Affirmative Action Plan 2023
Executive Summary

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Executive Summary

Introduction

Signed into law in 1965 by President Johnson, Executive Order 11246 required federal contractors to adopt an affirmative action program. The program was designed for federal contractors to take "affirmative action" for the employment and advancement of qualified people of color. It also stated that discrimination based upon a person's race and ethnicity shall be unlawful. The "affirmative action" or "positive steps" a federal contractor was expected to take involved eliminating existing barriers to equal opportunity that have disproportionally affected people of color. Later, in 1967, affirmative action programs included the same requirements for women.

Today, affirmative action programs have been expanded to require federal contractors to apply affirmative action to people of color, women, protected veterans, and individuals with disabilities, with a focus on engaging in effective outreach efforts to attract, employ, and advance those underrepresented groups without barriers to equal opportunity. Further, the federal program prohibits discrimination in employment decisions based on race, color, religion, sex, sexual orientation, gender identity, national origin, veteran status and disability.

As part of the Office of Federal Contract Compliance Programs (OFCCP) requirements and the university's affirmative action program, University of Colorado Colorado Springs (UCCS) is required to produce an annual Affirmative Action Plan (Plan). The purpose of the Plan is to provide campus leaders, managers, and employees with a comprehensive assessment, including statistical analysis, of our affirmative action efforts and is designed to identify employment goals, potential barriers to equal employment opportunities and progress made in meeting our goals. The Plan also includes a narrative description of UCCS's employment policies, practices and procedures that support the goal of equal opportunity fostering a diverse and inclusive community.

The annual Plan includes a set of required statistical reports that allow UCCS to evaluate its workforce and determine areas where women, racial/ethnic people of color, protected veterans and individuals with disabilities are

underrepresented. We accomplish this by first conducting an analysis by race, ethnicity and gender in job categories within organizational units. To determine areas of underrepresentation, we compare the current workforce against estimates in relevant labor markets and internal advancement opportunities. If underrepresentation is identified, UCCS is required to develop effective action plans and strategies, such as outreach and recruitment efforts of qualified people of color and women, to achieve representation (a/k/a "utilization").

In addition to underrepresentation, the annual Plan analyzes data on applicants, hires, promotions and separations of employees to ensure there is no unintended disproportionate impact on race, ethnicity and gender. This allows UCCS to more closely identify potential barriers to equal employment opportunities and put strategies in place to help remove them.

The UCCS Plan summarized here covers all non-temporary employment groups including faculty, research faculty, university staff, and classified staff.

•	Officers and administration: Those designated as officers of the university, including the chancellor, vice chancellors, provost, deans, and the executive directors/ directors of the research institutes.

•	Faculty: The term faculty or teaching faculty as used in this summary refers to tenured and tenure-track faculty (distinguished, full, associate, assistant professor, and clinical faculty) and non-tenure track faculty (Instructors, Researchers, and Clinicians (IRC)). Faculty with administrative roles below the dean level, such as assistant dean appointments, are included in the faculty numbers.

•	Research faculty: This group includes the ranked research faculty (full, associate, assistant research professors, senior research associates, and research associates), postdoctoral associates, senior professional research assistants, and professional research assistants (PRAs).

•	University staff: These staff positions meet criteria under state law to be exempted from the Colorado personnel system. As such, university staff positions are not subject to the state of Colorado rules and procedures that govern classified positions. UCCS determines the compensation for university staff positions.

