

ASSIGNMENT OF RESPONSIBILITY AND MONITORING

Section 46a-68-81

This section was found to be in compliance in the previous filing and there were no proposals/recommendations.

In accordance with statutory requirements, the appointing authority Dr. Andrew Agwunobi, Chief Executive Officer and Executive Vice President for Health Affairs is accountable for promoting and enforcing diversity and affirmative action policies and ensuring compliance throughout the agency. Dr. Agwunobi retains ultimate responsibility for the development, implementation and monitoring of UConn Health's Affirmative Action Plan (*Plan*).

Dr. Agwunobi designated Elizabeth Conklin as the Equal Employment Officer for UConn Health and assigned her the responsibility for operational achievement of UConn Health's Affirmative Action Plan. Elizabeth Conklin is the Associate Vice President of the Office of Institutional Equity (OIE) (both Storrs and UConn Health offices), as well as the ADA Coordinator and Title IX Coordinator for UConn Health, Storrs and the regional campuses. In that role, Associate Vice President Conklin has monthly meetings with Dr. Agwunobi to discuss all affirmative action/equal employment opportunity (AA/EEO) related information including but not limited to issues of human and inter-group relations, review of operational and administrative activities impacting the *Plan*, identification of obstacles in meeting goals of the *Plan*, nondiscriminatory employment practices, the legal authority for affirmative action and the President's commitment to affirmative action. During this *Plan* year, Elizabeth Conklin met with Dr. Agwunobi on the following dates:

- July 17, 2017
- August 21, 2017
- October 16, 2017
- November 20, 2017
- January 24, 2018
- February 21, 2018
- April 16, 2018

As the designated Equal Employment Officer, Elizabeth Conklin, has a reporting line to Dr. Andrew Agwunobi, Chief Executive Officer and Executive Vice President for Health Affairs on all matters concerning the Plan, affirmative action, discrimination and equal employment opportunity and has access to all records and personnel necessary for the effective performance of duties. She is responsible for the development, maintenance, and monitoring of UConn Health's Affirmative Action Plan. Please see **Organizational Analysis**, for organization charts.

As part of the Office of Institutional Equity's ongoing efforts to ensure awareness of and progress toward affirmative action program goals, the Associate Vice President and Equal Employment Opportunity Officer regularly communicates with the UConn Health population, and advises the Chief Executive Officer and Executive Vice President for Health Affairs and UConn Health leadership of developments in affirmative action law, civil rights, and social equity policy updates. Dr. Agwunobi is also notified of all complaints investigated and adjudicated by OIE's EEO Investigators.

In addition, OIE staff present orientation and training sessions on policy changes and current developments in affirmative action related laws to employees; advise senior administration on affirmative action policies and procedures, as well as diversity issues and concerns; and monitor progress toward the UConn Health's affirmative action goals. Additional responsibilities include:

1. Partnering with the Department of Human Resources on new employee orientation activities;
2. Developing and conducting mandated Diversity Awareness and Sexual Harassment Prevention Training for all UConn Health employees and Department of Correction Sexual Harassment Prevention Training for UConn Health employees in the Correctional Managed Health Care (CMHC);
3. Developing online search committee training for faculty and staff searches, and the Management Development Training Program;
4. Developing and providing the Respectful and Harassment-Free Workplace training for managerial employees;
5. Updating recruitment resource directories of underutilized populations;
6. Maintaining relationships with state and federal civil rights agencies;
7. Maintaining relationships with University internal communities;
8. Preparing state and federal AA/EEO reports and statistical information.

University and UConn Health leaders considered the feasibility of an employee advisory committee. It was determined that the uniqueness of a medical school and research center, part of a Research 1 University called for a comprehensive internal body that could address the broad, University-wide matters related to issues of diversifying the faculty and staff workforce and improving the campus climate/work environment. In May 2016, President Herbst established a University Diversity Council chaired by the Chief Diversity Officer.

The Diversity Council is composed of faculty, staff and students across all academic and administrative units on campus. The Council is charged with the development and implementation of a multi-dimensional strategic and inclusion plan that supports the diversity core as stated in the academic plan and the six core recommendations of the Diversity Task Force. The Council also supports the execution of initiatives that would further UConn's goals of becoming a more inclusive community and a leader in diversity and inclusion in higher education. Additionally, the Council acts in an advisory capacity to UConn's leadership on issues including increased recruitment and retention of underrepresented groups amongst the students, faculty and staff. It uses metrics to monitor progress on diversity through analysis and assessment and work to identify and disseminate best practices around the successful coordination and execution of diversity programs and initiatives across the entire University, including UConn Health.

Five subcommittees of the Diversity Council were created to focus on different areas of the Council's mission: Faculty and Staff Recruitment and Retention, Student Recruitment and Retention, Diversity Education and Training, Communication/Campus Climate and External & Community Partnerships.

Members of the Diversity Council are identified by name and position. The 21-person Council, led by the Interim Chief Diversity Officer, a black male includes two white males, eight white females, two black males, four black females, three Hispanic females and one Asian female. The

Chief Administrative Officer (black female) and the Vice President of Human Resources (black male) represent UConn Health on the Council. The Diversity Council meets quarterly with the subcommittees meeting regularly and members dedicating time as necessary. Copies of all Diversity Council minutes and all supporting documentation are retained as required by University and state records retention schedules. **Exhibit # 1** lists the membership of the Diversity Council.

UConn Health employees performing affirmative action and equal employment opportunity duties are evaluated and monitored in their performance of such duties. These employees are ensured a working environment where they are not coerced, intimidated or retaliated against for performing their assigned duties. UConn Health Policy on Rules of Conduct expressly prohibits such retaliation.

The following section discusses UConn Health offices and personnel with responsibilities related to developing or implementing the Plan. Employees who believe that they are being retaliated against for performing their stated affirmative action duties may file a complaint with the Commission on Human Rights and Opportunities (CHRO).

Office of Institutional Equity

The Office of Institutional Equity (OIE) supports UConn Health's commitment to affirmative action, diversity, multiculturalism, and social equity through functions that play educational, support and compliance roles at UConn Health. OIE advises senior administration on institutional civil rights and social equity policies and issues. The Associate Vice President reports on these issues to the Chief Executive Officer and Executive Vice President for Health Affairs. OIE is charged with compliance function in the following major areas of focus:

1. monitoring employment systems (faculty and staff recruitment, hiring and retention);
2. pre-litigation discrimination case management;
3. Americans with Disabilities Act (ADA) compliance;
4. training and education relative to diversity and sexual harassment prevention;
5. reporting and publishing UConn Health's progress and compliance with affirmative action and equal employment opportunity regulations; and
6. Title IX compliance.

In addition, as a diversity resources unit, OIE provides subject matter expertise and training relative to ensuring non-discriminatory learning and working environments and recruitment and retention of diverse faculty and staff.

Monitoring Employment Systems

The OIE staff is available to provide training to search committees and administrators covering subjects such as: search committee roles and responsibilities, best practices for Affirmative Action and Equal Employment Opportunity compliance, good faith efforts in recruitment, evaluation and documentation of applicants and interviewing best practices. The staff also provides support and guidance to search committees, hiring departments, and search

administrators and works collaboratively with Human Resources to ensure a fair and equitable search process.

