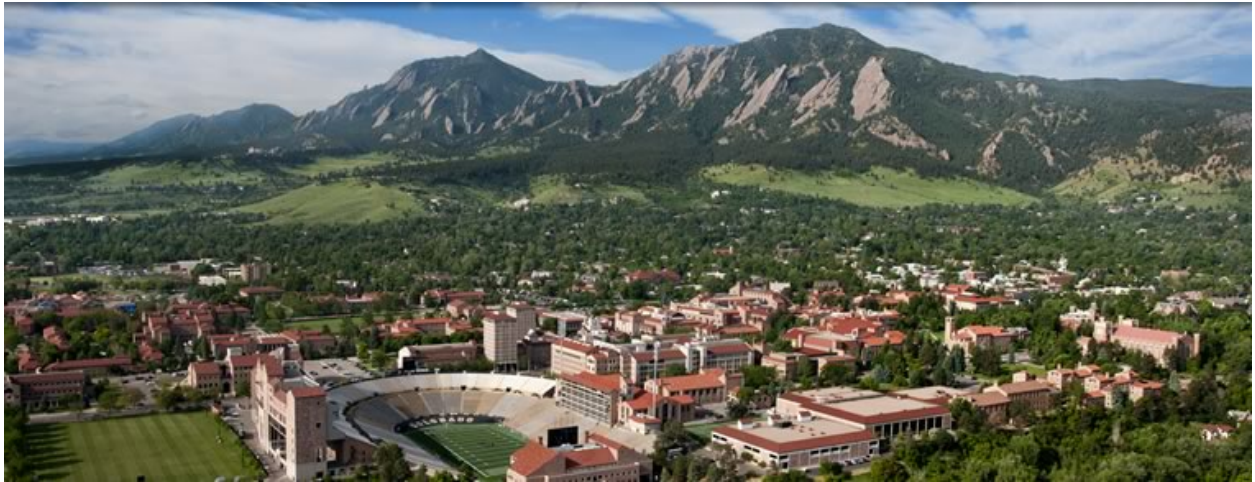


Affirmative Action Plan 2017



Executive Summary

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Executive Summary

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-Boulder 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 Boulder’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 Boulder 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 Boulder 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”).

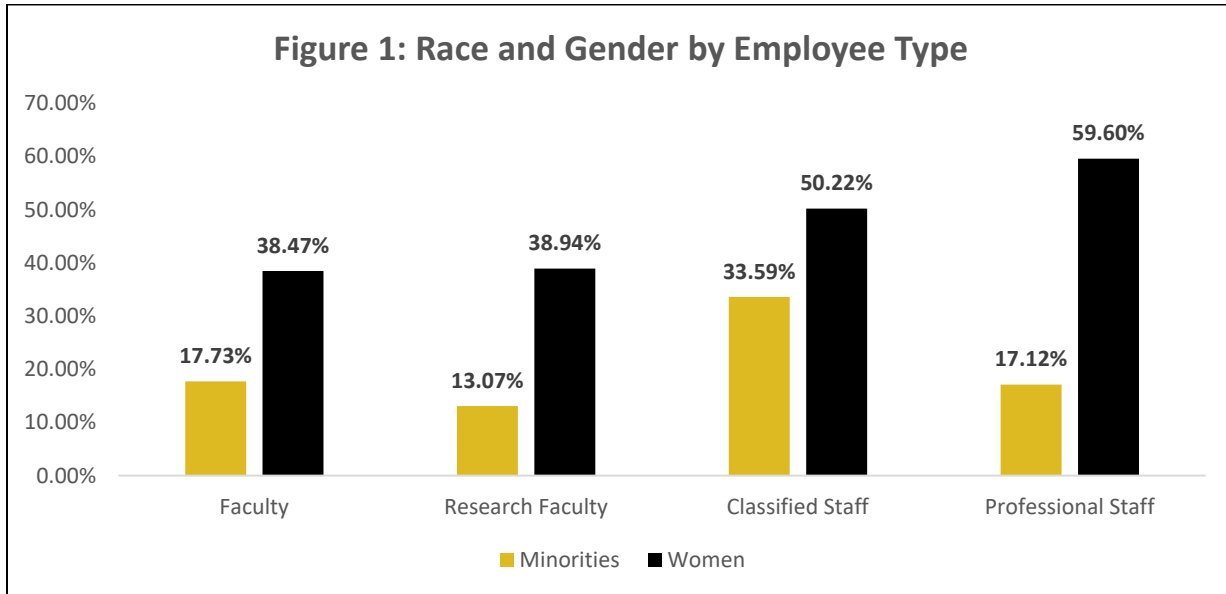
In addition to underrepresentation, the annual Plan analyzes data on applicants, hires, promotions, and separations to ensure there is no unintended disproportionate impact on race, ethnicity, and gender. This allows CU Boulder to more closely identify potential barriers to equal employment opportunities 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. “Faculty” refers to tenure-track (distinguished, full, associate, and assistant professor), 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. “Research faculty” refers to ranked research faculty (full, associate, assistant professors, senior research associates, and research associates), senior professional research assistants, and professional research assistants. 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, 2016. Additionally, data on hires, promotions, and separations were compiled from November 1, 2015 – October 31, 2016.

Workforce Profile

The current affirmative action plan includes a total of 7,457 faculty and staff employees. Representation of minorities 1,470 (20%) and women 3,579 (48%) shows the same percentage of women as the prior year, but lower representation of minorities by 2% than the prior year.

Figure 1 shows the representation of minorities and women by faculty, research faculty, classified staff, and university staff. 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 2016 affirmative action plan has identified a total of 16 total placement goals, as shown below.