•	Classified Staff: The university is a part of the State of Colorado personnel
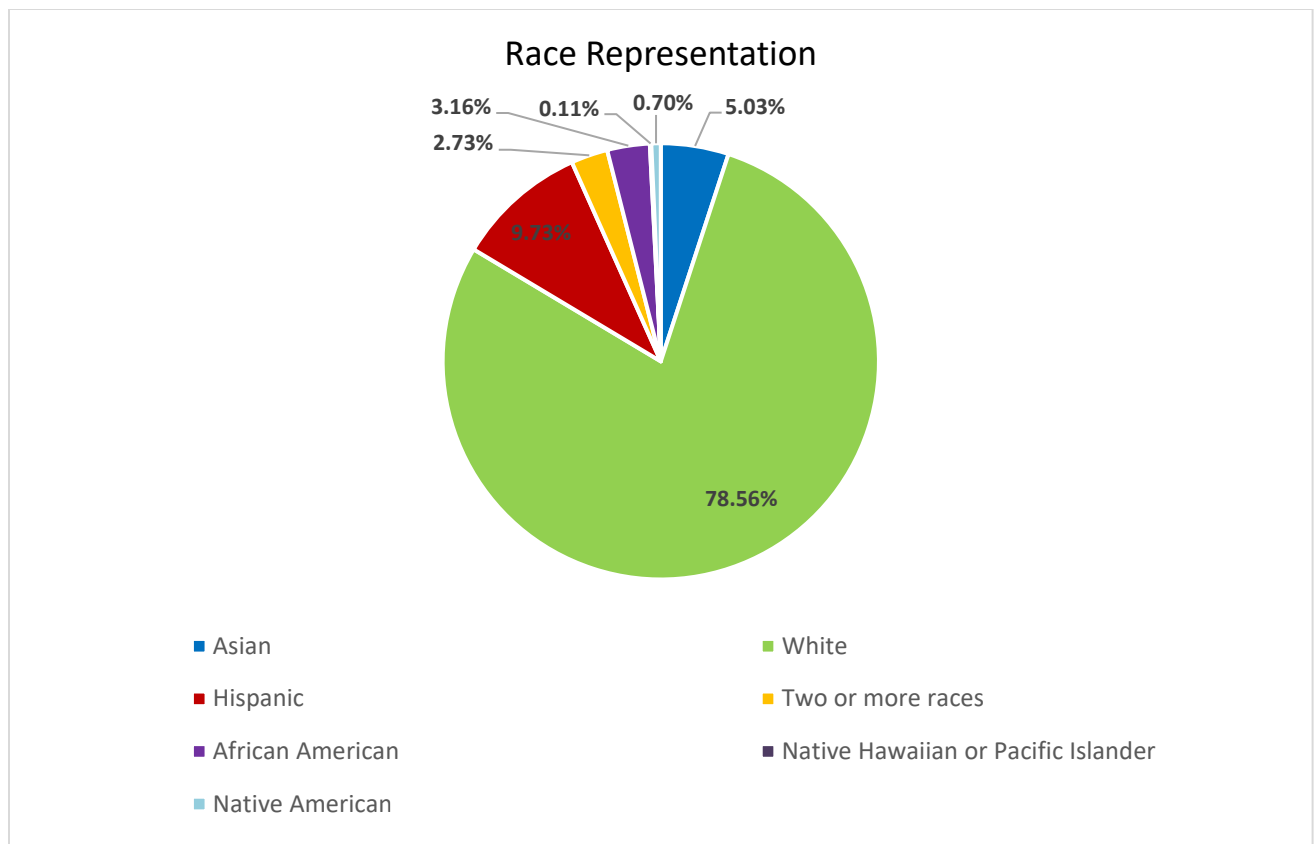
system and those positions that the state system applies to are known as classified staff. The State of Colorado Constitution requires that classified staff are subject to the rules of the State Personnel Board, which also set the rates of compensation classified staff positions.

Temporary employees, student employees, employees on appointments less than 12 months, and retirees are excluded from the Plan.

Data on faculty and staff personnel are reflected as of November 1, 2022. Additionally, data on hires, promotions, and separations were compiled from November 1, 2021, through October 31, 2022 ("plan year").

Workforce Profile for Women and People of Color

The current affirmative action plan includes 1,870 employees, including both faculty and staff. People of color make up 21.4 % of the workforce (401 employees), and women make up 57.7% (1,100 employees). "People of color" includes employees who identified themselves as Asian, African American, Hispanic, Native American, Pacific Islander, or Two or More races. Where race data was missing for employees, they were characterized as "white" for purposes of this Affirmative Action Plan. While that likely underestimates the actual percentage of people of color, it avoids inadvertently masking potential underrepresentation of people of color. Similarly, all employees who did not disclose their sex were characterized as "male," again to avoid inadvertently masking issues of underrepresentation of women. Over the past Plan Year, we have worked to obtain demographic data for employees whose data is missing in order to conduct a more accurate analysis, but some data is still missing.