Pre-litigation Discrimination Case Management

OIE's investigations are conducted by EEO investigators charged with fielding and objectively investigating complaints of discrimination and discriminatory harassment on the basis of legally protected characteristics. OIE's investigations determine whether employee conduct violates UConn Health non-discrimination policies, which have been drafted to provide protections aligned with current law. The investigators address inquiries and complaints made in-person, by telephone, e-mail, and regular mail ranging from employee requests for confidential consultations about options for action and relief, to managers' calls for disparate treatment analyses of intra-office conflicts. OIE's investigators thoroughly investigate discrimination complaints, make determinations regarding discriminatory animus and violations of UConn Health policy, and follow statutory requirements regarding recommendations for remedial action when there is evidence of policy violations.

American with Disabilities Act (ADA) Compliance

The Office of Institutional Equity (OIE) monitors UConn Health's compliance with the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act. The Associate Vice President of OIE serves as UConn's ADA Coordinator and Section 504 Coordinator. These statutes prohibit discrimination on the basis of disability in any service, program or activity. In particular, OIE has responsibility for:

- resolving allegations of discrimination based on disability
- overseeing and ensuring University compliance with all relevant laws and regulations related to the ADA and Section 504
- providing consultation, information and referral to appropriate resources for disability-related issues
- providing training regarding the ADA and Section 504

Training and education relative to diversity and sexual harassment prevention

Pursuant to General Statutes §46a-54, OIE provides ongoing Diversity Awareness and Sexual Harassment Prevention training to all permanent UConn Health employees. A report on training and attendance is provided in the Internal Communications section of this Plan. OIE provides customized trainings to individual departments or groups of employees or students seeking further guidance or training around discrimination and/or harassment issues. OIE also presents tailored trainings, speakers or information sessions to a variety of groups upon request or where a specific need is evident based on complaint activity.

Reporting and publishing UConn Health's progress and compliance with affirmative action and equal employment opportunity regulations.

The EEO & Search Compliance staff, in compliance with §46a-68, prepares UConn Health's annual Affirmative Action Plan for Employment for submission to the Commission of Human Rights and Opportunities (CHRO). The *Plan* is also published in its entirety on the OIE [website](#)

(www.equity.uconn.edu) in an effort to apprise UConn Health community of the progress of annual affirmative action programming and compliance activities. Additionally, as a federal contractor, UConn Health is required to have Affirmative Action Plans for Women and Minorities and Veterans and Individuals with Disabilities on file in compliance with Executive Order 11246, Section 503 of the Rehabilitation Act, the Vietnam Era Veterans Readjustment Act of 1974, and the Veterans Employment Opportunity Act of 1998. The EEO & Search Compliance staff prepare both Plans annually.

Title IX compliance

The Associate Vice President of the Office of Institutional Equity, Elizabeth Conklin, is designated as UConn Health's Title IX Coordinator. OIE, the Title IX Coordinator and Title IX Investigators together monitor and track UConn Health's compliance with Title IX and ensure that complaints of sex discrimination, sexual harassment and sexual violence are investigated and addressed appropriately by UConn Health.

Department of Human Resources

The Department of Human Resources, in accordance with affirmative action requirements and state and federal anti-discrimination laws, administers the State Personnel Act, and the University's internal procedures and employment practices. DHR provides leadership in the development, implementation, and administration of sound human resources policies, procedures, and programs, which support the UConn Health's education and research mission. DHR consists of the following operating units: Administration, Creative Child Center, International, Employee/Labor Relations, Organization and Staff Development, Talent Acquisition, Compensation and Classification, Benefits, Information Management, and Payroll.

Employee and Labor Relations

The Employee and Labor Relations Unit is responsible for negotiating and administering fair collective bargaining agreements with nine separate employee bargaining units, administering the progressive discipline and grievance/arbitration processes, investigating potential violations of collective bargaining agreements, agency policies or rules, holding Labor-Management meetings, providing interpretation and application of University policies and collective bargaining contracts, assisting in the development and monitoring of personnel policies, providing guidance to managers and supervisors with employee related situations such as attendance, tardiness, poor performance, discipline, substance abuse, reorganization, or layoff and training managers and supervisors in their responsibilities under the collective bargaining agreements.

Organization and Staff Development

Organizational and Staff Development (OSD) is dedicated to building capacity in individuals and teams by delivering outstanding solutions that impact organizational effectiveness in support of our mission. OSD unit serves and supports UConn Health staff and managers by developing and conducting in-house professional development programs throughout the year. A range of classroom courses and workshops are offered, allowing employees to choose specific topics that meet their professional and personal development needs. OSD also offers customized workshops, consultation, facilitation and coaching. Topics include career/employee

development, communication skills, business communication, business process redesign, change management, customer service, customized training and team building.

Talent Acquisition

Talent Management collaborates with hiring managers in the areas of recruitment, search, and hiring process. Talent Management reviews and provides guidance on job descriptions and advertising materials, implements recruitment strategies, evaluates applicant materials and administers the search and hiring process.

Compensation and Classification

The Compensation and Classification unit is responsible for the coordination of the classification program, the classification appeal process, employee-initiated and management-initiated classification review requests, and temporary or permanent reassignments. It provides new/replacement position classification; assists with departmental reorganizations and receiving and processing requests for additional compensation.

Benefits

The Benefits Unit advises, administers, and provides services to employees in areas such as benefit enrollment, retirement and insurance plans, worker's compensation, and tax-deferred products. This unit also administers other benefits such as leaves, and tuition reimbursements/waivers.

Office for Diversity and Inclusion

The Office for Diversity and Inclusion (ODI) provides leadership in the development and implementation of innovative programming and is responsible, in coordination with the ongoing compliance-related efforts of OIE, for the monitoring and evaluation of diversity efforts and their efficacy. ODI proactively and collaboratively develops and implements plans, programs, and activities that educate and motivate members of UConn Health community to embrace diversity and inclusion as core values to be collectively practiced in UConn Health. ODI works strategically with appropriate UConn Health units responsible for promoting and implementing equity and diversity programs in support of a working and learning environment free of discrimination, harassment and retaliation and for conducting investigations related to discrimination, harassment and retaliation, including the principles and compliance requirements of Title IX.

Individuals Assigned Affirmative Action Duties

The following summarizes the activities of those individuals for whom affirmative action functions comprised more than 50% of their job duties from July 1, 2017 to May 30, 2018. **Exhibit # 2** includes OIE staff job descriptions.

Office of Institutional Equity

The Office of Institutional Equity (OIE) operate as one office and maintains separate office locations at UConn Health and Storrs. OIE staff have responsibilities across both locations.

