



University of Colorado  
Colorado Springs

# AFFIRMATIVE ACTION PLAN EXECUTIVE SUMMARY 2018



Human Resources

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## **Preface**

The University of Colorado Colorado Springs (also referred to as UCCS) is repeatedly ranked highly for our undergraduate, graduate, online programs and much more. U.S. News & World Report calls UCCS a top-10 public university in the West, as well as a top-5 regional college in the West for Veterans. The university is committed to the concept and practice of equal opportunity and affirmative action. In the preparation of the Affirmative Action Program (AAP), we have been guided by Section 503 of the Rehabilitation Act of 1973 (as amended) (29 U.S.C. § 793) and its implementing regulations (41 C.F.R. Part 60-741). Nothing contained in this Executive Summary based on the AAP or its supporting data should be construed as an admission by the university in whole or in part, that it has contravened any federal, state, or local employment practice laws.

If the AAP or any supporting data or documentation are submitted to Office of Federal Contract Compliance Programs (OFCCP) pursuant to the Executive Order, the Rehabilitation Act, The Vietnam Era Veterans' Readjustment Assistance Act and/or any implementing regulations (as any or all have been or may be amended), those documents and the information they contain are to be considered confidential and not subject to disclosure without notifying UCCS Affirmative Action Officer, Michelle R. Ward.

Further, no information contained in the AAP or any supporting data or documentation is to be copied, removed from the premises, or released to other individuals without a prior notification to and permission from UCCS.

Reports that require specific data, such as names of employees and salary information, are not an official part of the AAP. This information is on file at the UCCS. Documentation and Supporting Data for AAP Reports is available for review only as required by law.

The AAP does not constitute an express or implied contract between UCCS and its employees, job applicants, or other persons, nor does it change in any way the basic at will employment relationship at UCCS and nothing in the AAP creates a private right of action on behalf of any individual or group against UCCS.

**Request for Self-Identification**  
**41 C.F.R. 60-741.42**

In an on-going effort to provide sufficient data to allow University of Colorado, Colorado Springs to measure and improve, if necessary, the effectiveness of the affirmative action efforts, UCCS invites applicants and employees to complete an invitation to self-identify as follows:

- When an applicant applies or is considered for employment, UCCS invites the applicant to self-identify race, ethnicity, sex, Veteran, and disability status.
- Following an offer of employment when the individual begins his/her job duties and updates their MyCU Portal personal information.
- Recognizing an individual's status regarding disability may change over time and/or an employee may feel more comfortable disclosing an existing disability after being employed for a period of time, therefore, the Affirmative Action officer sends an annual reminder to all employees to update their portal; including their race, ethnicity, gender, Veteran status and disclosure of disability status.

In addition, UCCS keeps all self-identification information confidential and maintains it in a data analysis file rather than in individual employee personnel or medical files.

## **Review of Personnel Processes 41 C.F.R. 60-741.44(b)**

University of Colorado, Colorado Springs periodically reviews its personnel procedures to determine whether they ensure the careful, thorough, and systematic consideration of the job qualifications of employees or applicants with known disabilities for jobs filled either through vacancy or promotion and for educational or training opportunities. The University of Colorado Colorado Springs ensures that its personnel processes facilitate the implementation of the affirmative action program.

Vacancies are advertised, and applications are accepted from any interested person. University of Colorado, Colorado Springs's employment application, the careers section of its website, and all advertisements include a non-discrimination statement to further assure applicants of UCCS policy of equal employment opportunity.

UCCS makes sure when a protected veteran is considered for an employment opportunity, it relies only on that portion of the individual's military record, including his or her discharge papers, relevant to the requirements of the opportunity at issue.

In addition, to ensure qualified protected Veterans and individuals with disabilities are aware of openings, UCCS departments who are seeking to fill new and vacant positions may send announcements to selected sources listed in the syndicated alliance list and other listservs or appropriate job vacancy portals for outreach and positive recruitment efforts.

The disability of any otherwise qualified individual who applies for any vacancy, promotion, transfer, or training opportunity will not be a factor in employment decisions. UCCS periodically reviews any physical and mental job qualifications to ensure they do not tend to screen out disabled Veterans for reasons that are not job related or consistent with business necessity, or do not relate to ensuring the safe performance of the essential functions of the job and individuals with disabilities for reasons that are not job related or consistent with business necessity, or do not relate to ensuring the safe performance of the essential functions of the job. UCCS makes any necessary modifications to ensure applicants and employees receive equal opportunity in the operation of our personnel processes, and that persons with disabilities are not stereotyped in a manner that limits their access to jobs for which they are qualified.

UCCS also ensures applicants and employees with disabilities who meet job qualifications have equal access to its personnel process, including those implemented through information and communication technologies, and provides necessary reasonable accommodation to ensure that applicants and employees with disabilities receive equal opportunity in the operation of personnel processes.

Finally, UCCS makes sure its personnel processes do not limit, segregate, or classify an employee or job applicant in a way that adversely affects employment opportunities or status on the basis of disability.

## **Reasonable Accommodations** **41 C.F.R. 60-741.44(d)**

University of Colorado, Colorado Springs has made and will continue to make reasonable accommodations, which do not impose undue hardships on its business, to the known physical and mental limitations of otherwise qualified employees and job applicants.

