



2017 Affirmative Action Plan Executive Summary



UConn Health
Office of Institutional Equity

OCTOBER 2017

2017 Affirmative Action Plan Overview and Highlights

The Office of Institutional Equity has completed UConn Health's annual Affirmative Action Plan for Employment (*Plan*) per Connecticut General Statute (CGS) §46a-68 and sections 46a-68-75 to 46a-68-114, inclusive. The *Plan* is a comprehensive, results-oriented set of procedures and programs that articulate the University's strategy to combat discrimination, put forth a good faith effort to attain hiring goals, and to achieve equal employment opportunity.

The *Plan's* objectives are to:

- **Establish hiring, promotional and program goals that promote affirmative action;**
- **Illustrate the University's efforts to achieve a work force that is properly balanced and fully representational of the relevant labor market areas;**
- **Quantitatively and qualitatively measure the University's degree of success in accomplishing hiring, promotion, and program goals; and**
- **Examine and eliminate any policy or employment practice that adversely affects members of protected classes.**

The *Plan* is submitted annually for review and approval by the Commission on Human Rights and Opportunities (CHRO). CHRO evaluates the Plan within 90 days, reviewing to ensure that the *Plan* contains all 16 required elements and meets the following standard of review:

1. The work force, considered as a whole and by occupational category, is in parity with the relevant labor market area; or
2. The agency has met all or substantially all of its hiring, promotion and program goals; or
3. The agency has demonstrated every good faith effort to achieve such goals and despite these efforts has been unable to do so; and
4. The agency has substantially addressed deficiencies noted by the commission in prior plan reviews in accordance with Section 46a-68-10.

UConn Health's history of approvals has been based on CHRO's acceptance that UConn Health demonstrated every *good faith effort* to meet goals, rather than goal achievement. Connecticut General Statutes Section 46a-68-75 (v) defines good faith effort as:

... that degree of care and diligence which a reasonable person would exercise in the performance of legal duties and obligations. At a minimum, it includes all those efforts reasonably necessary to achieve full compliance with the law. Further, it includes additional or substituted efforts when initial endeavors will not meet statutory or regulatory requirements. Finally, it includes documentary evidence of all action undertaken to achieve compliance, especially where requirements have not or will not be achieved within the reporting period established pursuant to section 46a-68-92 of the Regulations of Connecticut State Agencies.

The 2016 *Plan* was **Approved** by the CHRO, based on Reviewer Neva Vigezzi's recommendation.

Goal Achievement

A hiring or promotional goal is set for each instance of underutilization of a race and/or gender group in any given job category. The utilization of race and/or gender groups is determined by comparing the representation of these groups in our workforce with the availability in the labor market. Underrepresentation in a specific race and/or gender group is based on the difference in percentages between the current workforce and the availability in the labor market. Hiring goals are then set based on the number of positions needed in order for the workforce to reach parity with the available population in the labor market. A promotional goal is set for each instance of underutilization of a race and/or gender group in any given job category. Promotional goals are set in lieu of or in addition to hiring goals, based on the historical pattern of fulfilling positions. This historical pattern is utilized when calculating the availability base for job categories. Because of the constantly changing labor market and University workforce, goals are updated annually.