Race Representation

3.16% 0.11% 0.70% 5.03%
2.73%
9.73%
78.56%

- Asian
- White
- Hispanic
- Two or more races
- African American
- Native Hawaiian or Pacific Islander
- Native American

Figure 1: Workforce by Race

	Number	Percentage
Total	1870	100%
Total People of Color	401	21.4%
White	1469	78.6%
Asian	94	5.0%
African American	59	3.2%
Hispanic	182	9.7%
Native American	13	0.7%
Native Hawaiian or Pacific Islander	2	.01%
Two or more races	51	2.7%

Figure 2: Workforce by Gender

	Number	Percentage
Total	1,907	100%
Women	1100	57.7%
Men	807	42.3%

Benchmark Flags

We identify areas of underrepresentation by benchmark flags which are determined annually with respect to women and people of color by calculating differences between current workforce and estimated availability as defined by external labor markets and internal opportunities. If the difference is statistically significant, usually two standard deviations, then a benchmark flag or area of underrepresentation is identified. Statistical significance can be impacted by factors such as the numbers of employees within the job group. Thus, while some of the job groups below have large differences in terms of percentage between the placement goal and workforce representation, the number of women and people of color employees needed to meet those goals may only be a few employees.

Once identified, the campus is to make good-faith efforts to meet, improve the representation in the current workforce. Benchmark flags are not intended to be hiring quotas or set-asides for hiring those identified as being underrepresented; instead they are indicators that an increased focus on the recruiting pipeline and selection process is needed. Benchmark flags are identified by job group, which is a group of positions with similar job duties, responsibilities, opportunities, and compensation. A complete list of all job groups including job titles is available upon request. Job groups span schools, colleges, and departments across UCCS. The 2022-23 affirmative action plan has identified a total of 23 job groups, out of 46, with benchmark flags, as shown in **Figure 3**.

Figure 3: Benchmark Flags

Job Group	Flags for	Benchmark	Current Employment
Classified Staff - Computer Occupations	Women	22.40%	0.00%
Classified Staff - Science Technicians	Women	37.60%	16.70%
Classified Staff - Custodial and Groundskeeping Workers	Women	28.00%	25.00%
Classified Staff - Accounting and Administrative Workers	Women	81.70%	75.70%
Classified Staff - Natural Resources, Construction, and Maintenance Occupations	People of Color	37.20%	5.60%
Classified Staff - Production, Transportation, and Material Moving Occupations	Women	25.60%	12.50%
Other Faculty - Lecturers	People of Color	15.70%	15.10%
Regular Faculty - Professors	Women	48.50%	30.90%
Regular Faculty - Professors	People of Color	21.60%	15.50%
Regular Faculty - Associate Professors	Women	51.70%	48.50%
Regular Faculty - Associate Professors	People of Color	26.10%	21.60%
Regular Faculty - Assistant Professors	Women	55.70%	51.90%
Regular Faculty - Assistant Professors	People of Color	28.50%	25.90%
Regular Faculty - Senior Instructors	People of Color	23.50%	12.00%
Regular Faculty - Instructors	People of Color	25.40%	23.00%
Research Faculty	Women	50.80%	45.20%
Research Faculty	People of Color	31.40%	16.10%
University Staff - Student Services	People of Color	27.10%	24.30%
University Staff - Academic Services Professionals	Women	82.00%	70.60%
University Staff - Academic Services Professionals	People of Color	31.90%	22.40%
University Staff - Research Services	People of Color	21.00%	7.10%
University Staff - Information Technology	People of Color	28.10%	13.50%
University Staff - Athletics	Women	39.80%	26.10%
University Staff - Athletics	People of Color	21.90%	17.40%
University Staff - Health Care	People of Color	27.00%	14.30%
University Staff - Public Safety	People of Color	25.20%	0.00%
University Staff - Hospitality	Women	58.90%	41.20%
University Staff - Hospitality	People of Color	29.00%	17.60%
University Staff - Facilities	People of Color	30.40%	0.00%
University Staff - Office and Administrative Support Occupations	People of Color	21.60%	13.60%

Prior Year Placement Goals Achievements

The affirmative action plan is updated annually to identify current goals and show progress since the prior year.