Included among the specific accommodations for qualified individuals with disabilities that have been implemented are the following:

- Short- and long-term disability programs provide pay for eligible employees absent due to disability.
- A personal leave policy enables eligible employees to accumulate paid time off to be used for medical appointments or personal illness.
- A medical leave of absence is available to any employee who provides medical documentation of disability, where the requested absence constitutes a reasonable accommodation.
- Adaptive equipment, such as supportive desk chairs, standing desks, special computer monitors and/or keyboards, is made available when necessary to enable an employee to perform an essential job function.
- Should reasonable accommodations be necessary to facilitate access to work areas by qualified employees or applicants with known disabilities, UCCS will take reasonable steps to provide such accommodations.
- If necessary to accommodate a disability, UCCS will redesign jobs to eliminate nonessential functions, unless the redesign creates an undue hardship.
- UCCS will arrange suitable work hours for employees returning from sick leave, leave of absence, and long-term disability where that arrangement constitutes a reasonable accommodation.
- UCCS will accommodate employees with disabilities by allowing a reasonable amount of time off for physicians' visits.
- Special parking for individuals with disabilities is available at University of Colorado, Colorado Springs.
- UCCS's online application system makes clear to all applicants that if they are unable to fully use the automated system, they may follow specified alternate procedures so that they receive equal opportunity to apply for and be fully considered for all jobs.
- The University of Colorado Colorado Springs has designed its online application system and its internal information and communication technologies to increase the accessibility of those systems. If an individual has a disability, UCCS encourages the individual to tell us about (i) any special methods, skills, and procedures which qualify him or her for positions which he or she might not otherwise be able to do, so that he or she can be considered for any position of that kind, and (ii) the reasonable accommodations which would enable the individual to perform the job properly and safely. Such

accommodations may include special equipment, changes in the physical layout of the job, elimination of certain nonessential duties related to the job, or other reasonable accommodations.

UCCS informs employees and applicants of its desire to discuss reasonable accommodations in various ways, including through our Policy Statement and on the Invitation to Self-Identify. Both the Policy Statement and the Invitation to Self-Identify are provided to employees and applicants, and posted for to employees. Individuals interested in discussing accommodations may contact K. Anja Wynne, the ADA Action Officer, the Human Resources Department, and/or the individual's supervisor. Managers and supervisors are trained to ensure that they know what to do if an employee or applicant makes a request for a reasonable accommodation so that such requests are processed swiftly.

Where an employee with a known disability is having significant difficulty performing their job and UCCS reasonably concludes that the performance issues may be related to the known disability, UCCS may notify the employee of the performance problem and confidentially inquire whether the problem is related to the employee's disability. If the employee indicates that their disability is impacting performance, UCCS will engage in confidential discussions with the employee regarding whether the employee requires reasonable accommodations to improve performance.

**Compensation**  
**41 C.F.R. 60-741.21(a)(9)**

In offering employment or promotions, UCCS does not reduce the amount of compensation offered to protected Veterans or individuals with disabilities because of any disability income, pension, or other benefit the employee receives from another source. Similarly, UCCS does not reduce the amount of compensation offered to an employee or applicant because of the actual or anticipated cost of a reasonable accommodation needed, requested, or anticipated.

## Executive Summary

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### 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 minorities. 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 were expected to take involved eliminating existing barriers of equal opportunity that have disproportionately affected minorities. 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 minorities, 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 on the basis of 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 regent law, UCCS is required to produce an annual Affirmative Action Plan (Plan). The purpose of the Plan is to provide campus leaders 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 AAP is supported with the inclusion of this Executive Summary as 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 minorities, 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 minorities 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.

Our Affirmative Action Plan covers all permanent employment groups including faculty, research faculty, university staff and classified staff. “Officers and administration” refers to those designated as officers of the university, including the chancellor, vice chancellors, provost, deans and the executive directors/ directors of the research institutes. Data on faculty and staff personnel,



provided by The Office of Institutional Research, are reflective of January 1, 2017. Additionally, data on hires, promotions, and separations were compiled from January 1, 2017 through December 31, 2017 (“plan year”).

## Workforce Profile

The current affirmative action plan includes a total of 1,706 faculty, research faculty, university staff, and classified employees. Representation of minorities is 327 (20%) and women 967 (60%) for this plan year.

Figure 1 displays the representation of minorities and women in the employee population by officers/administration, faculty, research faculty, classified staff, and university staff. Minorities include the total of both women and men who self-identify as Hispanic, Native American, Asian, Black, Pacific Islander, or two or more races. These racial/ethnic categories are designated by the federal government for purposes of statistical tracking.

**Figure 1 - Employee Demographics by EEO Code**

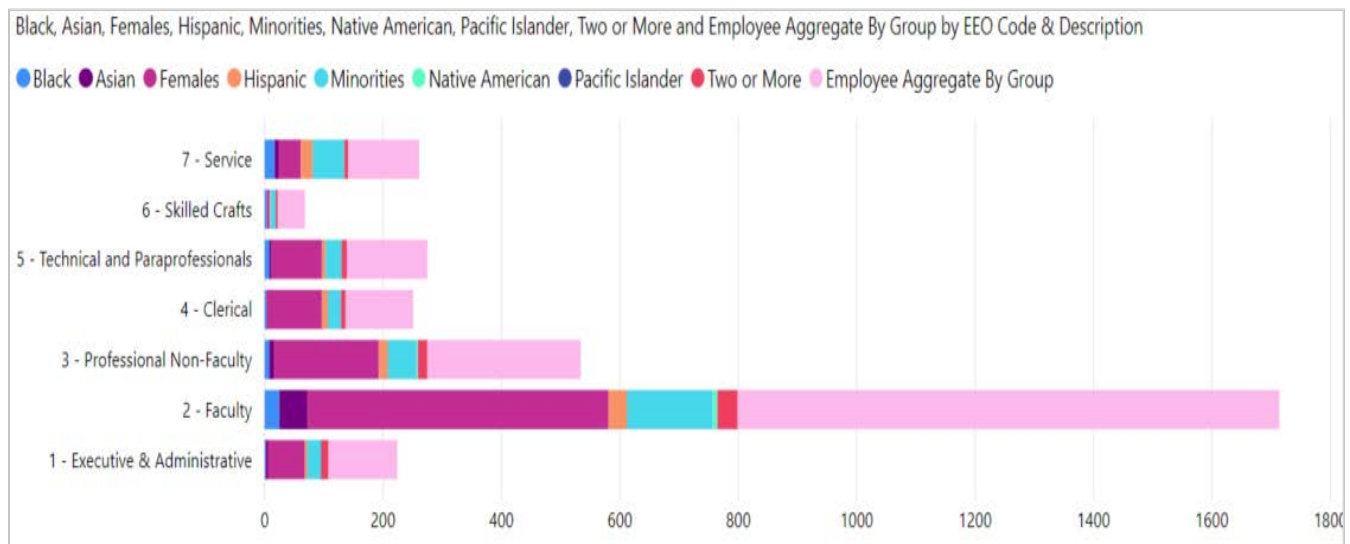


Figure 2 breaks down the employee population by women and the individual minority populations. The information in this table depicts only information for employees who voluntarily disclosed this information.