Elizabeth Conklin, Associate Vice President, Title IX Coordinator & ADA Coordinator

The University's designated Equal Employment Opportunity Officer. Reports to the Chief Executive Officer and Executive Vice President for Health Affairs on policy issues, discrimination complaints, and all matters related to administration of the Affirmative Action Program. Advises the Chief Executive Officer and Executive Vice President for Health Affairs and senior executives on civil rights policies and laws, administers the University's Affirmative Action Program including hiring goals, search file reviews, discrimination complaints, and publication of the Plan. Serves as coordinator for ADA, Section 504, and Title IX programs. Oversees each of OIE's areas of focus, including discrimination case investigations, campus-wide trainings for diversity and sexual harassment, coordination of employee requests for accommodations under the Americans with Disabilities Act, search and hiring affirmative action and equal employment opportunity compliance, and various diversity and harassment prevention initiatives. As Title IX Coordinator, coordinates the University's response to reports of sex-based discrimination, including sexual harassment and sexual violence. Works collaboratively with on and off-campus partners on sexual harassment and sexual violence prevention and education efforts to ensure UConn Health's commitment to creating and maintaining a campus environment free from all forms of sexual violence, harassment, exploitation, and intimidation.

Percentage of time devoted to affirmative action duties: 100%

Sarah Chipman, Director of Investigations & Deputy Title IX Coordinator

Oversees OIE's investigations of claims of discrimination, harassment and retaliation, as well as campus-wide trainings for diversity awareness and sexual harassment prevention. Manages investigations of discrimination and harassment (including sexual violence, sexual harassment, intimate partner violence, and stalking) involving students at the University, as well as investigations involving employees. Assists the Title IX Coordinator with UConn Health's response to reports of sex discrimination, as well as education and outreach efforts on campus related to Title IX.

Percentage of time devoted to affirmative action duties: 100%

Robert Camilleri, Associate Director, Investigations

Reports to the Associate Vice President of OIE and the Director of Investigations, supervises Equal Employment Opportunity investigations and manages UConn Health's internal discrimination complaint caseload and matters, which may directly result in disciplinary action. Acts as an impartial, neutral investigator throughout all aspects of the investigation process, and ensure that all investigation activities and OIE decisions are consistent with University policies and procedures, and that all investigation activities are conducted in a well-documented, prompt, fair and thorough manner. Provides mandatory Diversity Training for all new employees and mandatory Department of Correction Sexual Harassment Prevention Training for UConn Health employees in the Correctional Managed Health Care.

Percentage of time devoted to affirmative action duties: 100%

Jamila Goolgar, EEO Investigator

Acts as an impartial, neutral investigator throughout all aspects of the investigation process at UConn Health and the Storrs campus, and ensures that all investigation activities and OIE decisions are consistent with UConn Health policies and procedures. Assists in developing, implementing, and evaluating goals and objectives related to affirmative action and equal employment opportunity matters. Assists with diversity, sexual harassment prevention and related training in accordance with UConn Health training mandates and state and federal statutes.

Percentage of time devoted to affirmative action duties: 100%

Alexa Lindauer, EEO Investigator

Acts as an impartial, neutral investigator throughout all aspects of the investigation process at UConn Health and the Storrs campus, and ensures that all investigation activities and OIE decisions are consistent with UConn Health policies and procedures. Assists in developing, implementing, and evaluating goals and objectives related to affirmative action and equal employment opportunity matters. Assists with diversity, sexual harassment prevention and related training in accordance with UConn Health training mandates and state and federal statutes.

Percentage of time devoted to affirmative action duties: 100%

Ann Randall, Paralegal & Legal Administrator

Assists the OIE's EEO Investigators and the Director of Investigations in their investigations of complaints of discrimination and discriminatory harassment involving UConn Health employees and coordination of requests for accommodation under the Americans with Disabilities Act. Coordinates State and UConn Health mandated Diversity and Sexual Harassment Prevention training for UConn Health employees.

Percentage of time devoted to affirmative action duties: 100%

Joshua Rucker, Deputy ADA Coordinator

Ensures University, including UConn Health, compliance with the Americans with Disabilities Act (ADA), the Rehabilitation Act of 1973 and other relevant federal and state laws pertaining to individuals with disabilities. Collaborates with UConn Health leadership on disability issues to develop appropriate policies, procedures and processes that respond to the needs of individuals with disabilities. Provides education, training and guidance to UConn Health community in understanding disability access, rights, and responsibilities.

Percentage of time devoted to affirmative action duties: 100%

Hanna Prytko, EEO & Search Compliance Manager

Manages the EEO & Search Compliance unit, which is responsible for the development and implementation of UConn Health policies and procedures related to ensuring compliance with state and federal guidelines, regulations and laws related to equal employment opportunity and affirmative action in the search and hiring process. Responsible for developing the state and federal affirmative action plans for UConn Health and Storrs, producing various reports for monitoring workforce diversity goals and ensuring all state and federal reporting requirements are met. Provides guidance on the hiring activity, search committee training and AA/EEO related projects.

Percentage of time devoted to affirmative action duties: 100%

Theresa Segar, Affirmative Action Specialist

Develops, maintains and monitors UConn Health's affirmative action plan and programs. Works with Human Resources and other departments to provide technical assistance on affirmative action requirements. Provides updates on developments in affirmative action and equal employment opportunity issues. Develops state and federal affirmative action plans.

Percentage of time devoted to affirmative action duties: 100%

Katherine Kenyon, EEO & Search Compliance Specialist

Assists to hiring managers and search committees in matters relating to the hiring activities and works collaboratively with departments and external auditors regarding compliance in hiring activity. Facilitates Search Committee training and state mandated Diversity and Sexual Harassment Prevention training for Storrs and UConn Health. Develops state and federal affirmative action plans and AA/EEO related projects.

Percentage of time devoted to affirmative action duties: 100%

Dorian Lord, EEO & Search Compliance Specialist

Assists to hiring managers and search committees in matters relating to the hiring activities and works collaboratively with departments and external auditors regarding compliance in hiring activity. Develops state and federal affirmative action plans and AA/EEO related projects.

Percentage of time devoted to affirmative action duties: 100%

Kevin O'Connell, Deputy Title IX Coordinator

Works with the Title IX Coordinator to ensure Storrs and UConn Health's compliance with regard to its response to reports of sex discrimination, sexual harassment and sexual violence (including sexual assault, intimate partner violence, and stalking). Assists with identifying and addressing any patterns related to sex discrimination or sexual violence, and assessing the campus climate. Collaborates with on and off campus partners to develop and implement prevention and education initiatives to ensure UConn Health's commitment to creating and maintaining a campus environment free from all forms of sexual violence, harassment, exploitation, and intimidation.

Percentage of time devoted to affirmative action duties: 100%

Kimberly Caprio, Title IX Support Specialist

Assists with collecting and analyzing data from reports of sex discrimination, sexual assault, sexual harassment, stalking, and intimate partner violence. Examines information about Title IX trends and issues and develops new initiatives based on these issues. Helps with the development and facilitation of various education, awareness, and prevention programs and campaigns.

Percentage of time devoted to affirmative action duties: 100%

Deborah Redshaw, Titles IX Project Support Specialist & Budget Specialist

As Title IX Project Support Specialist, assists the Title IX Coordinator by working collaboratively with on and off campus partners on sexual harassment and sexual violence prevention and education efforts to ensure Storrs' and UConn Health's commitment to creating and maintain a campus environment free from all forms of sexual violence, harassment exploitation and intimidation. As the Budget Specialist, assists the Associate Vice President in developing and monitoring the OIE departmental budgets and is responsible for reviewing and processing OIE's financial transactions and maintaining all related records.

