

University of Colorado Anschutz Medical Campus
Affirmative Action Plan
November 1, 2017 – October 31, 2018



Summary



Executive Summary

As part of the Office of Federal Contract Compliance Programs (“OFCCP”) requirements and the University’s affirmative action program, the Anschutz Medical Campus (“AMC”) 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. The Plan is designed to identify employment goals, potential barriers to equal employment opportunities, and progress made toward meeting our goals. The Plan includes a set of required statistical reports that allow AMC to evaluate its workforce and determine areas where women, racial or ethnic minorities, veterans, and individuals with disabilities are underrepresented.

The current Affirmative Action Plan for the Anschutz Medical Campus includes 9,892 employees, including both faculty and staff. Minorities make up 18.74% of the workforce (1,854 employees), and women make up 62.13% (6,146 employees). We are missing demographic information for some employees; over the course of this Plan Year, we will work to obtain demographic data for those employees in order to conduct a more accurate analysis.

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. Our placement goals for minorities and women for this Plan Year are as follows:

Job Group & Name	Minorities	Women
17-01 – Executives	16.06%	
19-01 – Senior Computer, Engineering, and Science Professionals	29.41%	
22-01 – Senior Service Occupations	46.22%	
21-04 – Medical Resident	34.88%	
01-01 – Senior Instructor	12.92%	78.22%
01-02 – Instructor	24.14%	
01-03 – Clinical Professor (C/T)	29.37%	
01-04 – Clinical Associate Professor (C/T)		66.04%
01-05 – Clinical Assistant Professor (C/T)	38.10%	
01-06 – Clinical Senior Instructor (C/T)	19.12%	



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02-01 – Professor	17.06%	45.64%
02-02 – Associate Professor	19.33%	54.29%
02-03 – Assistant Professor	27.91%	
04-01 – Professor – Clinical	16.19%	52.09%
04-03 – Assistant Professor – Clinical	31.11%	
04-04 – Senior Instructor – Clinical	17.41%	
04-05 – Instructor – Clinical	23.54%	
05-04 – Teaching Assistant – Teaching	17.22%	
25-01 – Senior Natural Resources, Construction, and Maintenance	30.92%	
26-02 – Middle Production, Transportation, and Material		26.14%
03-06 – Senior Research Instructor	34.00%	

Annually, the Affirmative Action Plan analyzes the applicant pools, hires, and promotions to determine whether significant underrepresentation exists in any of those categories. Minorities in the applicant pool increased over the previous Plan Year by 12.34%. Women in the applicant pool remained roughly the same as the previous Plan Year, increasing slightly by 0.46%. With respect to selected applicants, minorities and women increased over the Plan Year by 10.75% and 3.4%, respectively. Hires of minorities and women increased over the previous Plan Year by 6.29% and 1.91%, respectively. Promotions of minorities and women increased over the previous Plan Year by 5.56% and 12.74%, respectively.

We also determine annually whether we have met the federally mandated hiring benchmark of 7% for protected veterans and the federally mandated utilization benchmark, which is also 7%. For this Plan Year, we hired 1.49% veterans, falling short of the 7% goal. This year 2.12% of our employees have disclosed having a disability, also falling short of the 7% goal.

Over the course of this Plan Year, the Anschutz Medical Campus will focus on:

- Continuing to develop the newly formed HR Council on Diversity and Equity, the purpose of which is to assess current HR processes, policies, and procedural norms to examine their impact on diversity and inclusion;
- Encouraging employees to self-disclose demographic data on race, sex, veteran status, and disability status in order to conduct a more accurate analysis of the workforce;
- Launching a project within the Office of Equity to attempt to discern the reasons why faculty members who are women and/or minorities are leaving their employment with the Anschutz Medical Campus at elevated rates;
- Improving processes for internal auditing of current initiatives;



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- Developing and improving relationships with organizations of and for women, minorities, protected veterans, and individuals with disabilities to increase recruitment opportunities;
- Addressing issues related to insufficient lactation spaces on the Anschutz Medical Campus;
- Improving access to information regarding requesting ADA accommodations during the job application process;
- Evaluating the possibility of creating a centralized ADA accommodation budget for the Anschutz Medical Campus;
- Developing new methods for increasing recruitment of protected veterans and individuals with disabilities; and
- Considering whether it would be more efficient and effective for each school or college to have its own AAP, rather than having one AAP across the entire Anschutz Medical Campus.