**Figure 2 - Employee Demographics by EEO Categories**

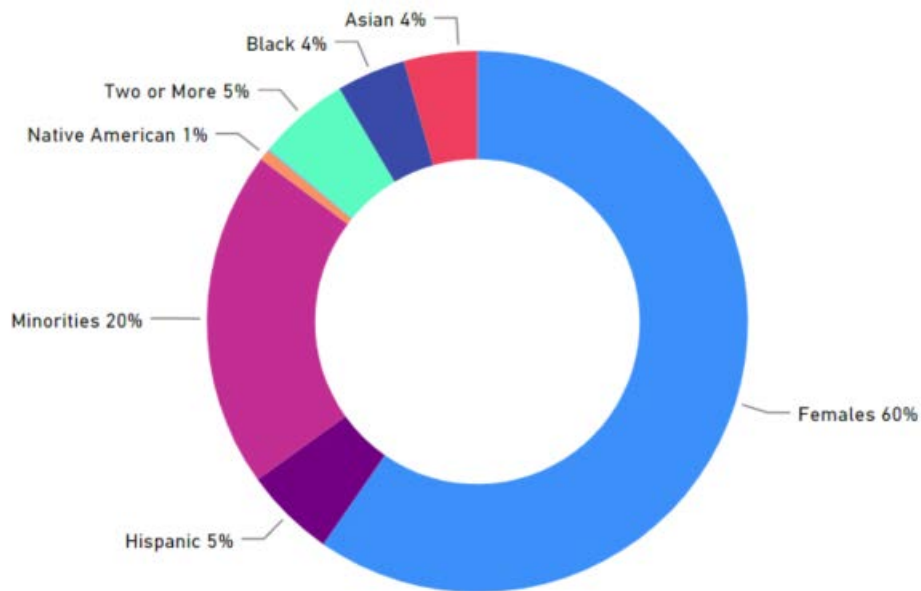


Figure 3 breaks down the UCCS employee population by women and the individual minority populations based on federal EEO categories. The information in this table depicts only information for employees who voluntarily disclosed this information.

**Figure 3 - Employee Demographics**

EEO Code & Description	Employee Aggregate By Group	Two or More	Pacific Islander	Native American	Minorities	Hispanic	Females	Black	Asian
1 - Executive & Administrative	116	12	1	0	23	4	62	2	4
2 - Faculty	915	34	0	8	145	31	509	25	47
3 - Professional Non-Faculty	259	16	0	2	49	15	177	8	8
4 - Clerical	114	8	0	0	22	10	93	3	1
5 - Technical and Paraprofessionals	136	9	0	0	27	6	85	8	4
6 - Skilled Crafts	46	3	0	0	9	2	4	4	0
7 - Service	120	6	1	1	52	20	37	17	7
<b>Total</b>	<b>1706</b>	<b>88</b>	<b>2</b>	<b>11</b>	<b>327</b>	<b>88</b>	<b>967</b>	<b>67</b>	<b>71</b>

## Placement Goals

For women and minorities, the plan identifies areas of underrepresentation by setting placement goals. Placement goals are determined annually by calculating differences between the current workforce and estimated availability. Estimated availability is determined by the recruitment areas for those job groups as defined by external labor markets and internal opportunities. If the difference is statistically significant, then a placement goal or area of underrepresentation for women and/or minorities is identified. Once identified, the campus must make good faith efforts to meet, where possible, these goals when new hires and promotions are made. Placement goals are not intended to be hiring quotas or set-asides for hiring those identified as being underrepresented. Placement goals do not supersede merit-based selection of candidates and do not require UCCS to hire a non-qualified applicant over a more qualified one.

Placement goals are identified by job group, which is a group of positions with similar job duties, responsibilities, opportunities for advancement and compensation. Job groups, especially for staff, can thus be comprised of positions across multiple departments, colleges or divisions on campus. Job groups are continually updated to reflect the current employee population and changes to campus organization. A complete list of all job groups, including specific job titles, is available in Appendix A.

The 2017-2018 affirmative action plan has identified a total of 7 total placement goals in 4 job groups, as shown below in Figure 4.

**Figure 4 - Placement Goals**

Placement Goals								
Job Group & Name	Min	Fem	Asian	Black	His	Native	Pac	Two+
43 - Instructors	24.62		12.61	5.39				
14-F4 - Lecturer	18.55		8.77					
4-AA2 - Administrative Support		95.95						
5-HCL2 - Healthcare Laboratory		70.74						

Because the determination of whether a placement goal was met or not is based on new hires and promotions, a placement goal can still exist for these job groups the following year if women and/or minorities are still underrepresented as a whole within that job group.

## 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 minorities and women. 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 (external and internal) that have been hired or offered a position for employment within UCCS's applicant tracking system. Due to a time-lag between the hire decision

and start date of the employee, the number of selections may not consistently exactly match the number of hires and promotions identified during the plan year range.

Figure 5 shows the applicant pool and selections derived from data pulled from the applicant tracking system in CU Careers (Taleo) at UCCS during the plan year. Individuals that failed to meet minimum qualifications or withdrew from consideration were excluded from analysis. Those applicants who chose to self- identify a gender, race, and/or ethnicity are included in the analysis below. The applicant analysis is also broken down into the 7 EEO Categories reflected in the AAP.