Percentage of time devoted to affirmative action duties: 100%

Susan Hoge, Executive Assistant

Heads the OIE Operations Team and acts as Office Manager for OIE. Provides a broad range of executive support to the Associate Vice President and assists the AVP with supervising personnel, and manages personnel records/procedures functions.

Percentage of time devoted to affirmative action duties: 100%

Department of Human Resources

John Peeples, Vice President of Human Resources

Supports the teaching, research and healthcare mission of UConn Health by providing effective human resources programs and services. Provides oversight and direction in the areas of labor relations (School of Medicine, Research), recruitment (selection and retention) including affirmative action goal hiring process, compensation and benefits, child care services, organization and staff development, payroll and benefits, human resources records and information systems.

Percentage of time devoted to affirmative action duties: 80%

Erica D'Angelo, Director of Talent Acquisition

Leads a full-cycle recruitment program, which includes the development and implementation of UConn Health Talent Acquisition Strategy designed to attract highly qualified and diverse talent throughout the enterprise. Builds and maintains recruiting policies, procedures, and training processes to enhance recruiting effectiveness. Assists the Assistant Vice President of Talent Management in the Development of a comprehensive staff training and career development program. Creates opportunities for professional development, individualized training and coaching that support recruitment and retention. Leverages Equal Employment Opportunity/Affirmative Action Plan/compliance strategies and goals to ensure Equal Employment Opportunities compliance and diversity goal achievement.

Percentage of time devoted to affirmative action duties: 80%

Noreen Logan, Talent Acquisition Specialist

Develops and executes fully integrated recruitment plans including aggressively recruiting for well-qualified candidates from a variety of sources, managing selection process to include interviewing, assessing candidates, screening, and recommending finalists, and filling the staffing needs within the defined service and performance criteria. Trains departmental hiring managers on recruitment processes and interviewing techniques. Participates in exit interviews and recall rights process. Works with employees to identify appropriate career paths.

Percentage of time devoted to affirmative action duties: 80%

Sylvia Nolan, Human Resource Associate

Prepares, processes or reviews a variety of personnel transactions, including but not limited to, vacant positions, applicant lists, processing employees through sign up, orientation and exit functions, status changes, transfers, reference checks; prepares and processes applicants; maintains applicant tracking system; contacts applicants to clarify information or arrange interviews; prepares and processes forms regarding establishment and allocations of positions; explains laws, rules, regulations and processes pertaining to personnel transactions; contacts proper authority for interpretation of the laws, rules, regulations and procedures.

Percentage of time devoted to affirmative action duties: 60%

Pamela Rucker, *Talent Acquisition Specialist*

Develops and executes fully integrated recruitment plans including aggressively recruiting for well-qualified candidates from a variety of sources, managing selection process to include interviewing, assessing candidates, screening, and recommending finalists, and filling the staffing needs within the defined service and performance criteria. Trains departmental hiring managers on recruitment processes and interviewing techniques. Participates in exit interviews and recall rights process. Works with employees to identify appropriate career paths.

Percentage of time devoted to affirmative action duties: 80%

Kelly Pitkin, *Human Resource Associate*

Prepares, processes or reviews a variety of personnel transactions, including applicant lists, orientation and exit functions, status changes, transfers and reference checks; maintains applicant tracking system; prepares and processes forms regarding establishment and allocations of positions; explains laws, rules, regulations and processes pertaining to personnel transactions; contacts proper authority for interpretation of the laws, rules, regulations and procedures.

Percentage of time devoted to affirmative action duties: 60%

Julie Parrette, *Talent Acquisition Specialist*

Develops and executes fully integrated recruitment plans including aggressively recruiting for well-qualified candidates from a variety of sources, managing selection process to include interviewing, assessing candidates, screening, and recommending finalists, and filling the staffing needs within the defined service and performance criteria. Trains departmental hiring managers on recruitment processes and interviewing techniques. Participates in exit interviews and recall rights process. Works with employees to identify appropriate career paths.

Percentage of time devoted to affirmative action duties: 80%

Rose Marie Orsini, *Human Resource Associate*

Prepares, processes or reviews a variety of personnel transactions, including applicant lists, orientation and exit functions, status changes, transfers and reference checks; maintains applicant tracking system; prepares and processes forms regarding establishment and allocations of positions; explains laws, rules, regulations and processes pertaining to personnel transactions; contacts proper authority for interpretation of the laws, rules, regulations and procedures.

Percentage of time devoted to affirmative action duties: 60%

Marisa Leone, *Talent Acquisition Specialist*

Develops and executes fully integrated recruitment plans including aggressively recruiting for well-qualified candidates from a variety of sources, managing selection process to include interviewing, assessing candidates, screening, and recommending finalists, and filling the staffing needs within the defined service and performance criteria. Trains departmental hiring managers on recruitment processes and interviewing techniques. Participates in exit interviews and recall rights process. Works with employees to identify appropriate career paths.

Percentage of time devoted to affirmative action duties: 80%

Donna Seklecki, *Talent Acquisition Specialist*

Develops and executes fully integrated recruitment plans including aggressively recruiting for well-qualified candidates from a variety of sources, managing selection process to include

interviewing, assessing candidates, screening, and recommending finalists, and filling the staffing needs within the defined service and performance criteria. Trains departmental hiring managers on recruitment processes and interviewing techniques. Participates in exit interviews and recall rights process. Works with employees to identify appropriate career paths.

Percentage of time devoted to affirmative action duties: 80%

Elizabeth McNamara, *Human Resource Associate*

Prepares, processes or reviews a variety of personnel transactions, including applicant lists, orientation and exit functions, status changes, transfers and reference checks; maintains applicant tracking system; prepares and processes forms regarding establishment and allocations of positions; explains laws, rules, regulations and processes pertaining to personnel transactions; contacts proper authority for interpretation of the laws, rules, regulations and procedures.

Percentage of time devoted to affirmative action duties: 60%

Caroline Beitman, *Human Resources Consultant*

Interprets and administer pertinent laws, regulations, policies and procedures; administers and interprets collective bargaining contracts; conducts investigations into workplace issues; represents UConn Health at grievance meetings, labor-management meetings, contract negotiations, etc.; mediates and resolves disputes; provides consultation and training to managers in all areas of labor relations.

Percentage of time devoted to affirmative action duties: 60%

Sylvia Flickinger, *Human Resources Consultant*

Interprets and administer pertinent laws, regulations, policies and procedures; administers and interprets collective bargaining contracts; conducts investigations into workplace issues; represents UConn Health at grievance meetings, labor-management meetings, contract negotiations, etc.; mediates and resolves disputes; provides consultation and training to managers in all areas of labor relations.

Percentage of time devoted to affirmative action duties: 60%

Shaela Ryng, *Human Resources Consultant*

Interprets and administer pertinent laws, regulations, policies and procedures; administers and interprets collective bargaining contracts; conducts investigations into workplace issues; represents UConn Health at grievance meetings, labor-management meetings, contract negotiations, etc.; mediates and resolves disputes; provides consultation and training to managers in all areas of labor relations.