Summary

Introduction

Signed into law by President Johnson in 1965, Executive Order 11246 requires 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 on a person’s race or ethnicity was unlawful. The “affirmative action” or “positive steps” a federal contractor was expected to take involved eliminating existing barriers to equal opportunity that disproportionately affected minorities. In 1967, similar affirmative action obligations were created with respect to women.

Today, affirmative action programs require federal contractors to apply affirmative action toward minorities, women, protected veterans, and individuals with disabilities. The focus should be on engaging in effective outreach efforts to attract, employ, and advance those underrepresented groups and eliminate barriers to their equal opportunity. The federal program also prohibits discrimination in employment decisions on the basis of race, color, religion, sex, sexual orientation, gender identity, national origin, veteran status, and disability. All of those characteristics are covered by the University of Colorado Law of the Regents Article 10 on Non-Discrimination. Article 10 also prohibits discrimination based on pregnancy, age, creed, gender expression, political affiliation, and political philosophy.

As part of the Office of Federal Contract Compliance Programs (“OFCCP”) requirements and the University’s affirmative action program, the Anschutz Medical Campus (“AMC”) 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. The Plan is designed to identify employment goals, potential barriers to equal employment opportunities, and progress made toward meeting our goals. The Plan also includes a narrative description of AMC’s employment policies, practices, and procedures that support the goal of equal opportunity by fostering a diverse and inclusive community.

The Plan includes a set of required statistical reports that allow AMC to evaluate its workforce and determine areas where women, racial or 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, AMC is required to develop effective action plans and strategies, including outreach to and recruitment of qualified minorities and women in order to achieve representation.

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

The Plan covers all permanent employment groups, including faculty, research faculty, clinical faculty, medical residents, university staff, and classified staff. “Faculty” titles refer to tenure-track, non-tenure-track, and lecturer positions. Faculty with administrative roles, such as Dean or Vice Chancellor positions, are reported based upon their administrative appointment. Data on faculty and staff personnel, provided by the Office of Institutional Research, are reflective of November 1, 2017. Data on hires, promotions, and separations were compiled from November 1, 2016, through October 31, 2017.

The Anschutz Medical Campus’s Affirmative Action Officer is Carolyn Brownawell. The AAP was prepared by the Affirmative Action Coordinator, Lauren Fontana. In previous years, the University utilized an external contractor to create the Affirmative Action Plan. By bringing this position in-house, the Anschutz Medical Campus anticipates creating more accurate, comprehensive, and efficient Affirmative Action Plans moving forward.

Workforce Profile

The current Affirmative Action Plan for the Anschutz Medical Campus includes 9,892 employees, including both faculty and staff. Minorities make up 18.74% of the workforce (1,854 employees), and women make up 62.13% (6,146 employees). “Minorities” includes employees who identified themselves as Asian, Black, 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

	Number	Percentage
Total	9,892	100%
Total Minorities	1,854	18.74%
Asian	696	7.04%
Black	280	2.83%
Hispanic	727	7.35%
Native American	42	0.42%
Pacific Islander	17	0.17%
Two or More Races	92	0.93%

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 the Anschutz Medical Campus.



Figure 2: Placement Goals

Job Group & Name	Minorities	Women
17-01 – Executives	16.06%	
19-01 – Senior Computer, Engineering, and Science Professionals	29.41%	
22-01 – Senior Service Occupations	46.22%	
21-04 – Medical Resident	34.88%	
01-01 – Senior Instructor	12.92%	78.22%
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01-05 – Clinical Assistant Professor (C/T)	38.10%	
01-06 – Clinical Senior Instructor (C/T)	19.12%	
02-01 – Professor	17.06%	45.64%
02-02 – Associate Professor	19.33%	54.29%
02-03 – Assistant Professor	27.91%	
04-01 – Professor – Clinical	16.19%	52.09%
04-03 – Assistant Professor – Clinical	31.11%	
04-04 – Senior Instructor – Clinical	17.41%	
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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, CU Careers.

Figure 3 shows the applicant pool and selections derived from data pulled out of CU Careers between November 1, 2016, and October 31, 2017. Individuals who failed



to meet minimum qualifications or withdrew from consideration were excluded from analysis.

Figure 3: Applicant Analysis

	Pool	Selected
Total	7,701	771
Unknown Race	2.43%	0.39%
Unknown Sex	1.6%	0.13%
Women	66.56%	72.63%
Total Minorities	32.14%	28.15%
Asian	9.39%	7.78%
Black	6.73%	4.41%
Hispanic	12.50%	13.10%
Native American	0.48%	0.52%
Pacific Islander	0.19%	0.00%
Two or More Races	2.84%	2.33%

Minorities in the applicant pool increased over the previous Plan Year by 12.34%. Women in the applicant pool remained roughly the same as the previous Plan Year, increasing slightly by 0.46%. With respect to selected applicants, minorities and women increased over the Plan Year by 10.75% and 3.4%, respectively.