## Figure 5: Applicant Summary/Analysis

### University of Colorado, Colorado Springs

January 1, 2018 Annual Affirmative Action Plan

Colorado Springs

#### Applicant Summary

For Period: 1/1/2017 to 12/31/2017

EEO Code 1		Executive & Administrative											
		Total	Unk Race	Unk Gend	Min	Fem	Asi	Blk	His	Ind	Pac	Two	
1	S	4	1	1	1	2	0	0	1	0	0	0	
Executives	P	53	1	4	9	6	0	2	6	0	0	1	
2	S	3	0	0	1	0	1	0	0	0	0	0	
ASSOC/ASST Dean	P	57	0	1	19	13	12	3	3	0	0	1	
22-1a	S	6	0	0	2	3	0	0	2	0	0	0	
Chief of Staff/Management	P	25	0	0	8	8	2	2	3	0	0	1	
22-AS1	S	1	0	0	0	1	0	0	0	0	0	0	
Directors Academic Services	P	11	0	0	4	8	0	2	2	0	0	0	
22-BS1	S	5	0	0	2	4	0	0	1	0	0	1	
Directors Academic Services	P	66	3	2	8	30	0	3	2	0	0	3	
22-C1	S	1	0	0	1	0	1	0	0	0	0	0	
Director Communication	P	11	0	0	2	8	1	0	0	0	1	0	
24-HOS1	S	1	0	0	0	0	0	0	0	0	0	0	
Director Hospitality	P	6	0	0	0	1	0	0	0	0	0	0	
25-SS1	S	2	0	0	0	1	0	0	0	0	0	0	
Director Student Services	P	54	0	2	10	19	0	6	3	1	0	0	

S - Selected, P - Pool

# Applicant Summary

For Period: 1/1/2017 to 12/31/2017

EEO Code 2

Faculty

		Total	Unk Race	Unk Gend	Min	Fem	Asi	Blk	His	Ind	Pac	Two		
42	S	17	0	1	6	7	2	1	2	0	0	1		
Assistant Professors	P	894	57	32	267	299	183	31	37	0	0	16		
43	S	34	0	1	4	21	3	0	1	0	0	0		
Instructors	P	693	23	19	184	309	89	22	48	2	0	23		
12-F3	S	1	0	0	0	1	0	0	0	0	0	0		
Instructor Non-Tenure Track	P	1	0	0	0	1	0	0	0	0	0	0		
13-R4	S	1	0	0	0	1	0	0	0	0	0	0		
Senior Research Assistants	P	1	0	0	0	1	0	0	0	0	0	0		
13-R5	S	5	0	0	0	4	0	0	0	0	0	0		
Professional Research Assistants	P	35	0	2	6	19	0	2	0	0	0	4		
14-F4	S	7	0	0	1	5	0	1	0	0	0	0		
Lecturer	P	7	0	0	1	5	0	1	0	0	0	0		

S - Selected, P - Pool

# Applicant Summary

For Period: 1/1/2017 to 12/31/2017

EEO Code 3

Professional Non-Faculty

		Total	Unk Race	Unk Gend	Min	Fem	Asi	Blk	His	Ind	Pac	Two		
22-AS2	S	27	0	0	4	20	0	2	2	0	0	0		
Academic Services	P	723	12	15	181	471	24	37	81	2	0	37		
22-BS2	S	17	1	0	3	11	0	0	1	0	1	1		
Business Services	P	226	7	4	46	154	3	5	29	1	1	7		
22-C2	S	2	0	0	0	1	0	0	0	0	0	0		
Communication	P	26	0	0	2	16	0	0	0	0	0	2		
23-D2	S	3	0	0	2	3	0	0	1	0	0	1		
Development	P	13	0	0	3	11	0	0	1	0	0	2		
23-ER1	S	2	0	0	0	1	0	0	0	0	0	0		
Director External Relations	P	36	0	1	3	15	2	1	0	0	0	0		
23-ER2	S	3	0	0	1	2	0	0	1	0	0	0		
External Relations	P	33	1	1	4	10	0	1	2	1	0	0		
24-HOS2	S	2	0	0	0	0	0	0	0	0	0	0		
Hospitality	P	3	0	0	1	0	0	0	1	0	0	0		
24-HR2	S	4	0	0	1	3	0	0	0	1	0	0		
Human Resources	P	212	10	4	60	118	6	13	22	4	0	15		
25-SS2	S	5	0	0	1	1	0	0	1	0	0	0		
Student Services	P	184	0	2	46	100	7	13	16	2	1	7		

S - Selected, P - Pool

# Applicant Summary

For Period: 1/1/2017 to 12/31/2017

EEO Code 4

Clerical

		Total	Unk Race	Unk Gend	Min	Fem	Asi	Blk	His	Ind	Pac	Two		
25-AA3	S	6	0	0	1	5	0	0	0	0	0	1		
Executive/Professional Assistant	P	253	4	1	59	220	4	15	34	2	0	4		
25-T1	S	33	2	0	6	28	0	3	2	0	0	1		
Temporary Services	P	51	3	0	14	42	0	6	6	0	1	1		
28-AA2	S	5	0	0	1	3	0	0	1	0	0	0		
Administrative Support	P	275	24	7	66	231	13	13	32	3	1	4		
28-AA3	S	2	0	0	1	1	0	0	1	0	0	0		
Administrative Support	P	12	0	0	2	11	0	0	2	0	0	0		
4-AA2	S	12	0	0	1	11	0	0	1	0	0	0		
Administrative Support	P	410	1	4	124	340	19	28	57	2	2	16		

S - Selected, P - Pool

# Applicant Summary

For Period: 1/1/2017 to 12/31/2017

## EEO Code 5

## Technical and Paraprofessionals

		Total	Unk Race	Unk Gend	Min	Fem	Asi	Blk	His	Ind	Pac	Two		
23-FIN2	S	7	0	0	3	6	0	1	2	0	0	0		
Finance/Accounting	P	74	2	2	22	43	8	3	11	0	0	0		
24-HC2	S	14	0	0	4	14	3	0	0	0	0	1		
Healthcare	P	64	5	1	12	57	5	2	3	0	0	2		
24-IT2	S	6	0	0	0	3	0	0	0	0	0	0		
Information Technology	P	89	4	1	24	24	10	5	5	1	0	3		
24-RS2	S	1	0	0	0	1	0	0	0	0	0	0		
Research Services	P	23	0	1	5	16	0	0	1	1	0	3		
5-FIN2	S	1	0	0	0	1	0	0	0	0	0	0		
Finance/Accounting	P	10	0	0	4	8	1	3	0	0	0	0		
5-HCL2	S	0	0	0	0	0	0	0	0	0	0	0		
Healthcare Laboratory	P	26	0	1	7	15	2	0	4	1	0	0		
5-LIBT	S	3	0	0	1	3	0	1	0	0	0	0		
Library Technicians	P	71	1	1	15	47	2	5	5	1	0	2		

