

Affirmative Action Plan 2018



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, 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 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 of 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, 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, 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 of employees 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. “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 non-tenure track faculty (senior instructor, instructor, scholar in residence, and artist in residence). 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. Temporary employees, student employees, employees on appointments less than 12 months and retirees are excluded from the Plan. Data on faculty and staff personnel, provided by The Office of Institutional Research, are reflective of November 1, 2017. Additionally, data on hires, promotions, and separations were compiled from November 1, 2016 through October 31, 2017 (“plan year”).

Workforce Profile

The current affirmative action plan includes a total of 8,135 faculty, research faculty and staff employees. Representation of minorities 1,840 (22.62%) and women 3,856 (47.40%) for this plan year shows approximately the same

percentage of women as the prior year (48.00%), but an increase in representation of minorities by 2.91% more than the prior year.

Figure 1 displays the representation of minorities and women in the employee population by officers/administration, faculty, research faculty, classified staff, and university staff. Minorities include the total of both women and men who self-identify as Hispanic, Native American, Asian, Black, Pacific Islander, or two or more races. These racial/ethnic categories are designated by the federal government for purposes of statistical tracking. **Figure 2** breaks down the employee population by women and the individual minority populations.

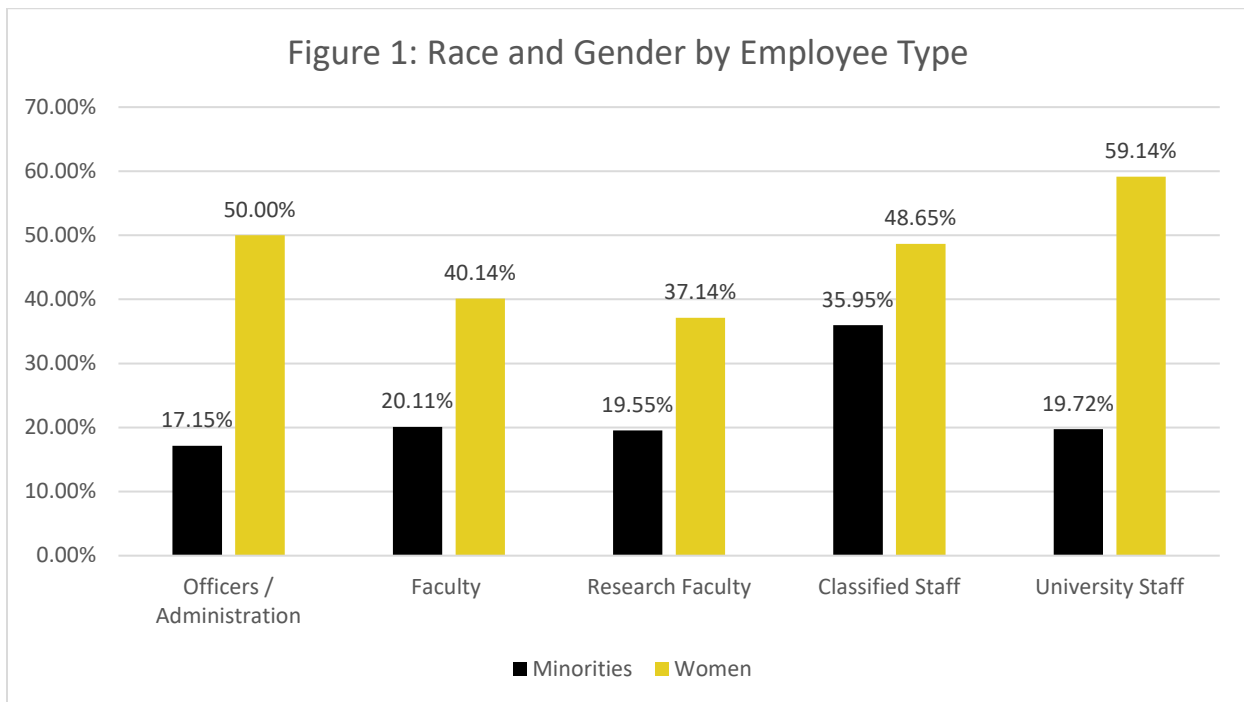


Figure 2: Employee Population Demographics

Total	Women	Minorities	Asian	Black	Hispanic	Am Indian	Pacific Islander	Two or More Races
8135	3856	1840	797	155	625	36	11	216
%	47.40%	22.62%	9.80%	1.91%	7.68%	0.44%	0.14%	2.66%

Placement Goals

For women and minorities, the Plan identifies areas of underrepresentation by setting placement goals. Placement goals are determined annually by calculating differences between the 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 for women and/or minorities is identified. Once identified, the campus must make good faith efforts to meet, where possible, these goals when new hires and promotions are made. Placement goals are not intended to be hiring quotas or set-asides for hiring those identified as being underrepresented. Placement goals do not supersede merit-based selection of candidates and do not require CU Boulder to hire a less qualified applicant over a more qualified one.