Hiring Goals Achieved

Total Goal Achievement: 30.7%

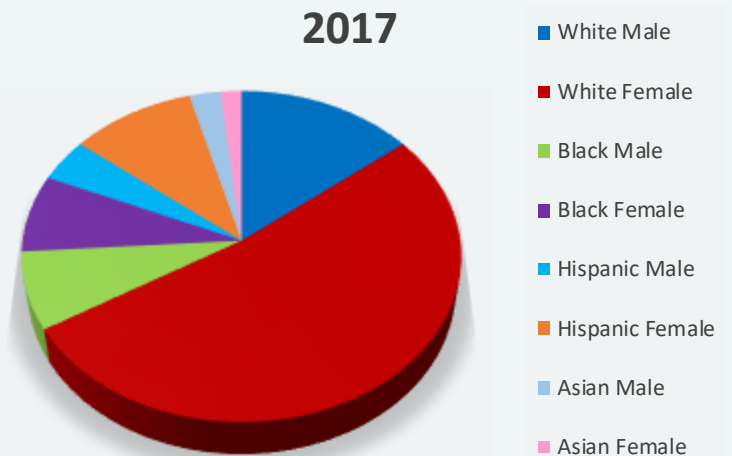
- ◆ 119 of the 388 hires met hiring goals
- ◆ The Faculty had the highest goal achievement of 44.9%
- ◆ 52.1% of goals were met with white female hires
- ◆ Females comprised 65.5% of goal hires
- ◆ 33.6% of goals were met by minority* hires
- ◆ Protective Services met goals with the hire of 3 black males and 1 Hispanic female
- ◆ Black male, Hispanic male and female goal achievement increased significantly from 2016
- ◆ Tech/Paraprofessional, Protective Services and Service Maintenance categories had increased goal achievement from 2016

| Category | Hires | Goals Met | 2017 Achievement % | 2016 Achievement % |
|------------------------|------------|------------|--------------------|--------------------|
| Executive Managerial | 14 | 1 | 7.1 | 81.8 |
| Faculty | 49 | 22 | 44.9 | 51.2 |
| Professional | 172 | 48 | 27.9 | 45.8 |
| Secretarial/Clerical | 64 | 12 | 18.8 | 11.6 |
| Tech/Paraprofessional | 63 | 26 | 41.3 | 36.0 |
| Qualified Craft Worker | 1 | 0 | 0.0 | 0.0 |
| Protective Services | 11 | 4 | 36.4 | 16.7 |
| Service/Maintenance | 14 | 6 | 42.9 | 20.0 |
| Total | 388 | 119 | 30.7 | 35.9 |

Who met a Goal?

The 119 goal hires were comprised of:

| Race/Gender | 2017 Percentage | 2016 Percentage |
|-----------------|-----------------|-----------------|
| White Male | 14.3 | 15.8 |
| White Female | 52.1 | 55.0 |
| Black Male | 7.6 | 3.3 |
| Black Female | 7.6 | 17.5 |
| Hispanic Male | 4.2 | 0.0 |
| Hispanic Female | 10.1 | 3.3 |
| Asian Male | 2.5 | 1.7 |
| Asian Female | 1.7 | 3.3 |



2016 Program Goals: Accomplished

Goal #1

The Office of Institutional Equity (OIE) will collaborate with the Department of Human Resources and the Office of Diversity & Inclusion to enhance the search orientation trainings offered to search committees, chairs and administrators. The trainings will focus on affirmative action and equal employment, strategic recruiting, and the search process including applicant evaluation, interviewing, and applicant selection. The comprehensive training will include modules focused on the development of job descriptions and qualifications, inherent bias and best practices and resources for eliminating bias in the search process. This new training will provide search committees, chairs and administrators with comprehensive training relative to the search process.

The Office of Institutional Equity (OIE) in collaboration with the Department of Human Resources Organization and Staff Development developed a new comprehensive training for search committees, chairs and administrators. The enhanced training, offered online through SABA, focused on affirmative action and equal employment laws and regulations, UConn Health policies, job descriptions and qualifications, strategic recruiting for a diverse applicant pool, best practices and resources for recognizing and minimizing inherent bias, applicant evaluation and interviewing. Additionally, this training was included in the Management Development Training with OIE attending the live sessions to lead discussions focused on recruiting a diverse applicant pool, implicit bias and compliance with the search process.

Goal #2

The Office of Institutional Equity (OIE) will create additional reporting tools including a statistical report of the current staff workforce and applicant data to enable managers to examine workforce statistics and hiring trends. The detailed report will provide a comprehensive examination of the workforce, new hires and applicants in the latest hiring cycle. This report will provide Unit Heads, Directors, Department Heads, and Managers with statistical and graphical representations of the workforce and hires to assist in better understanding their future proactive recruitment and hiring efforts.