## EEO Code 6

## Skilled Crafts

		Total	Unk Race	Unk Gend	Min	Fem	Asi	Blk	His	Ind	Pac	Two		
27-FL2	S	5	0	0	3	2	0	1	1	1	0	0		
Facilities Labor	P	11	0	1	4	3	0	1	2	1	0	0		
6-FT2	S	1	0	0	0	0	0	0	0	0	0	0		
Facilities Trades	P	67	0	2	26	4	3	16	5	0	1	1		

S - Selected, P - Pool



# Applicant Summary

For Period: 1/1/2017 to 12/31/2017

EEO Code 7

Service

		Total	Unk Race	Unk Gend	Min	Fem	Asi	Blk	His	Ind	Pac	Two		
25-PS2	S	3	0	0	0	0	0	0	0	0	0	0		
Public Safety	P	125	2	4	21	23	1	3	9	3	1	4		
27-H1	S	12	0	0	4	2	1	2	1	0	0	0		
Dining Services	P	36	0	0	14	9	1	8	4	0	0	1		
7-FC2	S	14	0	0	8	8	2	1	4	0	1	0		
Facilities Custodial Services	P	125	4	1	59	31	7	21	27	0	3	1		
7-FG2	S	1	0	0	0	0	0	0	0	0	0	0		
Facilities Grounds	P	31	2	2	4	5	0	1	3	0	0	0		
7-PS2	S	3	0	0	1	2	0	0	1	0	0	0		
Public Safety	P	162	7	3	57	50	9	15	27	0	1	5		

		Total	Unk Race	Unk Gend	Min	Fem	Asi	Blk	His	Ind	Pac	Two		
Totals	S	282	4	3	64	182	13	13	27	2	2	7		
	%		1.42	1.06	22.70	64.54	4.61	4.61	9.57	0.71	0.71	2.48		
	P	5,285	173	121	1,403	2,801	414	289	493	28	13	166		
	%		3.27	2.29	26.55	53.00	7.83	5.47	9.33	0.53	0.25	3.14		

S - Selected, P - Pool

\*The pool total includes applicants who did not self-identify a race, ethnicity, or gender when applying

Looking at the figure above, the percentage of selections for minorities and women is greater than their representative percentage in the overall pool, which means both groups are being selected at a higher rate than they are applying. Among the specific minority populations as defined by the federal government, Females were selected at rate 11.54% greater rate than the pool, applicants who identified Hispanic were selected at a 0.24% higher rate. On the other hand, Asians, Blacks, Native Americans, and Pacific Islanders were selected at a lower percentage than their representation in the applicant pool.

## New Hires and Promotions

The next two figures (Figure 6 and Figure 7) show the breakdown of new hires and promotions during the plan year. "New Hires" includes those employees who are new to UCCS and who have not previously been UCCS professional employees. This number is lower than the number of "Selections" listed above in the applicant analysis because that number included internal candidates and rehires.

**Figure 6: New Hires**

University of Colorado, Colorado Springs												
January 1, 2018 Annual Affirmative Action Plan												
<b>New Hire Summary</b>												
For Period: 1/1/2017 to 12/31/2017												
		<b>Total</b>	<b>Min</b>	<b>Fem</b>		<b>Asi</b>	<b>Blk</b>		<b>His</b>	<b>Ind</b>	<b>Pac</b>	<b>Two</b>
1 - Executives		1	0	0		0	0		0	0	0	0
2 - ASSOC/ASST Dean		1	1	0		1	0		0	0	0	0
22-1a - Chief of Staff/Management		1	0	1		0	0		0	0	0	0
22-BS1 - Directors Academic Services		2	1	2		0	0		0	0	0	1
25-SS1 - Director Student Services		1	0	0		0	0		0	0	0	0
40 - Professors		3	0	1		0	0		0	0	0	0
41 - Associate Professors		7	1	4		1	0		0	0	0	0
42 - Assistant Professors		26	8	#		5	1		2	0	0	0
43 - Instructors		28	3	#		0	1		1	0	0	1
14 - Other Faculty		3	1	1		0	0		1	0	0	0
12-F3 - Instructor Non-Tenure Track		1	1	1		1	0		0	0	0	0
13-R1 - Research Professor		1	1	0		0	0		0	0	0	1
13-R4 - Senior Research Assistants		1	0	1		0	0		0	0	0	0

13-R5 - Professional Research Assistants		3	0	2		0	0		0	0	0	0
14-F1 - Visiting Professor		1	1	0		1	0		0	0	0	0
14-F2a - Visiting Assistant Professor		2	1	0		1	0		0	0	0	0
14-F3 - Assistant Instructor		1	1	1		1	0		0	0	0	0
14-F4 - Lecturer		224	42	#		5	8		11	3	0	15
22-AS2 - Academic Services		15	3	#		0	2		1	0	0	0
22-BS2 - Business Services		5	1	2		0	0		0	0	1	0
22-C2 - Communication		1	0	1		0	0		0	0	0	0
23-D2 - Development		4	3	4		0	0		1	0	0	2
23-ER2 - External Relations		3	0	2		0	0		0	0	0	0
24-HR2 - Human Resources		2	1	1		0	0		0	1	0	0
25-A2 - Athletics		1	0	1		0	0		0	0	0	0
25-SS2 - Student Services		4	1	0		1	0		0	0	0	0
27-AA3 - Standardized Patient		4	2	3		0	0		2	0	0	0
25-AA3 - Executive/Professional Assistant		3	1	2		0	0		0	0	0	1
25-T1 - Temporary Services		16	4	#		0	2		0	0	0	2
28-AA2 - Administrative Support		4	1	2		0	0		1	0	0	0
4-AA2 - Administrative Support		4	0	4		0	0		0	0	0	0
23-FIN2 - Finance/Accounting		4	1	4		0	0		1	0	0	0
24-HC2 - Healthcare		4	2	4		1	0		0	0	0	1
24-IT2 - Information Technology		2	0	0		0	0		0	0	0	0
24-RS2 - Research Services		1	0	1		0	0		0	0	0	0
27-HC2 - Healthcare		1	1	1		0	1		0	0	0	0
28-FIN2 - Finance/Accounting		1	0	1		0	0		0	0	0	0
5-FIN2 - Finance/Accounting		1	0	1		0	0		0	0	0	0
5-HCL2 - Healthcare Laboratory		1	1	1		0	0		1	0	0	0
5-LIBT - Library Technicians		2	0	2		0	0		0	0	0	0
27-FL2 - Facilities Labor		2	1	0		0	1		0	0	0	0
25-PS2 - Public Safety		1	0	0		0	0		0	0	0	0
27-H1 - Dining Services		9	3	2		0	2		1	0	0	0
7-FC2 - Facilities Custodial Services		10	7	6		2	0		5	0	0	0
7-FG2 - Facilities Grounds		1	1	1		0	0		1	0	0	0