Placement goals are identified by job group, which is a group of positions with similar job duties, responsibilities, opportunities for advancement and compensation. Job groups, especially for staff, can thus be comprised of positions across multiple departments, colleges or divisions on campus. Job groups are continually updated to reflect the current employee population and changes to campus organization. A complete list of all job groups, including specific job titles, is available upon request.

The 2017-18 affirmative action plan has identified a total of 16 total placement goals in 14 job groups, as shown below in **Figure 3**.

Figure 3: Placement Goals

Job Group	Goal for	Placement Goal %	Current Employment %
Production/Materials/Operators	Minorities	33.45%	21.52%
Architect/Engineer/Electronics	Minorities	15.92%	8.41%
Professional – Information Technology	Women	27.76%	22.75%
Professional – Student Services	Minorities	27.08%	19.55%
Professional – Directors (Business Services)	Minorities	31.41%	4.00%
College of Arts & Sciences (Tenured and Tenure-Track Faculty) RAPs	Women	51.54%	0.00%
College of Arts & Sciences (Tenured and Tenure-Track Faculty) Arts & Humanities	Women	56.56%	47.09%
College of Arts & Sciences (Tenured and Tenure-Track Faculty) Natural Sciences	Women	39.90%	28.34%
Music (Tenured and Tenure-Track Faculty)	Women	44.71%	31.67%
Sr. Research Associate (Natural Sciences)	Women & Minorities	40.08% / 23.36%	19.23% / 13.46%
Research Associate Engineering	Women	30.61%	21.74%
Research Associate Natural Sciences	Women	42.55%	32.67%
Research Associate Social Sciences	Minorities	37.34%	8.33%
PRA LASP – Natural Sciences	Women & Minorities	38.25% / 15.73%	22.34% / 7.69%

Prior Year Goal Achievement

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

Last plan year, CU Boulder had 16 placement goals. In six of the 16 job groups (37.5%), CU Boulder successfully met the goal and two (12.5%) had limited opportunities to do so, meaning they had few or no vacancies.¹ Therefore, three of 16 (18.75%) placement goals from the prior year 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 for tenured and tenure-track faculty in the College of Engineering met the placement goal from last year of 25.34% for women by placing

¹ Five of the placement goals were in job groups that no longer exist due to changes such as department reorganization or combining classified and university staff positions into one new job group.

women in new hires or promotions at an overall rate of 42.11%, or eight of 19 total selections.

Because the determination of whether a placement goal was met or not is based on new hires and promotions, a placement goal can still exist for these job groups the following year if women and/or minorities are still underrepresented as a whole within that job group. This explains the reason that while women were hired or promoted last year in tenured and tenure-track faculty positions within the College of Music and the natural sciences in the College of Arts & Sciences (as well as senior research associates in the natural sciences) at a rate sufficient to meet the placement goals from last year, placement goals for these groups still exist this year based on current employment demographics. In other job groups, though, women and/or minorities were hired and promoted in sufficient numbers that the placement goals no longer exist. Thus, placement goals no longer exist for women in the College of Engineering tenured and tenure-track faculty, for women in the Leeds School of Business tenured and tenure-track faculty, or minorities in Leeds non-tenure track faculty.

Applicants and Selections

One way CU Boulder 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. 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 CU Boulder’s applicant tracking system. Due to a time-lag between the hire decision and start date of the employee, the number of selections does not exactly match the number of hires and promotions identified during the plan year range.

Figure 4 shows the applicant pool and selections derived from data pulled from the applicant tracking system (Taleo) in place at CU Boulder during the plan year. Individuals that failed to meet minimum qualifications or withdrew from

consideration were excluded from analysis. Those applicants who chose to self-identify a gender, race, and/or ethnicity are included in the analysis below.