The Office of Institutional Equity (OIE) produced a statistical report of current workforce and hires. This report provided a more comprehensive demographic examination of the workforce and hires made during the year. The report included both statistical and graphical representations of the staff and faculty workforce and hires made in the 2016 hiring cycle. Applicants for faculty positions were compared to hires. Additionally, the report included comparisons with the previous years' workforce and hires. This report gave administrators a tool to assist in proactive recruiting and hiring efforts.

Goal #3

The Office of Institutional Equity (OIE) will develop a training module focused on the American with Disabilities Act (ADA). The training will be offered to a wide range of employees, managers, and supervisors as well as members of the UConn Health community to ensure clear understanding of rights and responsibilities under state and federal disability laws. OIE staff will present the training in various formats including in-person and online. The materials will be made available online for departments to review.

The Office of Institutional Equity (OIE) developed a training module focused on the American with Disabilities Act (ADA) and accessibility for people with disabilities. The training provides a general overview of disability rights as related to UConn Health and the subsequent responsibilities of employees, managers and supervisors in ensuring equal access and opportunities for individuals with disabilities. The training covers state and federal disability laws, UConn Health policies including Persons with Disabilities, Effective Communication with Individuals who are Deaf or Hard of Hearing and HIV/AIDS Non-Discrimination, accommodations, interpreter services, service animals, accessibility statements and resources. The training is available to the UConn Health community.

2016 Program Goals: Accomplished

Goal #4

The Office of Institutional Equity (OIE) will review existing online Affirmative Action/Equal Employment Opportunity best practice and guidance materials to identify subject areas lacking resources. OIE will update the website with resources on all aspects of the search process, including recruitment, evaluation, interviewing, and hiring. The new website will provide a centralized location for information specifically developed for search committees.

The Office of Institutional Equity (OIE) reviewed and updated all online materials relative to affirmative action/equal employment opportunity. Materials and guidance on best practices for recruitment, search and hire, evaluation, interviewing and training were revised in an effort to provide up-to-date resources for search committees and hiring managers. Additionally, OIE added more information explaining affirmative action, regulations and policies. The new OIE website will include the updated materials, providing a centralized location for information specifically developed for search committees.

Goal #5

In an attempt to obtain a more accurate demographic profile of the current UConn Health population, a re-survey of the workforce will be conducted during this Plan year. The Department of Human Resources, in collaboration with the Office of Institutional Equity (OIE) will design a process that will allow all employees an opportunity to voluntarily provide race, gender, and ethnicity information. The more accurate demographic data will allow for more accurate calculation of availability and setting of Affirmative Action goals that are reflective of the truly underrepresented race/gender groups.

The Department of Human Resources Information Management and the Office of Institutional Equity (OIE) partnered to design a process to allow employees the opportunity to voluntarily provide race, gender, ethnicity, disability and veteran information. The new process integrates into the employee self-service module of the Human Resources personnel system to provide accurate and efficient data collection. The survey necessitated customization of the HR personnel system, databases and reports, thus the 2018 Affirmative Action Plan will reflect the updated demographic data.

2017 Program Goals: Planning for the Future

Goal #1

The Office of Institutional Equity (OIE) will design and launch a new, streamlined website highlighting OIE's areas of focus: accessibility; AA/EEO compliance; discrimination and harassment investigations; Title IX compliance; and education and training. The design of the website will allow users to more easily navigate to information, resources and policies. The website will include links to comprehensive materials related to OIE's areas of focus.

Goal #2

The Office of Institutional Equity (OIE) will collaborate with the Department of Human Resources and the Office for Diversity and Inclusion to develop a training focused on faculty recruitment and hiring for the Schools of Medicine and Dental Medicine. The training will include strategies and best practices for recruiting diverse applicants, building networks and pipelines with other medical schools, developing applicable qualifications for the evaluation of faculty candidates, and navigating the search process. Additionally, the three offices will assess existing practices to determine the areas needing additional focus.