Figure 2: Placement Goals

Job Group	Goal for	Placement Goal %
Classified – Technical Support	Women	79.26%
Classified – Production/Materials	Minorities & Women	37.76%, 14.50%
Leeds School of Business Tenure-Track Faculty	Women	37.78%
Leeds School of Business (Non-Tenure Faculty)	Minorities	24.55%
Arts & Sciences (Tenure-Track Faculty) Natural Sciences	Minorities & Women	18.15% & 41.39%
Graduate School (Tenure and Tenure-Track Faculty)	Women	41.29%
Engineering (Tenure-Track Faculty)	Women	25.34%
Music (Tenure-Track Faculty)	Women	45.32%
Professional – Information Technology	Women	33.05%
Professional – Communication	Minorities	16.61%
Professional – Directors (Business Services)	Minorities	22.64%
Professional – Engineering	Minorities	15.82%
Sr. Research Associates (Natural Sciences)	Women	35.80%
PRA LASP – Natural Sciences	Minorities	26.74%

Prior Year Goal Achievement

The affirmative action plan is updated annually to identify current goals and show progress since the prior year.

Last year, CU Boulder had 14 placement goals. Four of 14 (29%) successfully met the goal and three (21%) had limited opportunities to do so, meaning they had few or no vacancies. Therefore, seven of 14 (50%) were not met. Goals are met when the percentage of placements through hires and promotions meets or is within one whole person of the placement goal percentage throughout the Plan year. For example, the job group Professional IT met the placement goal of 33.13% for women by placing women in new hires or promotions at an overall rate of 41.36%, which was attributed to 12 of 29 total selections.

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. 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 CU Careers during December 7, 2015 – October 31, 2016. CU Boulder utilized a new applicant tracking system (Taleo) than previous years when PeopleAdmin was used, which accounts for the missing data from November 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	American Indian
Pool	11,204	550 4.91%	193 1.72%	6,034 53.86%	2,414 21.55%	640 5.71%	602 5.37%	1,051 9.38%	96 0.86%
Selected	678	23 3.39%	15 2.21%	373 55.01%	169 24.93%	62 9.14%	21 3.10%	83 12.24%	3 0.44%

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

Looking at the figure, the selection percentage shows a positive increase for minorities and women than overall pool, which means both groups are being selected at a higher rate. The only noticeable difference is a drop in selection percentages for Blacks than the overall applicant pool. A major and ongoing goal for CU Boulder should be to increase the number of qualified applicants and selections through effective outreach efforts. Compared to 2015, the overall applicant numbers were much less, largely attributed to better data to identify job seekers who do not meet the definition of an internet applicant.

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	Not Reported	Asian	Black	Hispanic	Am Indian
752	391	136	208	72	11	50	0
	51.99%	18.09%	27.66%	9.57%	1.46%	6.65%	0%

In all cases, the percentages of hires are greater than the applicant and selection pool of the applicant analysis.

Figure 5: Promotions

Total	Women	Minorities	Asian	Black	Hispanic	Am Indian
122	67	15	7	3	4	0
	54.92%	12.30%	5.74%	2.46%	3.28%	0%

The analysis of new hires and promotions reveal a concern with collecting race/ethnicity data during the onboarding process. A large number of new hires did not identify their race/ethnicity and this information was not solicited again once the employee was hired. Under the federal regulations, contractors must solicit EEO information from employees once they are hired as well as when they were applicants. Further, demographic information (as well as disposition data for all applicants) for faculty hires are not consistently being entered into HCM by the hiring departments. To that end, Human Resources has recently enacted a change in the onboarding process in which new hires, both faculty and staff, are provided the opportunity to self-identify their demographic information, which is in addition to the self-service portal available to all employees that allows employees to update and change their demographic information. The Affirmative Action Officer will also work with Faculty Affairs to ensure that information regarding faculty searches and hires are properly documented.

The number of individuals who chose not to identify race/ethnicity provides an explanation for why the percentage of minorities hired is different than the rate of minorities categorized as hired within the applicant pool.

Separations

Data on separations provides us with information about our retention efforts. Retention rates are indicative of whether CU Boulder 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.

Figure 6: Separations*

Total	Women	Minorities	Asian	Black	Hispanic	Nat Am
827	396	203	100	23	74	5
	47.88%	24.55%	12.09%	2.78%	8.95%	0.60%

Includes both voluntary and involuntary separations

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 the goal or representation is not met, CU Boulder must engage in effective outreach efforts to attract and employ both groups.

For the 2016 Plan, CU Boulder hired 3.29% protected veterans from 1.82% the prior year. With a goal of 7%, there needs to be a stronger focus campus-wide on targeted outreach to attract and employ protected veterans even though the hiring rate was nearly half of the hiring target.

Similarity, only 46 employees (0.06%) 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 Boulder should engage in more effective marketing to encourage current employees to self-identify.

Initiatives for the Future

The University of Colorado Boulder 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
- 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
- Utilize data more strategically to drive future decisions

Towards these goals, the chancellor has approved funding to support two positions dedicated to improving campus efforts to create an environment that attracts and retains a diverse workforce. One position, a diversity search and outreach program manager, will create networks and pathways to increase the diversity of our applicant pools and provide education to hiring managers and search committees on conducting search processes that are inclusive and free from bias. The other position, a diversity and inclusive excellence training program manager, will create educational programs to enhance the campus awareness of behaviors that promote inclusion and create a welcoming environment for everyone. Both of these positions report to Human Resources.

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 complete affirmative action plan is available for review by contacting the Affirmative Action Officer.