Figure 4: Applicant Analysis

	Total	Women	Total Minorities	Asian	Black	Hispanic	Native American	Pacific Islander	Two or More Races
Pool*	21,013	10,206 48.57%	5,354 25.48%	2,243 10.67%	736 3.50%	1,913 9.10%	118 0.56%	29 0.14%	315 1.50%
Selected	987	523 52.99%	262 26.55%	83 8.41%	28 2.84%	126 12.77%	5 0.51%	1 0.10%	19 1.93%
Faculty Pool	4,183	1,465 35.02%	1,529 36.55%	1,102 26.34%	128 3.06%	270 6.45%	10 0.24%	6 0.14%	13 0.31%
Selected	81	42 51.85%	17 20.99%	10 12.35%	1 1.23%	3 3.70%	1 1.23%	0 0.00%	2 2.47%
Research Faculty Pool	1,957	543 27.75%	402 20.54%	188 9.61%	38 1.94%	145 7.41%	8 0.41%	2 0.10%	21 1.07%
Selected	136	54 39.71%	29 21.32%	9 6.62%	0 0.00%	16 11.76%	1 0.74%	1 0.74%	2 1.47%
Officers/ Admin Pool	128	46 35.94%	46 35.94%	5 3.91%	20 15.63%	16 12.50%	3 2.34%	1 0.78%	1 0.78%
Selected	4	2 50.00%	2 50.00%	0 0.00%	1 25.00%	1 25.00%	0 0.00%	0 0.00%	0 0.00%
University Staff Pool	12,846	6,898 53.70%	2,898 22.56%	828 6.45%	498 3.88%	1,238 9.64%	71 0.55%	17 0.13%	246 1.91%
Selected	605	342 56.53%	174 28.76%	53 8.76%	23 3.80%	82 13.55%	2 0.33%	0 0.00%	14 2.31%
Classified Staff Pool	1,899	1,254 66.03%	479 25.22%	120 6.32%	52 2.74%	244 12.85%	26 1.37%	3 0.16%	34 1.79%
Selected	161	83 51.55%	40 24.84%	11 6.83%	3 1.86%	24 14.91%	1 0.62%	0 0.00%	1 0.62%

*The pool total includes applicants who did not self-identify a race, ethnicity, or gender when applying

Looking at the figure above, the percentage of selections for minorities and women is greater than their representative percentage in the overall pool, which means both groups are being selected at a higher rate than they are applying. Among the specific minority populations as defined by the federal government, Hispanics were selected at rate 3.74% greater rate than the pool, applicants who identified as two or more races were selected at a 0.4% higher rate, and Native Americans were selected at approximately the same rate. On the other hand, Asians, Blacks, and Pacific Islanders were selected at a lower percentage than their representation in the applicant pool. In addition, like last plan year, both women and minorities were being selected at a higher rate than their respective representation in the current CU Boulder population.

New Hires and Promotions

The next two figures (**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 CU Boulder and who have not previously been CU Boulder employees. This number is lower than the number of “Selections” listed above in the applicant analysis because that number included internal candidates and rehires. “Promotions” are movements of current employees into new job codes that reflect a 5% increase in compensation.

Figure 5: New Hires

Total	Women	Minorities	Asian	Black	Hispanic	Native American	Pacific Islander	Two or More Races
796	363	215	96	26	56	4	1	32
%	45.60%	27.01%	12.06%	3.27%	7.04%	0.50%	0.13%	4.02%
Faculty	44	22	16	1	2	0	0	3
% (94 total)	46.81%	23.40%	17.02%	1.06%	2.13%	0.00%	0.00%	3.19%
Research Faculty	94	71	42	2	17	0	0	10
% (242 total)	38.84%	29.34%	17.36%	0.83%	7.02%	0.00%	0.00%	4.13%
Officers/ Admin	2	2	0	1	0	0	0	1
% (5 total)	40.00%	4.00%	0.00%	20.00%	0.00%	0.00%	0.00%	20.00%
University Staff	188	103	33	21	29	3	1	16
% (383 total)	49.09%	26.89%	8.62%	5.48%	7.57%	0.78%	0.26%	4.18%
Classified Staff	35	17	5	1	8	1	0	2
% (72 total)	48.61%	23.61%	6.94%	1.39%	11.11%	1.39%	0.00%	2.78%