Percentage of time devoted to affirmative action duties: 60%

Cynthia Molin, *Director Organization and Staff Development*

Acts as a consultant and facilitator of agency specific organizational change efforts; facilitates and orchestrates agency efforts to improve organizational effectiveness; conducts specialized training sessions with agency officials and staff to enable staff to carry out specific organizational development activities; consults and evaluates organizational development interventions and training strategies in alignment with organizational mission and goals; provides consulting services to various work groups within the UConn Health in the area of performance improvement; coaches leadership staff in managing organizational change.

Percentage of time devoted to affirmative action duties: 60%

Alexis Crean, *Education and Staff Development Specialist*

Facilitates and evaluates overall organizational development through quality improvement, leadership education and involvement with research activities. Participates in the planning and delivery of mandatory educational programs including New Employee Orientation, Diversity Awareness and Harassment Free Workplace; develops, coordinates and implements employee recognition programs and employee work life balance initiatives; provides computer based education support (SABA Learning Management System); teaches content appropriate to areas of expertise; conducts leadership and management education programs.

Percentage of time devoted to affirmative action duties: 60%

Marisol Cruz St. Juste, *Education and Staff Development Specialist*

Facilitates and evaluates overall organizational development through quality improvement, leadership education and involvement with research activities. Participates in the planning and delivery of mandatory educational programs including New Employee Orientation, Diversity Awareness and Harassment Free Workplace; develops, coordinates and implements employee recognition programs and employee work life balance initiatives; provides computer based education support (SABA Learning Management System); teaches content appropriate to areas of expertise; conducts leadership and management education programs.

Percentage of time devoted to affirmative action duties: 60%

Roselyn Wright, *Education and Staff Development Specialist*

Facilitates and evaluates overall organizational development through quality improvement, leadership education and involvement with research activities. Participates in the planning and delivery of mandatory educational programs including New Employee Orientation, Diversity Awareness and Harassment Free Workplace; develops, coordinates and implements employee recognition programs and employee work life balance initiatives; provides computer based education support (SABA Learning Management System); teaches content appropriate to areas of expertise; conducts leadership and management education programs.

Percentage of time devoted to affirmative action duties: 60%

Joyce Smith, *Director of Compensation and Classification*

Provides consultation to supervisors and managers on compensation and classification issues and ensures the compliance of compensation programs. Develops job descriptions, classifies positions and determines salaries in accordance with appropriate collective bargaining unit guidelines and in compliance with established guidelines and sound classification practices. Develops and delivers staff and management training programs regarding classification, compensation and performance management-to-management team and employee workforce.

Percentage of time devoted to affirmative action duties: 80%

Margo Granger, *Personnel Specialist 2*

Conducts salary and classification studies, researches and prepares analysis for the development of compensation and classification programs. Provides consultative services to management on compensation, job reviews, writing and revision of job descriptions, job analysis and classification.

Percentage of time devoted to affirmative action duties: 60%

Office for Diversity and Inclusion

Dana Wilder, Interim Associate Vice President and Chief Diversity Officer

Serves as the Chief Diversity Officer in the Office for Diversity and Inclusion (ODI) and the University's and UConn Health's main strategist responsible for guiding efforts to define, assess, and promote diversity, inclusion, and educational and employment opportunity. Works with units that are responsible for equity and diversity programs to support a campus environment that is free of discrimination, harassment and retaliation. Develops programs and coordinates activities for all campuses to recruit and retain faculty, students and staff from diverse backgrounds.

Percentage of time devoted to affirmative action duties: 100%

Additional University Personnel

Dr. Andrew Agwunobi, Chief Executive Officer and Executive Vice President for Health Affairs, holds the ultimate responsibility to ensure that UConn Health's affirmative action and equal employment opportunity objectives are accomplished. Dr. Agwunobi and members of his senior executive team devote substantial time and efforts to ensure affirmative action and equal employment opportunity are instilled in all aspects of the operation of UConn Health. Regarding the academic operations, Bruce Liang, Dean, School of Medicine and R. Lamont MacNeil, Dean, School of Dental Medicine dedicate significant time to monitoring all academic functions related to employment, promotion, retention and recruitment to make certain they are conducted in accordance affirmative action principles and policies.

Specifically, Deans and Department Heads are responsible for charging their respective Faculty search committees with their objective for the search. This charge includes a directive for aggressive recruiting of underrepresented candidates and ensuring applicants are evaluated objectively based on the qualifications. Search committee members and search administrators are responsible for conducting an aggressive recruitment effort to reach underrepresented candidates and evaluating candidates in an equitable manner free from discrimination.

It is ultimately the responsibility of the Chief Executive Officer and Executive Vice President for Health Affairs to ensure these objectives are accomplished. He has specifically designated the Associate Vice President of the Office of Institutional Equity as the person responsible for working towards and achieving Affirmative Action and Equal Employment Opportunity at the University.

UConn Health has established internal program evaluation mechanisms to continually audit, monitor and evaluate programs in our affirmative action program. The Chief Executive Officer and Executive Vice President for Health Affairs and the Associate Vice President of the Office of Institutional Equity (the institution's Equal Employment Opportunity Officer) have established and implemented a system that provides for goals, timetables for goals and initiatives and for periodic evaluations.

As an integral part of the evaluation effort, UConn Health considered the following:

1. Conducting an ongoing review and evaluation of UConn Health's progress towards the goals of the affirmative action plan with the evaluation directed toward results accomplished, not only at efforts made;
2. Establishing a system for evaluating supervisor's performance on affirmative action consistent with chapters 67 and 68 of the Connecticut General Statutes, **Exhibit #3**; and
3. Reviewing the affirmative action plan at least annually with the Equal Employment Officer providing an annual report to the Chief Executive Officer and Executive Vice President for Health Affairs and Senior Executive Team containing the overall status of the program, results achieved toward established objectives, identification of any particular problems encountered and recommendations for corrective actions as needed.

The following summarizes UConn Health's internal evaluation process and the results for this *Plan* period.

1. Conducting an ongoing review and evaluation of UConn Health's progress towards the goals of the affirmative action plan with the evaluation directed toward results accomplished, not only at efforts made.

Progress toward the hiring and programmatic goals of the 2018 Plan was an integral part of ongoing discussions throughout the Plan year. The Associate Vice President for the Office of Institutional Equity has continued to review Plan goal achievement on a regular basis, and has presented verbal or written reports to the Chief Executive Officer and Executive Vice President for Health Affairs, Senior Executive Team, Human Resources, and Board of Directors. These meetings were in addition to the regular scheduled meetings between the Chief Executive Officer and Executive Vice President for Health Affairs and UConn Health's Equal Employment Opportunity Officer regarding administration of the affirmative action function, and progress and challenges in meeting affirmative action goals, initiatives, and discrimination complaint matters.

Employees separating from UConn Health are given the option to participate in exit interviews online with the option to be anonymous, and in person. Exit interviews were conducted to elicit additional information about employees' experiences working at UConn Health. Feedback was given to the appropriate department for follow up. The exit interviews were also reviewed by OIE to determine whether employees left as a result of discrimination or harassment issues that were not addressed by OIE.

