

Affirmative Action Plan 2015



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, 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 affirmative action program, CU Denver 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 on CU Denver’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 CU Denver to evaluate its workforce and determine areas where women, racial/ethnic minorities, veterans, and individuals with disabilities are

underrepresented. We accomplish this by conducting an analysis by race 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, CU Denver 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”).

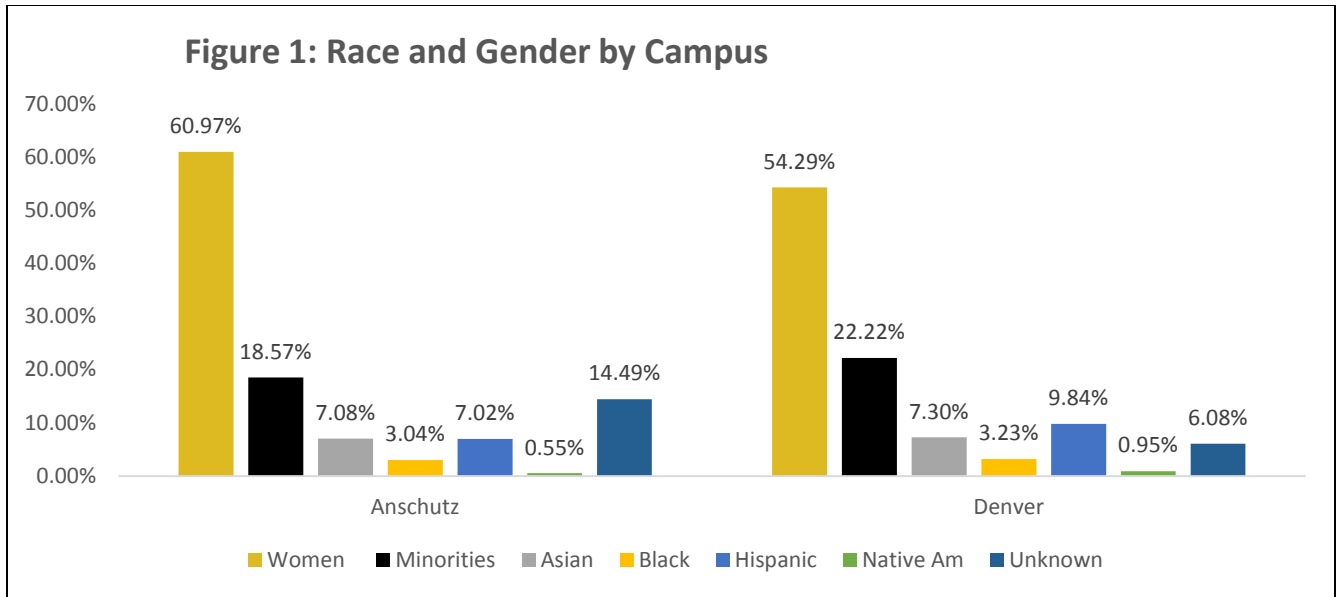
In addition to underrepresentation, the annual Plan analyzes data on applicants, hires, promotions, and separations to ensure there is no unintended disproportionate impact on race, ethnicity, and gender. This allows CU Denver to more closely identify potential barriers to equal employment opportunities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

Our Affirmative Action Plan covers all permanent employment groups including faculty, research faculty, clinical faculty, medical residents, university staff, and classified staff. “Faculty” titles refers to tenure-track (distinguished, full, associate, and assistant professors), non-tenure track (senior instructor, instructor), and lecturers. Faculty with administrative roles, such as Dean or Vice Chancellor positions are reported based upon their administrative appointment. Temporary, student, and retiree workforce are excluded from the Plan. Data on faculty and staff personnel, provided by The Office of Institutional Research, are reflective of October 31, 2015. Additionally, data on hires, promotions, and separations were compiled from November 1, 2014 – October 31, 2015.

Workforce Profile

The current affirmative action plan includes a total of 10,252 faculty and staff employees. Representation of minorities are 1,973 (19.24%) and women at 6,124 (59.7%).

Figure 1 shows the representation of minorities and women by campus. Minorities include both women and men who self-identify as Hispanic, American Indian, Asian, Black, Pacific Islander, or two or more races.



Placement Goals

We identify areas of underrepresentation by placement goals. Placement goals are determined annually 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 specific job titles is available upon request.

The 2015 affirmative action plan has identified a total of 30 total placement goals.

Figure 2: Placement Goals

Denver Campus

<i>Job Group & Name</i>	<i>Minorities</i>	<i>Females</i>
<i>17-01 - Executives</i>	<i>16.64%</i>	
<i>19-02 - Middle Computer, Engineering, and Science Professionals</i>		<i>29.83%</i>
<i>01-01 - Senior Instructor</i>	<i>24.89%</i>	
<i>01-02 - Instructor</i>	<i>24.29%</i>	
<i>01-07 - Lecturer</i>	<i>23.49%</i>	<i>55.67%</i>
<i>02-01 - Professor</i>		<i>45.25%</i>
<i>02-02 - Associate Professor</i>		<i>44.96%</i>
<i>25-02 - Middle Natural Resources, Construction, and Maintenance</i>	<i>29.97%</i>	