Figure 6: Promotions*

Total	Women	Minorities	Asian	Black	Hispanic	Native American	Pacific Islander	Two or More Races
258	176	61	24	3	24	1	1	8
%	68.22%	23.64%	9.3%	1.16%	9.30%	0.39%	0.39%	3.10%
Faculty	30	12	3	2	3	0	0	4
% (57 total)	52.63%	21.05%	5.26%	3.51%	5.26%	0.00%	0.00%	7.02%
Research Faculty	11	2	1	0	1	0	0	0
% (19 total)	57.89%	10.53%	5.26%	0.00%	5.26%	0.00%	0.00%	0.00%
Officers/ Admin	2	1	0	0	0	0	1	0
% (5total)	40.00%	20.00%	0.00%	0.00%	0.00%	0.00%	20.00%	0.00%
University Staff	133	46	20	1	20	1	0	4
% (177 total)	75.14%	25.99%	11.30%	0.56%	11.30%	0.56%	0.00%	2.26%

*As CU Boulder transitions away from the classified staff system, promotions for classified staff are generally into university staff positions.

The analysis of the promotion data shows that both women and minorities were promoted at rate greater than their representative percentage in the employee population during the plan year. For minorities, it is a slightly higher overall rate of 1.02% and the promotional rates of the respective individual racial/ethnic groups are fairly proportionate across the board. Women, though, were promoted at a rate 20.82% greater than their presence in the employee population, which was also an increase of 13.3% over the promotion rate for women the prior Plan year.

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 7**

shows the number and percentage of separations from CU Boulder, both voluntary and involuntary, for the plan year.

Figure 7: Separations*

Total	Women	Minorities	Asian	Black	Hispanic	Nat Am/ Pac Island
407	195	99	44	16	39	0
%	47.91%	24.32%	10.81%	3.93%	9.58%	0.00%
Faculty	13	9	4	2	3	0
% (35 total)	37.14%	25.71%	11.43%	5.71%	8.57%	0.00%
Research Faculty	70	38	25	3	10	0
% (158 total)	44.30%	24.05%	15.82%	1.90%	6.33%	0.00%
Officers / Administrators	0	0	0	0	0	0
% (1 total)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
University Staff	90	39	13	8	18	0
% (151 total)	59.60%	25.83%	8.61%	5.30%	11.92%	0.00%
Classified Staff	22	13	2	3	8	0
% (62 total)	35.48%	20.97%	3.23%	4.84%	12.9%	0.0%

*Includes both voluntary and involuntary separations

In comparison to the employee population for the plan year, women left CU Boulder at a rate only 0.51% greater than their presence in the employee population, meaning the rates were approximately equal. Minorities left employment at CU Boulder at a 1.7% higher rate than their presence in the employee population. However, as noted above, women and minorities were being hired at 5.08% and 2.33% greater rate respectively than they were leaving CU Boulder for the last plan year. These numbers indicate that representation of both women and minorities increased among the employee population for the plan year.

Protected Veterans and Individuals with Disabilities

Since March 2014, federal contractors have been required to meet hiring targets for protected veterans each year and employ individuals with disabilities. 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.

The federal government annually establishes the protected veteran hiring benchmark using the annual national percentage of veterans in the civilian labor force. For this past plan year, the benchmark was 6.7% of all hires. Between November 1, 2016 and October 31, 2017, CU Boulder hired 2.32% protected veterans, a decrease from 3.29% the prior year. However, protected veterans accounted for only 2.16% of the total applicant pool, slightly lower than the selection rate. This data indicates that veterans are being hired at approximately the same rate at which they apply for jobs. While the hiring benchmark for the upcoming year has been decreased to 6.4%, this past year CU Boulder showed not only a decrease in its hiring of protected veterans, but a rate of hire less than half of the federal benchmark. While veterans are being hired at rate approximately equal to which they apply, CU Boulder is not attracting protected veterans to apply for jobs at a rate necessary to meet the federal benchmark. Further, only 2.81% of employees at CU Boulder self-identified as being a protected veteran. Thus, the campus needs to focus on targeted outreach to attract and employ protected veterans in its workforce.

During the same time period, 3.59% of applicants hired at CU Boulder identified as an individual with a disability, which is approximately equal to the representation in the applicant pool (3.77%). Similarly, only 125 employees (1.54%) of the current workforce identify as having a disability where the goal is 7%. In October 2017, the Affirmative Action Officer sent out a campus email to the current employee population inviting employees to update their self-identification of race/ethnicity, veteran status and disability status. While the number of employees who identified as having a disability increased from 46 total last plan year, 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 must continue to engage in more effective marketing to encourage current employees to self-identify. In addition, the Affirmative Action Officer will work with the Americans with Disabilities Act (ADA) Coordinator on campus to try to obtain a count of employees requesting an employment accommodation in an effort to achieve a more accurate representation of the employee population having a disability.