7-PS2 - Public Safety		5	2	2		0	1		1	0	0	0
<b>Totals</b>	<b>#</b>	418	98		62	20	19		30	4	1	24
	<b>%</b>		23.44		60.05	4.78	4.55		7.18	0.96	0.24	5.74

Looking at the figure above, the percentage of selected women is greater than their representative percentage in the overall pool, which means this group is are being selected at a higher rate than they are applying. Among the specific minority populations as defined by the federal government, Females were selected at rate 11.54% greater rate than the pool, applicants who identified Hispanic were selected at a 0.24% higher rate. On the other hand, Asians, Blacks, Native Americans, and Pacific Islanders were selected at a lower percentage than their representation in the applicant pool.

**Figure 7: Promotions\***

<b>University of Colorado, Colorado Springs</b>											
January 1, 2018 Annual Affirmative Action Plan											
<b>Promotion Summary by Old Job</b>											
For Period: 1/1/2017 to 12/31/2017											
		<b>Total</b>	<b>Min</b>	<b>Fem</b>	<b>Asi</b>	<b>Blk</b>		<b>His</b>	<b>Ind</b>	<b>Pac</b>	<b>Two</b>
2 - ASSOC/ASST Dean		1	0	1	0	0		0	0	0	0
22-1a - Chief of Staff/Management		1	0	1	0	0		0	0	0	0
22-BS1 - Directors Academic Services		4	1	2	0	0		1	0	0	0
23-FC1 - Director Facilities		1	0	0	0	0		0	0	0	0
24-IT1 - Director Information Technology		2	0	0	0	0		0	0	0	0
24-RS1 - Director Research		1	0	1	0	0		0	0	0	0
40 - Professors		1	0	0	0	0		0	0	0	0
41 - Associate Professors		6	2	3	1	0		1	0	0	0
42 - Assistant Professors		7	3	2	1	1		1	0	0	0
43 - Instructors		16	1	9	0	0		1	0	0	0
13-R3 - Research Associates		2	0	0	0	0		0	0	0	0
22-AS2 - Academic Services		8	0	6	0	0		0	0	0	0
22-BS2 - Business Services		2	0	2	0	0		0	0	0	0
22-C2 - Communication		1	0	0	0	0		0	0	0	0
23-D2 - Development		2	1	2	0	0		1	0	0	0

23-ER2 - External Relations		3	0	3		0	0		0	0	0	0
24-HOS2 - Hospitality		1	1	1		0	0		1	0	0	0
24-HR2 - Human Resources		2	2	2		0	1		1	0	0	0
25-SS2 - Student Services		4	1	2		1	0		0	0	0	0
28-AA2 - Administrative Support		2	0	2		0	0		0	0	0	0
28-AA3 - Administrative Support		1	0	1		0	0		0	0	0	0
4-AA2 - Administrative Support		2	0	0		0	0		0	0	0	0
23-FIN2 - Finance/Accounting		4	2	3		0	2		0	0	0	0
24-IT2 - Information Technology		8	0	3		0	0		0	0	0	0
24-RS2 - Research Services		1	0	1		0	0		0	0	0	0
28-M2 - Media		1	0	0		0	0		0	0	0	0
6-FT2 - Facilities Trades		1	1	0		0	1		0	0	0	0
27-H1 - Dining Services		2	1	1		0	1		0	0	0	0
<b>Totals</b>	<b>#</b>	87	16		48	3	6		7	0	0	0
	<b>%</b>		18.39		55.17	3.45	6.90		8.05	0.00	0.00	0.00

\*As UCCS transitions away from the classified staff system, promotions for classified staff are generally into university staff positions.

The analysis of the promotion data shows that both women and minorities were promoted at rates less than their representative percentage in the employee population during the plan year. For females at 55.17%, it is at a rate of 4.83% less than their employee population of 60% for the plan year. For minorities at 18.39%, it is at a rate of 1.61% less than their employee population of 20% for the plan year.

## Separations

Data on separations provides us with information about our 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 at a higher rate than other groups and how those percentage rates differ from hires and promotions.

The next 3 figures (Figures 8, 9, 10) shows the number and percentage of separations from UCCS, both voluntary and involuntary, for the plan year.