As part of UConn Health's established internal review system, OIE monitored progress of UConn Health's affirmative action plan throughout the year. OIE reviewed and reported progress toward hiring and promotional goal achievement to Human Resources enabling Talent Acquisition Specialists and HR Associates to focus on remaining goals when planning targeted recruitment. Additionally, program goals set in the Plan determined OIE's focus and prioritization of projects.

Throughout the year, Associate Vice President Conklin met with or provided trainings to various departments, deans, chairs, and directors to ensure compliance with accessibility, non-discrimination and anti-harassment, affirmative action and equal employment

opportunity, and related UConn policies/procedures and state and federal laws and regulations. In addition to these meetings, Associate Vice President Conklin:

1. Provided an overview of OIE, policies, and procedures to ensure compliance with our non-discrimination and anti-harassment policies, as well as state and federal laws and regulations related to equal opportunity and affirmative action. These overviews focused on the American with Disabilities Act, affirmative action, discrimination/harassment, education and training, search process, Title IX Compliance, and sexual harassment and violence awareness and response. OIE AVP met with the Board of Directors for Academic Affairs; Office of the Chief Administrative Officer managers; Human Resources; the School of Dental Medicine Dean and faculty; Cell Biology faculty; Cell Analysis faculty; Neuroscience faculty; Radiology faculty; Psychiatry faculty; Surgery faculty; New Faculty Orientation staff and the School of Medicine Chairs and Directors for the areas of Faculty Affairs, Clinical Quality and Network Development Related to Faculty Academics, Health Career Opportunity Programs, Education, Multicultural and Community Affairs, Finance and administration, Research, and Clinical Research, and Planning and Administration.
2. Participated in the Compliance Workgroup, chaired by Dr. Agwunobi, to ensure compliance with non-discrimination and anti-harassment policies, as well as state and federal laws and regulations related to equal opportunity and affirmative action.
3. Met with the Faculty Development Advisory Committee, who assist UConn Health faculty by providing workshops, programs, and resources that focus on academic advancement, enhancement of teaching and research skills, and leadership development, to discuss our discrimination and anti-harassment policies; proactive recruitment strategies, and retention strategies to enhance our academic reputation, improve diverse employee population, and create a competitive edge in the global marketplace.
4. Presented to School of Medicine associate deans and department heads on topics related to proactive and innovative recruitment strategies, objective applicant evaluation, and identifying and minimizing inherent bias in applicant evaluation.
5. Presented at the Leadership Development Sessions on the American with Disabilities Act, affirmative action, discrimination/harassment, education and training, search process, Title IX Compliance, and sexual violence awareness and response in an effort to ensure compliance with the non-discrimination and anti-harassment policies, as well as state and federal laws and regulations related to equal opportunity and affirmative action.
6. Met with Human Resources to discuss employee training initiatives and collaborations in diversity recruitment, the search process, and sexual harassment.
7. Conducted mandatory Managing a Respectful and Harassment-Free Workplace for newly appointed managers, supervisors, and administrative staff who supervise employees and/or students. **Please see Internal Communications, Exhibit # 4.**
8. Conducted a Diversity Awareness Training and Sexual Harassment Prevention training for incoming medical and dental students and residents.

9. Attended meetings and participated in ongoing discussions of Americans with Disabilities Act (ADA) compliance issues, strategies, and education initiatives with the Access and Accommodations Committee, a group committed to providing equal access and full participation for individuals with disabilities within all UConn Health programs and activities.

Director of Investigations & Deputy Title IX Coordinator, Sarah Chipman met with or provided trainings to various departments, deans, chairs, and directors to ensure compliance with accessibility, discrimination, affirmative action, policies/procedures, and sexual assault. Director of Investigations & Deputy Title IX Coordinator, Sarah Chipman:

1. Provided a training to the Neurology department to discuss roles and responsibilities of the OIE in relation to diversity, AA/EEO compliance, and raising awareness of sexual violence and creating and maintaining an environment free from all forms of sexual harassment, sexual violence, and intimate partner violence and stalking.
2. Participated in several Compliance Workgroups, chaired by Dr. Agwunobi, to ensure compliance with UConn Health's non-discrimination and anti-harassment policies, as well as state and federal laws and regulations related to equal opportunity and affirmative action.
3. Provided a presentation on non-discrimination, affirmative action, equal employment opportunity, Title IX and policy compliance to the managers/supervisors in the Management Development Training Program.
4. Provided trainings to the Office of Institutional Equity's Panel of Reviewers who review OIE's Findings and Recommendations reports of investigations into alleged discrimination. The Office of Institutional Equity's Panel of Reviewers serve two-year terms and are appointed from a standing pool of trained faculty, staff, and members of the administration. OIE provides training to the Reviewers on the nature of the review process, OIE's procedures, prohibited forms of discrimination, harassment and retaliation, and other issues related to their roles.

The Deputy ADA Coordinator for the Office of Institutional Equity met with various departments, deans, chairs, and directors to ensure UConn Health's compliance with all relevant laws and regulations related to the ADA and provided consultation, information and referral to appropriate resources for disability related issues. Deputy ADA Coordinator Joshua Rucker:

1. Attended Capital Projects meetings regarding building projects and any identified accessibility issues in construction/renovation projects to ensure compliance with all relevant laws and regulations related to the ADA.
2. Participated in ongoing discussions about bathroom accessibility and gender signage issues within the UCH buildings and facilities.
3. Participated on the UCH Building and Grounds subcommittee to provide oversight and input related to ADA compliance obligations.

4. Participated in the development of training for Correctional Managed Health Care employees around issues of disability access, accommodations, and inclusion.
5. Worked with the Parking Department to address accessibility issues in parking and shuttle buses.
6. Attended the Executive Policy Committee to discuss ADA compliance issues and policy updates.
7. Participated in ongoing discussions of ADA compliance issues, strategies, and education initiatives with the Access and Accommodations Committee.
8. Participated in the Compliance Workgroup, chaired by Dr. Agwunobi, to ensure compliance with the ADA.

The EEO & Search Compliance staff provided training to Human Resources staff. The training focused providing an overview of the Office of Institutional Equity, big picture compliance obligations, and reinforcement of concepts around proactive recruiting strategies, objective applicant evaluation and ongoing AA/EEO compliance objectives. The training allowed for discussion and questions about specific examples. **Exhibit # 4**

Additionally, the EEO & Search Compliance continued to offer an online training for the Management Development Training program. The training included Affirmative Action/Equal Employment Opportunity laws and regulations, recruitment, diversity, recognizing and minimizing inherent bias, and conducting interviews. Following the completion of the training online, participants attended an in-person session. The EEO & Search Compliance and Human Resources staff held a question and answer session to discuss best practices, case scenarios, and identify key ingredients in successful recruitment, search and hire. OIE staff's discussion focused on recruiting a diverse applicant pool, implicit bias, and compliance with the search process. **Exhibit # 5**

During this Plan year, UConn Health was successful in making several diverse hires in a number challenging areas. A Hispanic female was hired as a University Director for UMG-Administration.

In the faculty categories, a black female was hired as an Associate Professor, two Hispanic males and two Hispanic females were hired as Assistant Professors and two Hispanic males were hired as Instructors.

In the Nursing job group one black male, four black females, one Hispanic female, one Asian female, two Native American females and seven white males were hired as into a traditionally female dominated field.

