



# Affirmative Action Plan 2022

## **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 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 disproportionately 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”).

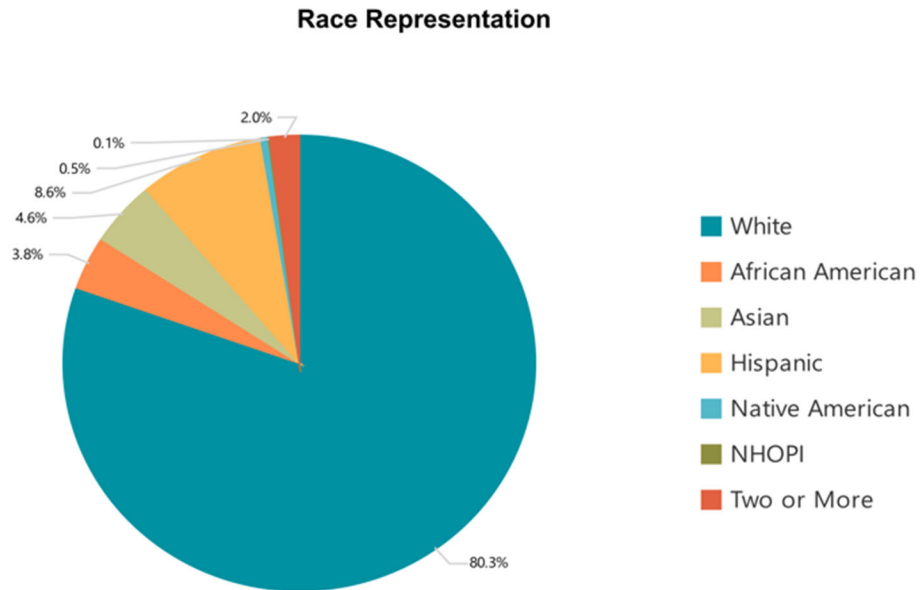
In addition to underrepresentation, the annual Plan analyzes data on applicants, hires, promotions and separations of employees to ensure there is no unintended disproportionate impact on race, ethnicity and gender. This allows UCCS to more closely identify potential barriers to equal employment opportunities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

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 People of Color***

The current affirmative action plan includes 1,922 employees, including both faculty and staff. People of color make up 19.7 % of the workforce (378 employees), and women make up 57.3% (1,101 employees). “People of color” 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 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 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**

	Number	Percentage
<b>Total</b>	1,922	100%
<b>Total People of Color</b>	378	19.7%
<b>Asian</b>	89	4.6%
<b>African American</b>	73	3.8%
<b>Hispanic</b>	166	8.6%
<b>Native American</b>	10	0.5%
<b>Native Hawaiian or Pacific Islander</b>	2	0.1%
<b>Two or more races</b>	38	2.0%

**Figure 2: Workforce by Gender**

	Number	Percentage
<b>Total</b>	1,922	100%
<b>Women</b>	1,101	57.3%
<b>Men</b>	821	42.7%

### ***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 2021-22 affirmative action plan has identified a total of 24 job groups, out of 46, with benchmark flags, as shown below in **Figure 3**.

**Figure 3: Benchmark Flags**

<b>Job Group</b>	<b>Flags for</b>	<b>Benchmark</b>	<b>Current Employment</b>
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 - Standardized Patient	Women	87.30%	50.00%
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%



***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*<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>	11,919	100.0%
<b>Women</b>	53.9%	58.1%
<b>Total People of Color</b>	31.4%	24.5%
<b>Asian</b>	10.1%	4.6%
<b>African American</b>	5.2%	5.1%
<b>Hispanic</b>	11.6%	11.1%
<b>Native American</b>	0.4%	0.6%
<b>Native Hawaiian or Pacific Islander</b>	0.2%	0%
<b>Two or more races</b>	3.8%	3.2%

<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 people of color 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, as well as employees hired into additional positions (i.e. A University Staff member that also serves as a Lecturer). 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 people of color amongst new hires reflects the same trends as the “Selections” described above. As was the case with “Selections,” both women and people of color constituted greater percentages of new hires than their respective representation in the current UCCS employee population. UCCS hired 670 employees in this period.

**Figure 5: New Hires**

	<b>Percentage</b>
<b>Total</b>	100%
<b>Women</b>	58.1%
<b>Total People of Color</b>	24.5%
<b>Asian</b>	4.6%
<b>African American</b>	5.1%
<b>Hispanic</b>	11.1%
<b>Native American</b>	0.6%
<b>Pacific Islander</b>	0%
<b>Two or more races</b>	3.2%
<b>White</b>	75.5%



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 5.4% 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 were promoted this past plan year at a rate 7.6% greater than their presence in the employee population.

**Figure 6: Promotions**

	<b>Percentage</b>
<b>Total</b>	100%
<b>Women</b>	64.9%
<b>Total People of Color</b>	14.3%
<b>Asian</b>	6.5%
<b>African American</b>	0.0%
<b>Hispanic</b>	6.5%
<b>Native American</b>	0.0%
<b>Pacific Islander</b>	0.0%
<b>Two or more races</b>	1.3%
<b>White</b>	87.5%

***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>Percentage</b>
<b>Total</b>	100%
<b>Women</b>	60.2%
<b>Total People of Color</b>	25.3%
<b>Asian</b>	3.4%
<b>African American</b>	4.8%
<b>Hispanic</b>	13.3%
<b>Native American</b>	1.4%
<b>Native Hawaiian or Pacific Islander</b>	0.0%
<b>Two or more races</b>	2.0%
<b>White</b>	74.7%

\*Includes both voluntary and involuntary separations

Both Women and People of color, left employment at UCCS at higher rate than their presence in the employee population; 2.9% and 5.6% respectively.

***Protected Veterans***

Federal contractors are required to meet hiring targets for protected veterans at a rate of 5.6% 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 5.3% veterans, falling short of the goal. As with the placement goals for women and people of color, 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 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 4.3 % 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 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;
- Building a campus culture of inclusive excellence and belonging for staff;
- 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.