### Figure 8: Total Separations

University of Colorado, Colorado Springs											
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January 1, 2018 Annual Affirmative Action Plan												
<b>Termination Summary</b>												
For Period: 1/1/2017 to 12/31/2017												
		<b>Total</b>	<b>Min</b>	<b>Fem</b>		<b>Asi</b>	<b>Blk</b>		<b>His</b>	<b>Ind</b>	<b>Pac</b>	<b>Two</b>
1 - Executives		1	1	0		1	0		0	0	0	0
2 - ASSOC/ASST Dean		2	2	0		1	0		1	0	0	0
22-AS1 - Directors Academic Services		2	0	1		0	0		0	0	0	0
22-BS1 - Directors Academic Services		2	0	1		0	0		0	0	0	0
40 - Professors		11	2	2		1	0		0	1	0	0
41 - Associate Professors		10	1	6		1	0		0	0	0	0
42 - Assistant Professors		18	2	5		2	0		0	0	0	0
43 - Instructors		15	2	#		1	0		1	0	0	0
13-R1 - Research Professor		1	0	1		0	0		0	0	0	0
13-R2 - Senior Research Associates		1	0	0		0	0		0	0	0	0
13-R3 - Research Associates		1	0	1		0	0		0	0	0	0
13-R5 - Professional Research Assistants		1	0	1		0	0		0	0	0	0
14-F4 - Lecturer		85	10	#		2	1		7	0	0	0
22-AS2 - Academic Services		3	1	1		1	0		0	0	0	0
22-BS2 - Business Services		2	0	1		0	0		0	0	0	0
22-C2 - Communication		2	1	2		0	0		1	0	0	0
23-ER1 - Director External Relations		1	0	1		0	0		0	0	0	0
23-ER2 - External Relations		2	0	0		0	0		0	0	0	0
24-HC1 - Director Healthcare		1	0	0		0	0		0	0	0	0
24-HR2 - Human Resources		1	0	1		0	0		0	0	0	0
25-AA3 - Executive/Professional Assistant		4	0	4		0	0		0	0	0	0
25-T1 - Temporary Services		19	3	#		0	2		1	0	0	0
28-AA2 - Administrative Support		1	1	1		0	0		1	0	0	0
4-AA2 - Administrative Support		4	0	4		0	0		0	0	0	0
24-HC2 - Healthcare		9	2	9		1	0		1	0	0	0
24-IT2 - Information Technology		1	1	0		0	0		1	0	0	0
27-HC2 - Healthcare		1	0	1		0	0		0	0	0	0

5-LIBT - Library Technicians		1	1	1		0	1		0	0	0	0
27-H1 - Dining Services		3	2	1		0	1		1	0	0	0
7-FC2 - Facilities Custodial Services		3	2	1		0	2		0	0	0	0
<b>Totals</b>	<b>#</b>	208	34		46	11	7		15	1	0	0
	<b>%</b>		16.35		58.65	5.29	3.37		7.21	0.48	0.00	0.00

\*Includes both voluntary and involuntary separations

Overall, the analysis of the separation data shows that both women and minorities were separated at rates less than their representative percentage in the employee population during the plan year. For females, it is at a rate of 1.35% less than their employee population of 60% for the plan year for minorities, it is at a rate of 2.04% less than their employee population of 20% for the plan year.

**Figure 9: Voluntary Separations\***

<b>University of Colorado, Colorado Springs</b>												
January 1, 2018 Annual Affirmative Action Plan												
<b>Voluntary Termination Summary</b>												
For Period: 1/1/2017 to 12/31/2017												
		<b>Total</b>	<b>Min</b>	<b>Fem</b>		<b>Asi</b>	<b>Blk</b>		<b>His</b>	<b>Ind</b>	<b>Pac</b>	<b>Two</b>
1 - Executives		1	1	0		1	0		0	0	0	0
2 - ASSOC/ASST Dean		2	2	0		1	0		1	0	0	0
22-AS1 - Directors Academic Services		2	0	1		0	0		0	0	0	0
40 - Professors		10	1	2		1	0		0	0	0	0
41 - Associate Professors		10	1	6		1	0		0	0	0	0
42 - Assistant Professors		18	2	5		2	0		0	0	0	0
43 - Instructors		15	2	#		1	0		1	0	0	0
13-R1 - Research Professor		1	0	1		0	0		0	0	0	0
13-R2 - Senior Research Associates		1	0	0		0	0		0	0	0	0
13-R3 - Research Associates		1	0	1		0	0		0	0	0	0
13-R5 - Professional Research Assistants		1	0	1		0	0		0	0	0	0
14-F4 - Lecturer		81	10	#		2	1		7	0	0	0
22-AS2 - Academic Services		3	1	1		1	0		0	0	0	0
22-BS2 - Business Services		1	0	1		0	0		0	0	0	0

22-C2 - Communication		1	0	1		0	0		0	0	0	0
23-ER2 - External Relations		1	0	0		0	0		0	0	0	0
24-HC1 - Director Healthcare		1	0	0		0	0		0	0	0	0
25-AA3 - Executive/Professional Assistant		4	0	4		0	0		0	0	0	0
25-T1 - Temporary Services		19	3	#		0	2		1	0	0	0
28-AA2 - Administrative Support		1	1	1		0	0		1	0	0	0
4-AA2 - Administrative Support		4	0	4		0	0		0	0	0	0
24-HC2 - Healthcare		9	2	9		1	0		1	0	0	0
24-IT2 - Information Technology		1	1	0		0	0		1	0	0	0
5-LIBT - Library Technicians		1	1	1		0	1		0	0	0	0
27-H1 - Dining Services		2	1	1		0	0		1	0	0	0
7-FC2 - Facilities Custodial Services		3	2	1		0	2		0	0	0	0
<b>Totals</b>	#	19 4	31		41	11	6		14	0	0	0
	%		15.98		59.79	5.67	3.09		7.22	0.00	0.00	0.00

Overall, the analysis of the voluntary separation data shows that both women and minorities were separated at rates less than their representative percentage in the employee population during the plan year. For females, it is at a rate of .21% slightly less than their employee population of 60% for the plan year for minorities, it is at a rate significantly higher of 4.02% less than their employee population of 20% for the plan year.

**Figure 10: Involuntary Separations\***

<b>University of Colorado, Colorado Springs</b>											
January 1, 2018 Annual Affirmative Action Plan											
<b>Involuntary Termination Summary</b>											
For Period: 1/1/2017 to 12/31/2017											
		<b>Total</b>	<b>Min</b>	<b>Fem</b>	<b>Asi</b>	<b>Blk</b>		<b>His</b>	<b>Ind</b>	<b>Pac</b>	<b>Two</b>
22-BS1 - Directors Academic Services		2	0	1	0	0		0	0	0	0
14-F4 - Lecturer		4	0	1	0	0		0	0	0	0
22-BS2 - Business Services		1	0	0	0	0		0	0	0	0
22-C2 - Communication		1	1	1	0	0		1	0	0	0



23-ER1 - Director External Relations		1	0	1		0	0		0	0	0	0
23-ER2 - External Relations		1	0	0		0	0		0	0	0	0
24-HR2 - Human Resources		1	0	1		0	0		0	0	0	0
27-HC2 - Healthcare		1	0	1		0	0		0	0	0	0
27-H1 - Dining Services		1	1	0		0	1		0	0	0	0
<b>Totals</b>	<b>#</b>	14	3		6	0	1		1	1	0	0
	<b>%</b>		21.43		42.86	0.00	7.14		7.14	7.14	0.00	0.00

In comparison to the employee population for the plan year, women left UCCS involuntarily at a rate only 21.43% of their presence in the employee population, meaning the rates were less than their employee population. Minorities left employment at UCCS at a 1.43% higher rate than their presence in the employee population meaning they were disproportionately separated.