In the Technical job group, one black male was hired as a Technical Analyst 2. Two black females were hired as Nurse Practitioners and one black male was hired as a Surgical Technologist 2. Additionally, three Hispanic female Phlebotomists, five Hispanic female Medical Assistants and three Hispanic female Dental Assistants were hired.

In the Secretarial/Clerical group, one Hispanic male and seventeen Hispanic females were hired.

2. *Establishing a system for evaluating supervisor's performance on affirmative action consistent with chapters 67 and 68 of the Connecticut General Statutes*

Managers are evaluated on an annual basis according to UConn Health Performance Evaluation Program. The performance evaluations include performance standards regarding knowledge of goals and designing, implementing, and monitoring an action plan for goal achievement building and using both external and internal sources of qualified goal candidates. This program ensures that employee performance on affirmative action is considered in promotion and merit increase decisions. **Please see Exhibit # 3 for program documentation.**

3. *Reviewing the affirmative action plan at least annually with the Equal Employment Officer providing an annual report to the President, the Provost and the Chief of Staff, containing the overall status of the program, results achieved toward established objectives, identification of any particular problems encountered and recommendations for corrective actions as needed.*

As in past years, through regularly scheduled meetings with the Chief Executive Officer and Executive Vice President for Health Affairs throughout the Plan year, Associate Vice President Conklin apprised Dr. Agwunobi of the progress toward goals and objectives established in the Plan. Furthermore, Associate Vice President Conklin identified specific problems and provided recommendations for any necessary corrective action. Additionally, OIE submitted periodic updates regarding progress on various elements of the Plan including goal achievement.

Dr. Agwunobi also received briefings regarding all complaints investigated and/or adjudicated by the EEO Investigators of the Office Institutional Equity. He was notified of all decisions regarding complaints and receive copies of all Finding and Recommendations. These regular meetings routinely included discussions of trends with respect to both hiring and discrimination complaint activity.

Prior to completion and submission of this years' Affirmative Action Plan, Dr. Agwunobi and Associate Vice President Conklin met to review and discuss the Affirmative Action Plan and the Executive Summary. The *2018 Executive Summary* provides an analysis of hiring goal achievement, an evaluation of the program goals and an explanation of the new goals set for the new *Plan* year. Additionally, the *Executive Summary* includes graphical and statistical data of the workforce, new hires and applicants based on the Plan year. Further discussions concern grievance procedures and discrimination complaints, contract compliance, organizational structure and staffing needs, and various programs and projects relevant to the affirmative action program. **Please see Exhibit # 6.**

All employee groups are free to comment on any aspect of the Plan or program, according to their interests. OIE requests that comments and inquiries regarding the Plan be submitted no later than May 30 of each year so that these matters can be referenced in the respective year's

Plan, as noted in the Policy Statement, Internal Communications, and External Communications sections of this Plan.

After completing the *Plan* according to CHRO standards, OIE conducts further analyses to identify broader observations and patterns. OIE regularly performs in-depth reviews of the search and hiring system, and conducts other large-scale studies of systemic components of the program.

University Diversity Council

The University of Connecticut Diversity Council was established in May 2016 by President Susan Herbst and is charged with the development and implementation of a multi dimensional strategic diversity and inclusion plan that supports the diversity core value as stated in the academic plan and the six core recommendations of the Diversity Task Force.

Facilitated by Interim Associate Vice President and Chief Diversity Officer, Dana Wilder, the Council is composed of faculty, staff, and students across all academic and administrative units on campus. The council also supports the execution of initiatives that would further the University's goals of becoming a more inclusive community and a leader in diversity and inclusion in higher education.

The Council will additionally act in an advisory capacity to University leadership on issues including but not limited to student outreach and programmatic initiatives, expanding options related to diversity in the curriculum and across academic units, increased recruitment and retention of underrepresented groups amongst the students, faculty and staff, and utilizing metrics to monitor progress on diversity through analysis and assessment.

Members of the Diversity Council will also work to identify and disseminate best practices around the successful coordination and execution of diversity programs and initiatives across the University.

Membership

Zahra Ali
Jill Anderson
Carolle Andrews
Edna Comer
Elizabeth Conklin
Maria-Luz Fernandez
Michael Gilbert

David Henderson
Teresa Johnston
Donna Korbel
Mona Lucas
Maria Martinez
Elizabeth Omara-Otunnu
John Peeples

Noemi Maldonado Picardi
Hans Rhyhart
Roxanne Roy
Ellen Shanley
Marie Smith
Mei Wei
Aliza Wilder

Office of Institutional Equity

Associate Vice President for the Office of Institutional Equity

Reports to: President. Dotted line to Executive Vice President for Health Affairs.

Supervises: Full-time classified and unclassified staff; graduate assistants; law student externs.

General Statement: The Associate Vice President (AVP) is the principal, executive-level advisor to the President, Provost, and other University senior executives responsible for compliance with relevant state and federal laws and regulations related to equal employment opportunity and affirmative action, including discrimination, harassment, discriminatory retaliation, Title IX, the Americans with Disabilities Act (ADA), Section 504 of the Rehabilitation Act, Section 1557 of the Patient Protection and Affordable Care Act, the Age Discrimination Act, and State and Federal Affirmative Action Plans for all UConn campuses, including UConn Health.

Major Responsibilities and Accountabilities:

A. Advisor to President and Senior Administration

- Serves as advisor to President and Senior Administration with authority and responsibility for the Storrs and Regional campuses EEO/AA compliance, providing leadership around equity compliance efforts across the institution.
- Directs implementation of equity compliance initiatives, programs, and projects.
- Provides strategic and programmatic direction to all campuses, including UConn Health, to ensure effective and consistent application of University wide-policies and initiatives relating to affirmative action and equal opportunity compliance.
- Works closely with the Assistant Vice President & Chief Diversity Officer to assist in the development of innovative, legally justifiable programs and initiatives designed to improve diversity, inclusion, climate and retention.
- Assists in the design, implementation and monitoring of civil rights, social equity, multiculturalism, sexual harassment, and diversity training and compliance programs that require institutional oversight.
- Other duties and projects as assigned by the President.

B. Compliance and Information Services, including Affirmative Action Officer and Affirmative Action Plan Compliance (i.e. Search Compliance)

Statutory Compliance (State and Federal)

- Serves as the University's designated Affirmative Action Officer for Storrs, the Regional campuses, and UConn Health and as such, directs EEO/AA compliance services, including the preparation and implementation of the University's state and federal affirmative action plans, internal analyses and reports.

- Serves as University liaison to the Connecticut Commission on Human Rights & Opportunities (CHRO) on University's Affirmative Action Plan and to the Equal Employment Opportunity Commission (EEOC) and other relevant state and federal agencies on civil rights cases, compliance reviews, and audits.
- Provides periodic reports to the President, the Board of Trustees, the University Senate, the Deans Council, and other constituent groups regarding EEO/AA Compliance.
- When assigned by the President, serves as a legislative liaison on EEO/AA and other diversity compliance issues, including participating in review of and University response to proposed statewide legislation and developing and providing testimony on the University's behalf in related legislative hearings.