Anschutz Medical Campus

<i>Job Group & Name</i>	<i>Minorities</i>	<i>Females</i>
<i>17-01 - Executives</i>	<i>12.58%</i>	
<i>19-02 - Middle Computer, Engineering, and Science Professionals</i>		<i>26.49%</i>
<i>20-01 - Senior Community Service, Legal, Arts, and Media</i>		<i>67.31%</i>
<i>21-04 - Medical Resident</i>	<i>24.50%</i>	
<i>01-01 - Senior Instructor</i>		<i>78.49%</i>
<i>01-02 - Instructor</i>	<i>24.14%</i>	
<i>01-04 - Clinical Associate Professor (C/T)</i>	<i>32.80%</i>	<i>51.94%</i>
<i>01-07 - Lecturer</i>	<i>23.39%</i>	
<i>02-01 - Professor</i>	<i>17.18%</i>	<i>46.23%</i>
<i>02-02 - Associate Professor</i>	<i>20.78%</i>	
<i>02-03 - Assistant Professor</i>	<i>27.91%</i>	
<i>03-02 - Associate Professor-Research</i>		<i>44.13%</i>

04-01 - Professor-Clinical		40.89%
04-02 - Associate Professor-Clinical	17.67%	
04-03 - Assistant Professor-Clinical	31.11%	
04-04 - Senior Clinical Instructor	15.62%	
04-05 - Clinical Instructor	23.54%	
25-01 - Senior Natural Resources, Construction, and Maintenance	29.48%	
26-02 - Middle Production, Transportation, and Material		19.70%

Applicants and Selections

One way we can effectively measure outreach efforts is to examine the demographics of the applicant pools. 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 our applicant tracking system, Jobs@CU. Due to a time-lag between the hire decision and start date of the employee, selections do not exactly match the number of hires and promotions identified during the Plan year range.

Figure 3 shows the applicant pool and selections derived from data pulled out of Jobs@CU during November 1, 2014 – October 31, 2015. Individuals that failed to meet minimum qualifications or withdrew from consideration were excluded from analysis. Self-identification of race, ethnicity, gender, veteran status, and disability is voluntary and therefore there is a larger percentage of “unknown” in those categories.

Figure 3: Applicant Analysis

	Total	Unknown Race	Unknown Gender	Women	Minorities*	Asian	Black	Hispanic	Native Am
Pool	38,359	27.41%	25.28%	46.25%	24.40%	8.67%	4.07%	8.29%	.043%
Selected	691	27.64%	25.04%	50.94%	12.74%	5.50%	1%	4.05%	0.00%

*Includes applicants whom identified with two or more races, not shown in separate category

Looking at the figure, the selection percentage is varies to the applicant percentage in most categories. There are noticeable differences for all race/ethnic categories. A major and ongoing goal for CU Denver should be to increase the number of qualified applicants and review if any barriers exist for minorities as they seem not be selected at a comparable rate. In addition, careful attention needs to be made on accurate record keeping on applicants to ensure qualified applicants are truly included in the pool and not unqualified job seekers.

Hires and Promotions

The next two figures (**Figure 4 and Figure 5**) show the breakdown of hires and promotions. “Hires” include both new hires and rehires of faculty and staff. “Promotions” are movements of current employees into new positions that reflect an increase of compensation, responsibilities, and opportunities.

Figure 4: Hires

Total	Women	Minorities	Asian	Black	Hispanic	Native Am	Unknown
1,350	856	215	73	34	92	6	325
	63.41%	15.93%	5.41%	2.52%	6.81%	0.44%	24.07%

Hire data was captured by Institutional Research and reveals nearly double of “hires” were listed then identified within the applicant flow and there is a high portion of new employees that have not provided race/ethnicity data. A future plan should be developed to ensure all competitive, open searches are listed and properly documented within the applicant tracking system and new employees are solicited to provide their race/ethnicity to reduce the number of unknowns.

Figure 5: Promotions

Total	Women	Minorities	Asian	Black	Hispanic	Native Am	Unknown
607	365	136	52	22	50	4	54
	60.13%	22.41%	8.57%	3.62%	8.24%	0.66%	8.90%

Comparing hires and promotions, the results indicate minorities and individual racial categories are being promoted at a higher rate than being hired.

Separations

Data on separations provides us with information about our retention efforts. Retention rates are indicative of whether CU Denver 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 differs from hires and promotions.

Figure 6: Separations*

Total	Women	Minorities	Asian	Black	Hispanic	Native Am	Unknown
784	514	160	59	35	55	5	89
	49.44%	20.41%	7.53%	4.46%	7.02%	0.64%	11.35%

Includes both voluntary and involuntary separations

Results show less women are leaving the institution than being hired or promoted. Also, minorities leaving the university at a higher rate than being hired. More specifically, Blacks have shown the largest noticeable difference. These results suggest CU Denver should examine in more detail any trends by either departmental area, employee type, or specific job.

Protected Veterans and Individuals with Disabilities

Since March 2014, federal contractors are required to meet hiring targets for protected veterans each year and employ individuals with disabilities, both at a rate of 7% per year. Similar to minorities and women, if goals or representation is not met, CU Denver must engage in effective outreach efforts to attract and employ both groups.

For the current Plan, CU Denver Campus hired 1.12% veterans, while Anschutz Medical Campus hired 2.02%. With a goal of 7%, there needs to be a stronger focus campus-wide on targeted outreach to attract and employ protected veterans. Similarly, only 0.46% of the current workforce identify as having a disability where the goal is 7%. Self-identification of disability without a need for an accommodation is generally low. Consequently, in addition to engaging in specific outreach recruitment efforts to employ qualified individuals with disabilities, CU Denver should engage in more effective marketing to encourage current employees to self-identify.

Initiatives for the Future

University of Colorado at Denver 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.

Effective initiatives should focus on the following:

- Enhance recruitment outreach efforts for underrepresented populations
- Enhance opportunities for professional development on diversity and inclusive excellence
- Define and promote an inclusive environment
- Improving accountability measures for management
- Utilize data more strategically to drive future decisions