Last plan year, UCCS had 31 benchmark flags. Each year, UCCS must determine whether the placement goals from the prior year have been met. Goals are met when the percentage of placements through new hires and promotions meets or is within one whole person of the placement goal percentage throughout the plan year. For example, in the job group for Assistant Professors, UCCS met the placement goal from last year of 28.9% for people of color by placing people of color in new hires or promotions at an overall rate of 38.5%, or five of thirteen total new hires and promotions.

In looking at the placement goals from last year, UCCS successfully met three of the 31 placement goals through new hires and promotions. For two of the job groups where the placement goal was not met, Classified Staff- Computer Occupations and Classified Staff- Science Technicians, there were no vacancies or promotional opportunities. One job group, University Staff- Facilities only had one placement. Twelve job groups made progress toward their benchmark goals in the year. Thus, UCCS must demonstrate its good faith efforts to hire or promote women and/or people of color in those positions, as well as in the new job groups with placement goals.

Because the determination of whether a placement goal was met or not is based on new hires and promotions from the past year, not total representation, a benchmark flag can still exist for these job groups the following year if women and/or people of color are still underrepresented within that job group. Alternatively, even if a placement goal from a prior year was not met through new hires and promotions, the benchmark flag may not be present during the current plan due to factors such as attrition and changes in labor pool availability.

For the last three years, UCCS has seen an increase in the number of benchmark flags. However, there has been progress within several of the benchmark flags from year to year. As to be expected, many of these benchmark flags will take several years to achieve as turnover in positions, such as tenured faculty positions, is low.

Applicants and Selections

One-way UCCS can effectively measure outreach efforts is to examine the demographics of the applicant pools for the hires it has made during the plan year. Annually, the affirmative action plan analyzes the applicant pools to identify any

potential barriers to equal opportunity in the hiring process and determine if outreach efforts have been successful in increasing the number of qualified people of color and women. The analysis includes only those job postings that were available to applicants external to UCCS. Moreover, applicant pools are compared with candidate "selections" to identify where differences in rates of hire may exist. Selections from the applicant data include all applicants that have been hired or offered a position for employment within UCCS's applicant tracking system CU Careers. Due to a time-lag between the hire decision and start date of the employee, as well as applicants who declined an offer of employment, the number of selections does not exactly match the number of new hires identified during the plan year date range.

Figure 4 shows the applicant pool and selections derived from data pulled from the applicant tracking systems in place at UCCS during the past plan year. Individuals that failed to meet minimum qualifications, were not reviewed, or withdrew from consideration were excluded from analysis, per the *Internet Applicant Rule[1]* established by the OFCCP. Those applicants who chose during the application process to self-identify a gender, race, and/or ethnicity are included in the analysis below.

Figure 4: Applicant Analysis

	Pool	Selection Rate
Total	14331	100.0%
Women	57.8%	59.4%
Total People of Color	32.4%	24.6%
Asian	8.52	3.79%
African American	7.19	3.32%
Hispanic	12.98	11.9%
Native American	0.42%	0.7%
Native Hawaiian or Pacific Islander	0.2%	0%
Two or more races	3.74%	5.0%

Looking at the selection rates compared with the employee population, the percentage of selections for people of color and women is greater than their representative percentage in the employee population. UCCS hired 428employees in this period. Beginning in November 2020, UCCS implemented both online and in-

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[1] https://www.dol.gov/agencies/ofccp/faqs/internet-applicants

person training on diversity search and hiring practices for all search committees. The training focuses on implicit bias and modifying the selection criteria to increase the diversity amongst both the applicant pool and those selected for faculty and university positions.

Promotions

Figure 5 shows the breakdown promotions during the plan year. Promotions are movements of current employees into new job codes that reflect a 5% or greater increase in compensation. This past plan year, people of color were promoted at a rate 1.8% higher than their representation in the employee population, a decrease compared to the previous 2 years of reporting. Of the employee groups, because university staff accounted for the largest number of promotions by far, this group had the highest impact on the overall promotion percentage. Women were promoted this past plan year at a rate 1.9% greater than their presence in the employee population. This also represents a decrease compared to the previous 2 years of reporting.