Goal #3

The Office of Institutional Equity (OIE) will initiate a review of the existing Americans with Disabilities Act (ADA) program. The goal of the review will be to determine how best to ensure access at UConn Health, with a focus on enhancing employee training and education on issues related to accessibility. OIE will develop both a new accessibility website to provide information and resources for employees, students and visitors, as well as an ADA-related brochure to be used in employee education and training programs.

Goal #4

The Office of Institutional Equity (OIE) will form a working group to assess current UConn Health practice as well as nationally-identified best practices for preventing and responding to discriminatory harassment in the clinical setting.

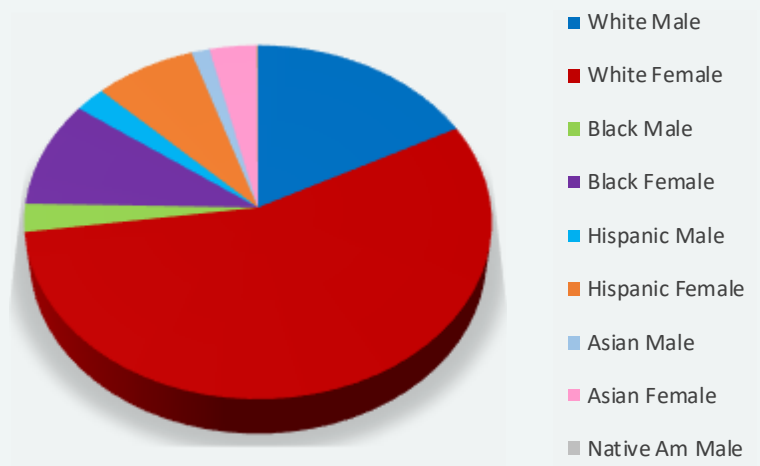
The Workforce

The **total workforce*** of 3775:

- 81.8% Staff
- 13.1% Faculty
- 5.1% Executive/Management

The combined workforce is:

- 72.9% White
 - 10.9% Black
 - 9.0% Hispanic
 - 7.0% Asian
 - 0.1% Native American
- ◆ 71.2% female and 28.8% male
 - ◆ White females are 55.5%, the largest group
 - ◆ 1023 minority** employees are 27.1% of the workforce

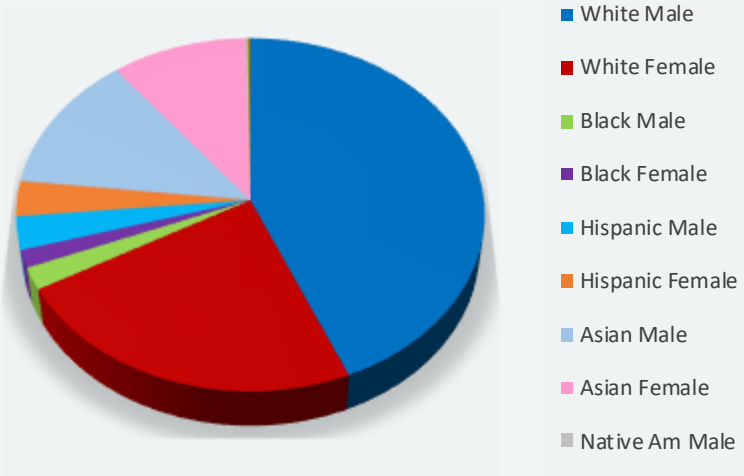


Faculty

The **Faculty** workforce of 495:

- 66.9% White
- 3.6% Black
- 6.3% Hispanic
- 22.8% Asian
- 0.4% Native American

- ◆ 164 minority faculty comprise 33.1% of the total faculty workforce
- ◆ 40.4% female and 59.6% male
- ◆ White males constitute 43.6%, the largest group
- ◆ Black females are the least represented at 1.6%