Current Actions and 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.

During the prior plan year, the following initiatives were identified for CU Boulder to work towards:

- 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 approved funding to support three additional positions dedicated to improving campus efforts to create an environment that attracts and retains a diverse workforce, all of which were hired this past plan year in Human Resources. The first position, a diversity search and outreach program manager, works to create networks and pathways to increase the diversity of CU Boulder's applicant pools, provide education to recruiters, hiring managers and search committees on conducting search processes that are inclusive and free from bias, develop a student to employment pipeline, and establish community partnerships. The second position, a diversity and inclusion education program manager, works to design diversity and inclusion learning opportunities and consultation, maintain a strong collaborative partnership with campus diversity resources, and develop and manage diversity and inclusion

programs. The third position, a career development advisor, serves frontline service employees (FLSE) and provides both individual and group career development advising on topics such as resume building, interview skill practice, navigating the application process and job search strategies. These offerings are available for employees who are interested in applying for internal opportunities and furthering their own careers. While any FLSE in the designated positions are eligible for this program regardless of race and gender, the population of FLSE on November 1, 2017 was 71% minority and 50% female.

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. During this past plan year, the Affirmative Action Officer was part of a group from Human Resources working with two of the largest research institutes on campus on their overall personnel practices. The focus of the Affirmative Action Officer was working with the research institutes on compliance for their hiring practices, collecting better search data and the use of search waivers.

As noted above, beyond its general diversity goals, CU Boulder must increase its outreach efforts to veterans and individuals with disabilities specifically. With respect to veterans, Rex Laceby in the Office of Career Services has created a program specifically aimed towards increasing the employability of veterans, both current students and alums. These efforts include Career Services hosting a veterans' career fair and creating a mentorship program for student veterans in partnership with the Alumni Association. If the student and alumni veterans complete all of the requirements of the mentorship program, they receive a free Brooks Brothers suit to wear during the job interview process. Further, the recruiting team in Human Resources has met with Laceby in the past to discuss the uniqueness of veteran applicants and how their qualifications transfer from the military to the civilian workforce. The recruiting team will continue to work with Laceby and other resources on ways to increase the number of veteran applicants and hires.

Next, the Diversity and Inclusive Excellence team in Human Resources created an internship program at CU Boulder for individuals with disabilities. In partnership with the State of Colorado Division of Vocational Rehabilitation and

Workforce Boulder County, the program created a paid internship opportunity for individuals with disabilities (veterans are also eligible) in order to gain professional employment experience and enhance those individuals' future employment potential. This program recently piloted its first intern in the Libraries and hopes to expand to other departments during the upcoming years.

With respect to data, the Affirmative Action Officer and Human Resources have taken steps this past year in an effort to have the annual Plan produced much earlier in the plan year, which would provide more time for recruiters, hiring managers and departments to conduct more outreach and increase the diversity of applicant pools in order to meet the annual placement goals. This past year, the required personnel information for this Plan was not obtained until February 2018. As a result, the task of querying the personnel information from university records was transitioned from Institutional Research to Human Resources. Additional delays were caused by the hiring of a new Affirmative Action Officer, who first had to become familiar with the external software used to create the Plan and then generate all of the required reports. During the upcoming plan year, CU Boulder is also transitioning to a new applicant tracking system, which means that next year's Plan will need to incorporate applicant data from two different systems. As a result, next year's Plan may be delayed as well.

In terms of accuracy, the Affirmative Action Officer also collaborated with the Director of the Compensation and Talent Acquisition teams in Human Resources on this year's Plan to more accurately reflect the current employee population. Some of the changes included reorganizing job groups and identifying the positions that are likely to promote to upper level positions, which allowed for more accurate labor availability calculations. Last, Human Resources has taken steps to evaluate those individuals who have CU Boulder appointments but are not actually employees and thus should not be included in the Plan statistics. These efforts will continue through the next plan year.

The complete affirmative action plan is available for review at the CU Boulder Department of Human Resources by contacting the Affirmative Action Officer at 303-735-9019.