Figure 5: Promotions

	Percentage
Total	100%
Women	59.6%
Total People of Color	19.6%
Asian	5.15%
African American	3.1%
Hispanic	11.3%
Native American	0.0%
Pacific Islander	0.0%
Two or more races	0.0%
White	80.4%

Separations

Data on separations provides UCCS with information about its retention efforts. Retention rates are indicative of whether UCCS is welcoming and inclusive once a hire is made. Many times, understanding why an employee decides to leave an employer is difficult. However, capturing data on race and gender can allow us to determine if certain groups are leaving UCCS at a higher rate than other groups and

how those percentage rates differ from new hires and promotions. **Figure 6** shows

the number and percentage of separations from UCCS, both voluntary and involuntary, for the plan year.

Figure 6: Separations*

	Percentage
Total	100%
Women	56.2%
Total People of Color	23.4%
Asian	3.8%
African American	5.0%
Hispanic	11.3%
Native American	0.4%
Native Hawaiian or Pacific Islander	0.0%
Two or more races	2.9%
White	76.6%

*Includes both voluntary and involuntary separations

Women left employment at UCCS 1.5% less often than their presence in the employee population while people of color left employment 2% more often than their presence in the employee population; but both rates represent a decrease in the rates of separation compared to the previous year.

Protected Veterans
Federal contractors are required to meet hiring targets for protected veterans at a rate of 5.5% per year. Similar to the placement goals for women and people of color, if this goal is not met, UCCS must engage in effective outreach efforts to attract and employ protected veterans. For this Plan Year, UCCS hired 6.0% veterans, exceeding the federal goal. Although we have met the goal for this year, UCCS will continue it's intentional efforts to recruit and retain qualified protected veterans.

Individuals with Disabilities

Federal contractors are also required to meet a utilization goal for employees with disabilities of 7%. If this goal is not met, UCCS must engage in effective outreach to attract and employ individuals with disabilities. This year 6.0 % of our employees have disclosed having a disability, falling short of the 7% goal. This statistic represents a 1.7% increase in the employees reporting they have a disability and the third year in a row

UCCS has seen an increase in the number of employees reporting they have a disability. In addition, 2022 is the third year UCCS has seen an increase in the percentage of

applicants hired who identified that they have a disability, indicating that there are not apparent barriers in the hiring process for individuals with disabilities. While the 7% goal is not a quota or set-aside, it is the benchmark set by the federal government for which federal contractors are to aim. Our utilization rate is likely inaccurate, as it is probable that many employees with disabilities have not disclosed their disability status to the University. As we have in over the past year, UCCS will work to encourage employees to disclose their disability status if they so choose.

Current Actions and Initiatives for the Future

UCCS is committed to building an environment that embraces inclusive excellence where diversity can thrive. With that in mind, we remain focused on meeting compliance obligations under affirmative action requirements designed to increase the representation of people of color, women, protected veterans and individuals with disabilities while respecting equal opportunity for all protected classes. To achieve success, we recognize the need for self-assessment, accountability and commitment towards making necessary good faith efforts.

Over the course of this Plan Year, UCCS will focus on:

• Enhance recruitment outreach efforts for underrepresented populations, specifically in the job groups which did not reach placement goals.

• Developing recruitment and retention resources to assist HR professionals, search committee members and chairs in increasing the focus on diversity in the recruiting and hiring process;

• Creating a culture of inclusion in which all members of the UCCS community feel an authentic sense of belonging.

• Communicating department and college specific data to each department and

college across the campus to better allow them to focus their efforts;

• Collecting information about ongoing diversity and inclusion efforts to improve

retention of women, people of color, people with disabilities, and veterans;

• Providing centralized tools for tracking and evaluating outreach efforts to make the process easier for those involved in conducting outreach to women, people of color, people with disabilities, and veterans.

• Utilize data more strategically to drive future decisions.

The Director of Human Resources Operations and the UCCS HR Talent Acquisition team continues to be available to meet with departmental units to review their workforce demographics, recruitment planning efforts, and assist in strategic activities designed to support an inclusive and welcoming work environment. Further, the Director of Human Resources Operations provides information to departments regarding the demographics of applicant pools for searches conducted by those departments, particularly faculty searches.

The complete affirmative action plan is available for review at the UCCS Department of Human Resources by contacting the Affirmative Action Officer at 719-255-3848.