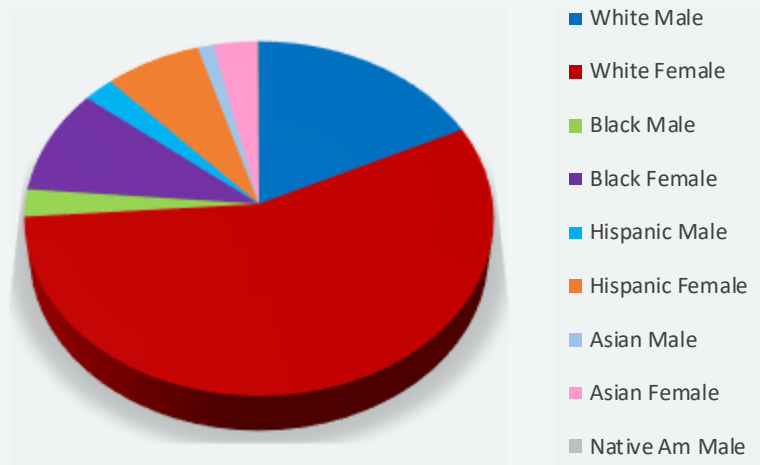


Staff

The **Staff** workforce of 3087:

- 72.8% White
- 12.3% Black
- 9.9% Hispanic
- 4.9 % Asian
- 0.1% Native American

- ◆ 76.4% female and 23.6% male
- ◆ White females constitute 55.5%, the largest group
- ◆ 840 minority staff comprise 27.2% of the staff workforce

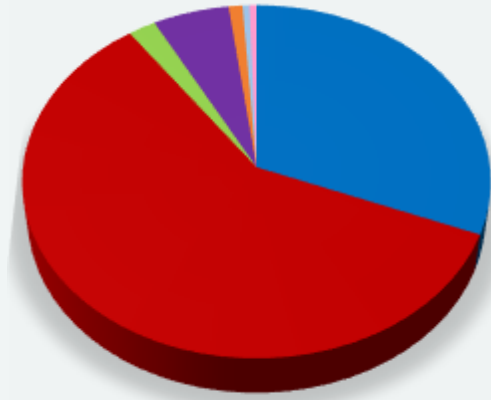


*Workforce: full-time, not including part-time or temporary
 **Minority includes Black, Hispanic, Asian and Native American

Executive/Managerial

The Executive/Managerial workforce of 193:

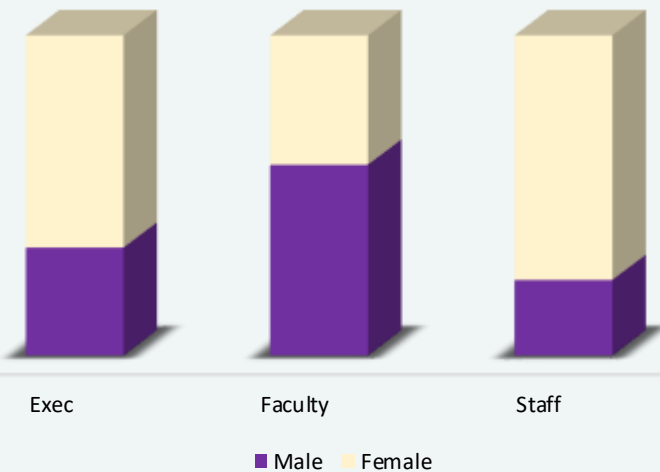
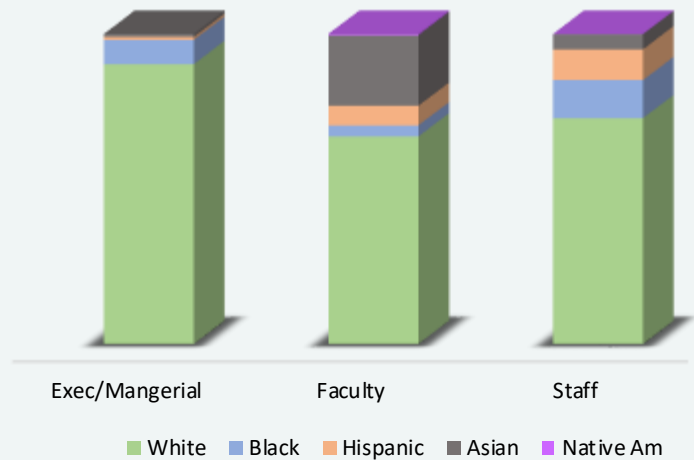
- 90.2% White
- 7.8% Black
- 1.0% Hispanic
- 1.0% Asian
- Native Americans are not represented
- ◆ 66.3% female and 33.7% male
- ◆ White females are 59.1%, the largest group
- ◆ 23 minority employees comprise 9.8% of the Executive/Managerial workforce
- ◆ There are no Hispanic males in this category