Hires and Promotions

The next two figures (Figure 4 and Figure 5) show the breakdown of hires and promotions. “Hires” includes 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

	Number	Percentage
Total	2,041	100%
Women	1,347	66.00%
Total Minorities	418	20.48%
Asian	132	6.47%
Black	56	2.74%
Hispanic	195	9.55%
Native American	8	0.39%
Pacific Islander	1	0.05%
Two or More Races	26	1.27%



The data for “Hires” show significantly more hires than the number of selected applicants. Some of this discrepancy is likely due to the fact that some medical and research positions are not posted on CU Careers due to their nature. The discrepancy, however, is concerning, and is something that the Anschutz Medical Campus will explore over the course of the Plan Year.

Hires of minorities and women increased over the previous Plan Year by 6.29% and 1.91%, respectively.

Figure 5: Promotions

	Number	Percentage
Total	436	100%
Women	303	69.5%
Total Minorities	82	18.81%
Asian	22	5.05%
Black	11	2.52%
Hispanic	39	8.94%
Native American	3	0.69%
Pacific Islander	2	0.46%
Two or More Races	5	1.15%

Promotions of minorities and women increased over the previous Plan Year by 5.56% and 12.74%, respectively.

Separations

Data on separations provide us with information about our retention efforts. Retention rates are indicative of whether the Anschutz Medical Campus is welcoming and inclusive once a hire is made. Many times, understanding why an employee decides to leave an employer is difficult. Capturing data on race and sex, however, can allow us to determine if certain groups are leaving at a higher rate than other groups and how those rates compare to hires and promotions.



Figure 6: Separations (Voluntary & Involuntary)

	Number	Percentage
Total	1474	100%
Women	927	62.89%
Total Minorities	267	18.11%
Asian	88	5.97%
Black	54	3.66%
Hispanic	106	7.19%
Native American	6	0.41%
Pacific Islander	1	0.07%
Two or More Races	12	0.81%

Protected Veterans

Since March 2014, federal contractors have been required to meet hiring targets for protected veterans at a rate of 7% per year. Similar to the placement goals for women and minorities, if this goal is not met, the Anschutz Medical Campus must engage in effective outreach efforts to attract and employ protected veterans. For this Plan year, the Anschutz Medical Campus hired 1.49% veterans. This falls short of the 7% benchmark. As with the placement goals for women and minorities, this benchmark is not a quota or set-asides for hiring protected veterans. The Anschutz Medical Campus 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, the Anschutz Medical Campus must engage in effective outreach to attract and employ individuals with disabilities. For this Plan Year, 2.12% of Anschutz Medical Campus employees have disclosed having a disability. This falls short of the 7% goal, which, while not a quota or set-aside, 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 Anschutz Medical Campus will work to encourage employees to disclose their disability status if they so choose.



Initiatives for the Future

The Anschutz Medical Campus 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 women, minorities, 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 to making necessary good-faith efforts.

Over the course of this Plan Year, the Anschutz Medical Campus will focus on:

- Continuing to develop the newly formed HR Council on Diversity and Equity, the purpose of which is to assess current HR processes, policies, and procedural norms to examine their impact on diversity and inclusion;
- Continuing to build on the success of promotion increases of minorities and women over the previous Plan Year by 5.56% and 12.74%, respectively;
- Encouraging employees to self-disclose demographic data on race, sex, veteran status, and disability status in order to conduct a more accurate analysis of the workforce;
- Launching a project within the Office of Equity to attempt to discern the reasons why faculty members who are women and/or minorities are leaving their employment with the Anschutz Medical Campus at elevated rates;
- Improving processes for internal auditing of current initiatives;
- Developing and improving relationships with organizations of and for women, minorities, protected veterans, and individuals with disabilities to increase recruitment opportunities;
- Addressing issues related to insufficient lactation spaces on the Anschutz Medical Campus;
- Improving access to information regarding requesting ADA accommodations during the job application process;
- Evaluating the possibility of creating a centralized ADA accommodation budget for the Anschutz Medical Campus;
- Developing new methods for increasing recruitment of protected veterans and individuals with disabilities; and
- Considering whether it would be more efficient and effective for each school or college to have its own AAP, rather than having one AAP across the entire Anschutz Medical Campus.