

# Affirmative Action Plan 2021



## 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 was expected to take involved eliminating existing barriers to 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 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 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. “Faculty” refers to tenured and tenure-track faculty (distinguished, full, associate, assistant professor, and clinical faculty) and 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” refers to the ranked research faculty (full, associate, assistant professors, senior research associates, and research associates), postdoctoral associates, senior professional research assistants, and professional research assistants (PRAs).

### ***Workforce Profile for Women and Minorities***

The current affirmative action plan includes 1,964 employees, including both faculty and staff. Minorities make up 19.3% of the workforce (380 employees), and women make up 57.8% (1,135 employees). “ Minorities” includes employees who identified themselves as Asian, African American, Hispanic, Native American, Pacific Islander, or Two or More. 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 minorities, it avoids inadvertently masking potential underrepresentation of minorities. 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 course of this Plan Year, we will work to obtain demographic data for employees whose data is missing in order to conduct a more accurate analysis.

**Figure 1: Workforce by Race**

	<b>Number</b>	<b>Percentage</b>
<b>Total</b>	1,964	100%
<b>Total Minorities</b>	380	19.3%
<b>Asian</b>	84	4.3%
<b>African American</b>	74	3.8%
<b>Hispanic</b>	175	8.9%
<b>Native American</b>	10	0.5%
<b>Pacific Islander</b>	4	0.2%
<b>Two or more races</b>	33	1.7%

**Figure 2: Workforce by Gender**

	<b>Number</b>	<b>Percentage</b>
<b>Total</b>	1,964	100%
<b>Women</b>	1,135	57.8%
<b>Men</b>	829	42.2%

***Placement Goals***

We identify areas of underrepresentation by placement goals. Placement goals are determined annually with respect to women and minorities by calculating differences between current workforce and estimated availability as defined by external labor markets and internal opportunities. If the difference is statistically significant, then a placement goal or area of underrepresentation is identified. Once identified, the campus is to make good-faith efforts to meet, where possible, those goals. Placement goals are not intended to be hiring quotas or set-asides for hiring those identified as being underrepresented. Placement goals 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 2020-21 affirmative action plan has identified a total of X job

groups with placement goals, as shown below in **Figure 3**. As explained above, placement goals are established if there is a statistically significant difference (usually two standard deviations) between estimated availability and the current workforce. 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 minority employees needed to meet those goals may actually only be a few employees.

**Figure 3: Placement Goals**

<b>Job Group</b>	<b>Goal for</b>	<b>Placement Goal %</b>	<b>Current Employment %</b>
Clinical Faculty	Minorities	26.1%	17.4%
Classified Staff - Science Technicians	Women	37.6%	16.7%
Classified Staff - Accounting and Administrative workers	Women	82.4%	75.0%
Classified Staff - Natural Resources, Construction, and Maintenance Occupations	Minorities	36.3%	9.1%
Classified Staff - Production, and Material Moving Occupations Transportation,	Women	23.8%	10.0%
Classified Staff - Production, and Material Moving Occupations Transportation,	Minorities	28.8%	10.0%
Other Faculty - Lecturers	Minorities	15.7%	13.3%
Regular Faculty - Professors	Women	48.0%	34.7%
Regular Faculty - Professors	Minorities	21.4%	13.3%
Regular Faculty - Associate Professors	Women	51.6%	48.0%
Regular Faculty - Associate Professors	Minorities	25.2%	21.4%
Regular Faculty Assistant Professors	Women	55.7%	51.8%
Regular Faculty Assistant Professors	Minorities	28.5%	25.0%
Regular Faculty - Senior Instructors	Minorities	18.3%	13.3%
Regular Faculty - Instructors	Minorities	25.4%	16.5%
Research Faculty	Minorities	31.4%	25.9%
University Staff - Directors	Minorities	22.0%	15.6%
University Staff - Student Services	Women	56.7%	48.5%
University Staff - Human Resources	Minorities	28.9%	18.8%
University Staff - Academic Services -Professionals	Women	82.3%	76.0%
University Staff - Academic Services -Professionals	Minorities	32.1%	19.8%
University Staff - Research Services	Minorities	24.3%	0.0%
University Staff - Information Technology	Minorities	28.2%	11.9%
University Staff - Health Care	Minorities	26.2%	17.1%
University Staff - Hospitality	Minorities	29.3%	17.4%

***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. 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*<sup>1</sup> 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**

	<b>Pool</b>	<b>Selection Rate</b>
<b>Total</b>	3,954	100.0%
<b>Women</b>	56.7%	60.7%
<b>Total Minorities</b>	30.8%	20.5%
<b>Asian</b>	8.6%	3.9%
<b>African American</b>	5.7%	3.9%
<b>Hispanic</b>	12.3%	8.9%
<b>Native American</b>	0.4%	0.6%
<b>Pacific Islander</b>	0.4%	0.6%
<b>Two or more races</b>	3.4%	2.6%

<sup>1</sup> <https://www.dol.gov/agencies/ofccp/faqs/internet-applicants>

Looking at the selection rates compared with the employee population, the percentage of selections for minorities and women is greater than their representative percentage in the employee population. Beginning in November 2020, UCCS implemented both online and in-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.

