABOR/CSW Recommendations 26, 27, 28, 29)**

1. Design an effective communication mechanism with departments to gather information periodically on their performance management systems. (1998)
2. Develop a systematic and recurring survey on employee satisfaction and career needs. (1999)
3. Continue to develop and implement mentoring programs for all members of the university community. (1996 and ongoing)

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### ***Compensation and Equity Goals and Objectives***

**Each university will develop and maintain databases to monitor salary/compensation equity by gender and ethnicity at all levels, pay grades and major employment groups. (Equity refers to equivalency of compensation to employees relative to their comparability of service and value to the university.) (ABOR/CSW Recommendations 3,8,11,14,18)**

1. Create and maintain an comprehensive and longitudinal database for all employment groups including Appointed Personnel (Academic/Service Professionals, Administrators, and Faculty), Classified Staff, and Graduate Student Assistants/Associates. (1998)
2. Create, standardize, implement and maintain a faculty performance rating system covering teaching, service, and scholarship with indicators to be decided at the college or unit level. A cross-college standardized rating scale should be used e.g. 1 to 5 or 1 to 7. (1997)
3. Validate, make corrections, and maintain information in the university operating data systems such as FRS, PSOS, APS, etc. (1996 and ongoing)

**Each university will develop and implement a plan to achieve salary/compensation equity among employees within all employee groups. (ABOR/CSW Recommendations 10,12,13,15,16,17)**

1. Review salary compensation equity annually for all employee groups by college or unit. (2000)
2. Based on the review in C.2.a, correct gender and ethnicity-based salary inequities at the college level in no more than two years. (2002)
3. Create a Salary Advisory Committee within each department to advise and work with the Department Head to determine allocation of market adjustment or equity funds and suggest other sources of funds with which to correct inequities. (1996)
4. Develop policy and guidelines on compensation of administrators once they return to faculty status. (1996)
5. Request supplementary funds from the state to correct any inequities identified. (1997)
6. Compare salaries/total compensation/start-up packages for new faculty and academic professionals to current personnel so that no new inequities are created. (1997)
7. Develop a system to provide merit increases in dollar increments (steps) instead of percent of current salary. An employee of more value to the department will receive a merit raise with a greater number of steps. (1997)
8. Prepare an annual report and submit it to the CSW describing progress in resolving inequities. Response and recommendations from CSW will be sent to the President. (1998)

**Each university will develop and implement a plan to improve/achieve parity of employees in departments/units with respect to gender and ethnicity based on pool availability and employee turnover data. (ABOR/CSW Recommendations 4,8,9)**

1. In order to ensure adequate consideration of women and minorities in hiring, the following will be done (1997):  
Contact national societies in the field and request names of women and minorities from the Job Register. Contact associates at other universities to let them know that the university is looking for women and minorities. In their review of applications, ensure enforcement of the policy preventing disqualification of applicants based on gender or ethnicity-related issues. A representative of the Human Resources Organization (HRO) will meet with each search committee.

The annual training of new administrators will also include meeting with HRO. Contact applicants to determine gender and minority status if it is not evident from their applications. It is suggested that Departments send the "Affirmative Action Information Request" form to applicants.

2. Reduce gender or ethnicity differences in titles and pay grades for new classified staff hires so that personnel with equal responsibility in the same type of job or function are hired with the same title. (1997)
3. Prepare an annual report and submit it to the Commission on the Status of Women on: 1) promotion and tenure/continuing status denials with respect to gender and minority status 2) annual compensation for each employee group by gender, education level, and minority/ majority status. (1998)



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Commission on the Status of Women