- White Male
- White Female
- Black Male
- Black Female
- Hispanic Male
- Hispanic Female
- Asian Male
- Asian Female
- Native Am Male

Where is our diversity?

| | Executive Managerial | Faculty | Staff |
|------------------|----------------------|---------|-------|
| White | 90.2% | 66.9% | 72.8% |
| Black | 7.8% | 3.6% | 12.3% |
| Hispanic | 1.0% | 6.3% | 9.9% |
| Asian | 1.0% | 22.8% | 4.9% |
| Native Am | 0.0% | 0.6% | 0.1% |



| | Executive Managerial | Faculty | Staff |
|---------------|----------------------|---------|-------|
| Male | 33.7% | 59.6% | 23.6% |
| Female | 66.3% | 40.4% | 76.4% |

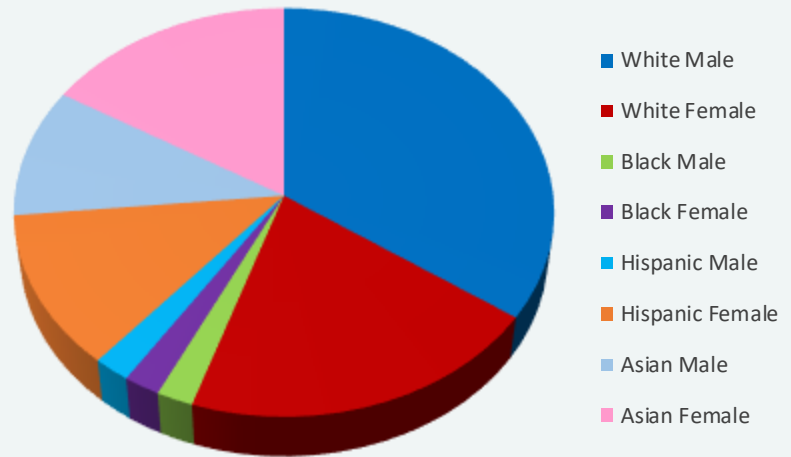
- ◆ The Faculty category has the highest percentage of males at 59.6% but is the most diverse in race/ethnicity at 33.1%
- ◆ Females in the Faculty category increased to 40.4% from 37.0% in 2016
- ◆ Staff has the highest percentage of females at 76.4%