***New Hires and Promotions***

**Figure 5 and Figure 6** 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 employees. This number is lower than the number of “Selections” listed above in the applicant analysis because that number included all successful applicants, including current and past CU employees, and applicants who were offered a position but declined. Overall, the general pattern of women and minorities amongst new hires reflects the same trends as the “Selections” described above. As was the case with “Selections,” both women and minorities constituted greater percentages of new hires than their respective representation in the current UCCS employee population.

**Figure 5: New Hires**

	<b>Number</b>	<b>Percentage</b>
<b>Total</b>	326	100%
<b>Women</b>	197	60.4%
<b>Total Minorities</b>	66	20.2%
<b>Asian</b>	12	3.7%
<b>African American</b>	12	3.7%
<b>Hispanic</b>	29	8.9%
<b>Native American</b>	3	0.9%
<b>Pacific Islander</b>	2	0.6%
<b>Two or more races</b>	8	2.5%
<b>White</b>	260	79.8%



Promotions are movements of current employees into new job codes that reflect a 5% or greater increase in compensation. This past plan year, minorities were promoted at a rate 11.5% higher than their representation in the employee population. 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, on the other hand, were promoted this past plan year at a rate 3.2% greater than their presence in the employee population.

**Figure 6: Promotions**

	<b>Number</b>	<b>Percentage</b>
<b>Total</b>	82	100%
<b>Women</b>	50	61.0%
<b>Total Minorities</b>	25	30.5%
<b>Asian</b>	5	6.1%
<b>African American</b>	2	2.4%
<b>Hispanic</b>	14	17.1%
<b>Native American</b>	1	1.2%
<b>Pacific Islander</b>	0	0.0%
<b>Two or more races</b>	3	3.7%
<b>White</b>	57	69.5%

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

**Figure 7: Separations\***

	<b>Number</b>	<b>Percentage</b>
<b>Total</b>	268	100%
<b>Women</b>	155	57.8%
<b>Total Minorities</b>	62	23.1%
<b>Asian</b>	8	3.0%
<b>African American</b>	17	6.3%
<b>Hispanic</b>	28	10.4%
<b>Native American</b>	1	0.4%
<b>Pacific Islander</b>	0	0.0%
<b>Two or more races</b>	8	3.0%
<b>White</b>	206	76.9%

\*Includes both voluntary and involuntary separations

In comparison to the employee population for the plan year, women as a whole left UCCS at a rate equal to their presence in the employee population. Minorities, however, left employment at UCCS at a 3.8% higher rate than their presence in the employee population. Although, this number is 7.4% lower than minority representation among new hires than their respective representation in the employee population. This indicates that while minorities represent 23.1% of separations there was an increase in the percentage of minority employees overall for the Plan Year.

***Protected Veterans***

Federal contractors are required to meet hiring targets for protected veterans at a rate of 6.4% per year. Similar to the placement goals for women and minorities, 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 6.1% veterans, falling short of the 6.4% goal but very close to the goal. As with the placement goals for women and minorities, this benchmark is not a quota or set-asides for hiring protected veterans. UCCS will make a concerted effort during this Plan Year to recruit more veterans for employment.

***Individuals with Disabilities***

Federal contractors have also been required since March 2014 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 5.4% of our employees have disclosed having a disability, falling short of

the 7% goal. 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. Over the course of the Plan Year, the 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 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.

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

- Developing recruitment and retention resources to assist HR professionals and search committee members and chairs in increasing the focus on diversity in the recruiting and hiring process;
- UCCS will advertise on HBCUConnect.com, the largest community of students, graduates, recruits and fans of Historically Black Colleges and Universities;
- 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, minorities, 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, minorities, people with disabilities, and veterans.
- Utilize data more strategically to drive future decisions.

The Affirmative Action Officer as well as UCCS HR Talent Acquisition 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 Affirmative Action Officer 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.