### Protected Veterans and Individuals with Disabilities

Since March 2014, federal contractors have been required to meet hiring targets for protected Veterans each year and employ individuals with disabilities. Similar to minorities and women, if the goal or representation is not met, UCCS must engage in effective outreach efforts to attract and employ both groups.

The federal government annually establishes the protected veteran hiring benchmark using the annual national percentage of Veterans in the civilian labor force. "PROTECTED VETERANS" means Disabled Veterans, Recently Separated Veterans, Armed Forces Service Medal Veterans, and Active Duty Wartime or Campaign Badge Veterans. For this past plan year, the benchmark was 6.7% of all hires. The next two figures (Figures 11 and 12) provide information on the data collection of protected Veterans and Individuals with disabilities.

Between January 1, 2017 and December 31, 2017, UCCS hired .06% protected Veterans. However, protected Veterans accounted for 6.38% of the total applicant pool. This data indicates that Veterans are being hired at approximately the same rate at which they apply for jobs. While the hiring benchmark for the upcoming year has been decreased to 6.4%, this past year UCCS showed not only a decrease in its hiring of protected Veterans, but a rate of hire less than the federal benchmark. While Veterans are being hired at rate approximately equal to which they apply, UCCS is not attracting protected Veterans to apply for jobs at a rate necessary to meet the federal benchmark. Further, only (109 employees) 6.39% of employees at UCCS self-identified as being a protected veteran. Thus, the campus needs to focus on targeted outreach to attract and employ protected Veterans in its workforce.

During the same time period, 0.05% of applicants hired at UCCS identified as an individual with a disability, which is approximately equal to the representation in the applicant pool (.05%). Similarly, only 66 employees (.06%) of the current workforce identify as having a disability where the goal is 7%. In April 2017, the Affirmative Action Officer sent out a campus email to the current

employee population inviting employees to update their self-identification of race/ethnicity, veteran status and disability status. Consequently, in addition to engaging in specific outreach recruitment efforts to employ qualified individuals with disabilities, UCCS must continue to engage in more effective marketing to encourage current employees to self-identify. In addition, the Affirmative Action Officer will work with the Americans with Disabilities Act (ADA) Coordinator on campus to try to obtain a count of employees requesting an employment accommodation in an effort to achieve a more accurate representation of the employee population having a disability.

**Figure 11 Protected Veteran Data Collection Analysis**

	<b>Total</b>
Number of Open Jobs	427
Number of Jobs Filled	427
Number of Protected Veteran Applicants	293
Number of Applicants	5285
Number of Protected Veteran Hires	18
Number of Hired Applicants	282

Confidential - Not subject to inspection by employees or applicants under 41 CFR Section 60-741.41.

**Figure 12 Individuals with Disabilities Data Collection Analysis**

	<b>Total</b>
Number of Open Jobs	427
Number of Jobs Filled	427
Number of IWD Applicants	293
Number of Applicants	5285
Number of IWD Hires	15
Number of Hired Applicants	282

Confidential - Not subject to inspection by employees or applicants under 41 CFR Section 60-741.41.

## **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 minorities, 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.

During the plan year, the following initiatives are identified for UCCS to work towards:

- Utilize data more strategically to drive future decisions

- Enhance recruitment outreach efforts for underrepresented populations, specifically in the 7 groups which did not reach placement goals.
- Enhance opportunities for professional development on diversity and inclusive excellence
- Make improvements on data management tools to better capture EEO information on new hires and encourage people with disabilities to identify.
- Define and promote an inclusive environment
- Improving accountability measures for management (hiring processes)

Towards these goals, the Affirmative Action Officer is also 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. The focus of the Affirmative Action Officer remains collecting better data based on employees Self-Identification, and training department Payroll Personnel Liaisons (PPLs) on the use of disposition codes and reasons.

As noted above, beyond its general diversity goals, UCCS must increase its outreach efforts to minorities, Veterans, and individuals with disabilities specifically. These efforts include our continued partnership with Pikes Peak Workforce, local Veteran organizations; such as Hire Heroes and Mt Carmel. Further, UCCS has an on-going commitment to assist our student Veterans by providing mentorships and resources they need to gain employment in partnership with the McCord-Herbst Student Veteran Center.

With respect to data, the Affirmative Action Officer and Human Resources have taken steps this past year in an effort to have the annual Plan produced much earlier in the plan year, which would provide more time for hiring managers and departments to conduct outreach and increase the diversity of applicant pools in order to meet the annual placement goals. This past year, the task to complete the Affirmative Action Plan was completed in November of this year. This is due in large part to the system upgrade to the technology for the vendor we utilize to complete the plan and the availability of training was unavailable until October 2018. Additional delays were caused by the appointing of a new Affirmative Action Officer, who first had to become familiar with the external software used to create the Plan and then generate all of the required reports

In terms of accuracy, the Affirmative Action Officer collaborated with the Chief Human Resources Officer on this year's Plan to more accurately reflect the current employee population. Some of the changes included reorganizing job groups and identifying the positions that are likely to promote to upper level positions, which allowed for more accurate labor availability calculations. Last, Human Resources will continue to take steps to refine information to ensure the highest quality of information is reflected in the AAP. These efforts will continue through the next plan year and future plans.

The complete affirmative action plan is available for review at the UCCS Department of Human Resources by contacting the Affirmative Action Officer at 719-255-3372.