*Minority includes Black, Hispanic, Asian and Native American

2017 New Hires

Faculty

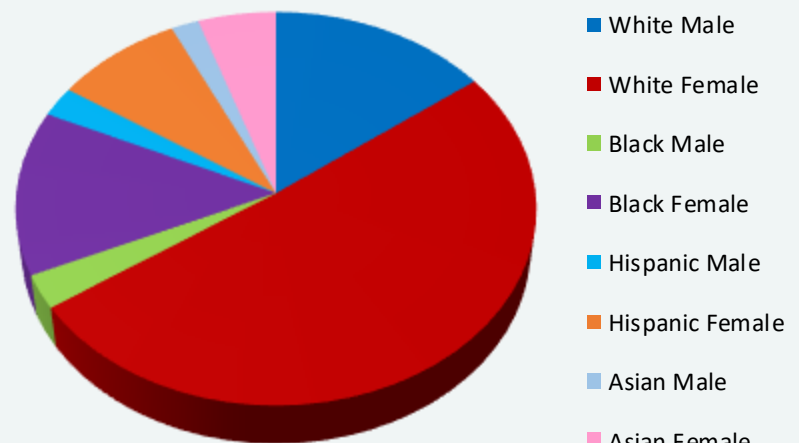
- ◆ 49 new hires:
 - 51.0% female and 49.0% male
 - 55.1% White
 - 4.1% Black
 - 14.3% Hispanic
 - 26.5% Asian
- ◆ Comparing to 2016:
 - Female hires increased to 51.0% from 43.9%
 - Hispanic hires increased to 14.3% from 9.8%
 - Hispanic female hires doubled from 3 to 6
 - 1 white female and 1 Hispanic male were hired in the Professor title



| TOTAL | WM | WF | BM | BF | HM | HF | AM | AF | NM | NF |
|-------|----|----|----|----|----|----|----|----|----|----|
| 49 | 17 | 10 | 1 | 1 | 1 | 6 | 5 | 8 | 0 | 0 |

Staff

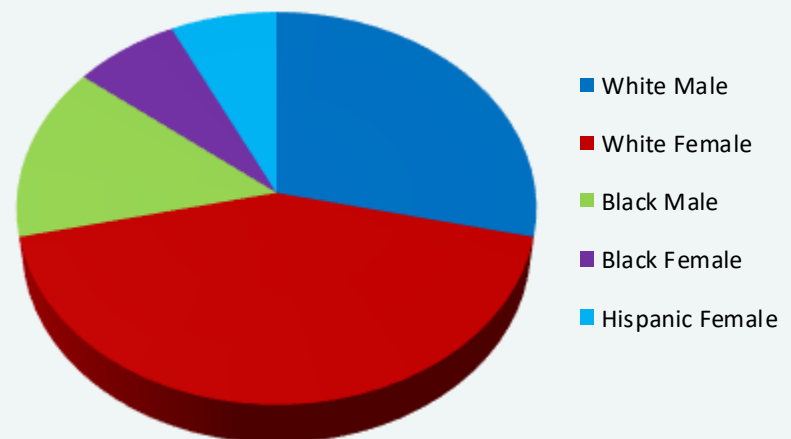
- ◆ 325 new hires:
 - 78.2% female and 21.8% male
 - 65.5% White
 - 16.3% Black
 - 11.1% Hispanic
 - 7.1% Asian
- ◆ White females were the largest group at 50.8%
- ◆ Black, Hispanic and Asian hires increased from 13.5%, 10.3% and 4.3%, respectively in 2016
- ◆ 9 white males, 1 black male, 1 Hispanic and 1 Asian male were hired into the Registered Nurse title



| TOTAL | WM | WF | BM | BF | HM | HF | AM | AF | NM | NF |
|-------|----|-----|----|----|----|----|----|----|----|----|
| 325 | 48 | 165 | 9 | 44 | 8 | 28 | 6 | 17 | 0 | 0 |

Executive/Managerial

- ◆ 14 new hires:
 - 57.1% female and 42.9% male
 - 71.4% White
 - 21.4% Black
 - 7.1% Hispanic
- ◆ 2 black males were hired into the two most senior positions in Human Resources



| TOTAL | WM | WF | BM | BF | HM | HF | AM | AF | NM | NF |
|-------|----|----|----|----|----|----|----|----|----|----|
| 14 | 4 | 6 | 2 | 1 | 0 | 1 | 0 | 0 | 0 | 0 |