Internal University Compliance (including Search Compliance)

- Monitors institutional diversity goals as related to EEO/AA compliance requirements, including evaluation and approval of recruitment and retention efforts for senior executives, faculty and non-teaching professional staff.
- Develops, implements, and monitors institutional policies, procedures and practices to ensure compliance with equal employment opportunity and affirmative action regulations.
- Ensures through the development and oversight of search policies and procedures for senior executives, faculty and non-teaching professional staff that the University's employment search process is free from unlawful discrimination and is compliant with applicable affirmative action laws and regulations; evaluates and approves requests for exemptions to search policies and procedures.
- In collaboration with the Chief Diversity Officer, oversees the development of search support services; recruitment and search techniques that will enhance diversification; and maintains databases for searches and recruitment contacts.

C. Civil Rights Case Management – Discrimination and Discriminatory Harassment

- Receives, investigates, and resolves internal complaints of discrimination and discriminatory harassment; oversees system for handling informal resolutions (including mediation); maintains database for complaints and produces internal reports and analyses across entire institution, including Storrs, Regionals, and UConn Health (including CMHC).
- Manages investigation of all pre-litigation external discrimination cases filed against the University, including against UConn Health with state and federal enforcement agencies (CHRO, EEOC, and Office of Civil Rights (OCR)).
- Ensures that all investigative findings and decisions are consistent with legal standards of review accepted within Second Circuit and Connecticut courts.
- Recommends remedial action or discipline to mitigate the effects of discriminatory conduct, where found, and consults with Human Resources and the Attorney General's Office to ensure that appropriate disciplinary and personnel actions are taken when investigative results find that discriminatory conduct has been substantiated.

- Reviews and develops institutional policies that further institutional civil rights and affirmative action objectives regarding employee conduct across the institution.
- Maintains database for complaints; produces internal reports and analyses, including developing and implementing case management strategy, monitoring patterns, and recommending appropriate changes to relevant University policies.
- Manages and/or coordinates centralized state and federally mandated training (diversity and sexual harassment prevention) for all University employees; coordinates other education programs on an ongoing basis regarding civil rights and diversity, intergroup relations, conflict resolution and discrimination case management.

D. Title IX Coordinator, Americans with Disabilities Act (Title I) Coordinator, Age Act Coordinator, Section 1557 Coordinator

Serves as the institution's statutory compliance coordinator with regard to designated federal non-discrimination laws, including Title IX of the Educational Amendments of 1972, Title I of the Americans with Disabilities Act, the Age Discrimination Act of 1975, and Section 1557 of the Patient Protection and Affordable Care Act for Storrs, all Regionals, and UConn Health.

Title IX

- As Title IX Coordinator, coordinates the University's response to reports of sexual assault and sexual harassment, including serving as the Chair of the University's Title IX Committee.
- Working closely in partnership with a wide range of University constituencies, including students, staff, faculty, community members, administration and public safety, serves as the University's senior administrator with overall responsibility for providing vision and leadership around Title IX compliance efforts across the Institution (all campuses, including UConn Health).
- Working closely with upper level administration and Human Resources/Labor Relations, manages Title IX investigations and institutional response where Respondent (alleged perpetrator) is a University employee, contractor or vendor.
- Generates and analyzes sexual assault reports and institutional response to sexual assault reports in order to determine campus trends and provide leadership on ameliorative and preventative measures, including campus-wide training and education initiatives.
- Works closely with upper level campus administrators and University counsel to ensure Clery Act compliance with respect to sexual assault reporting.

Title I of the Americans with Disabilities Act/Section 504 of the Rehabilitation Act

- Serving as the University's ADA Coordinator and Section 504 Coordinator, ensures institutional compliance with the ADA and other disabilities regulations (state and federal).
- Oversees the institution's interactive accommodations process with respect to all requests for accommodations, including Storrs, all Regionals, and UConn Health.
- Responsible for training of campus community regarding the Americans with Disabilities Act, including ensuring that the University is following best practices as articulated by

courts in the Second Circuit and Connecticut, as well as Congressional guidance under the 2009 Americans with Disabilities Act Amendments Act (ADAAA).

- Works closely with campus community members involved in ADA Compliance (Title I-IV), including serving as a Co-Chair of the Institution's ADA Committee, to ensure institution-wide compliance with the ADA.
- Serves as the Designated Person pursuant to OCR regulations for the purposes of student appeals of ADA accommodations process (Title II of the ADA, Section 504 of the Rehabilitation Act).

Age Discrimination Act

- Serves as the Chair of the University's Age Discrimination Act Committee, working closely with a broad range of community members in analyzing complaints or requests from underage students regarding participation in various University-related activities.

Section 1557 of the Patient Protection and Affordable Care Act

- Serves as the institution's Section 1557 Coordinator, working closely with a broad range of community members in ensuring that all UConn covered healthcare entities comply with that Act's broad prohibition of discrimination and access mandates.

E. Management Responsibilities

- Provides administrative and program leadership for the Office of Institutional Equity, including Storrs, Regionals and UConn Health.
- Hires, trains, supervises and evaluates the performance of Unclassified and Classified staff, graduate students, law student externs, and student interns; ensures diversity of staff; provides opportunities for professional development of staff; determines staffing needs and priorities. Manages the budget and determines budgetary needs and priorities.

Director of Investigations
& Deputy Title IX Coordinator

JOB DESCRIPTION SUMMARY

Under the administrative review of the Associate Vice President (AVP) of the Office of Institutional Equity, manages the University's internal discrimination complaint caseload, which may directly result in disciplinary action, and provide strategic leadership for case management across all campuses (including Storrs, Regional and UConn Health), in accordance with portfolio of the AVP. Ensure that all investigation findings and OIE decisions are consistent with legal standards of review accepted within Second Circuit and Connecticut courts. At the direction of the AVP/Title IX Coordinator, develop, implement, and evaluate goals and-objectives related to affirmative action, equal employment opportunity, and other related diversity matters.

Participate in advising University executives and managers on matters related to affirmative action and diversity policy; and investigating and reporting the status of relevant matters to the offices of the President, Provost and Executive Vice President for Academic Affairs, Chief Operating Officer and other executives and senior managers. Formulate and implement policies and procedures, participate in collective bargaining negotiations and activities, promote activities consistent with the unit's charge to support the University's diversity goals, and monitor compliance with civil rights laws, including but not limited to Title VI, Title VII and Title IX and related investigations concerning employee and vendor conduct.

Assist AVP in training University executives and managers in proper discrimination complaint intake, provide guidance regarding investigative activities, and facilitate resolutions that comport with state and federal law. Assist with diversity and sexual harassment prevention training in accordance with state and federal statutes and regulations.

Assist AVP in monitoring activities surrounding the recruitment, hiring, and retention of faculty and staff; and preparing evaluations of faculty and staff performance in meeting affirmative action and diversity goals.

Assist AVP in managing and evaluating the unit's professional and support staff, and collaborate with the AVP in developing and implementing goals and objectives consistent with the unit's mission and statutory obligations. Has authority to implement major decisions on behalf of the AVP regarding personnel and departmental policy decisions.

Train University executives and managers on proper response to disclosures of discrimination and harassment, provide guidance regarding maintaining an environment free from discrimination, harassment and retaliation while OIE is undertaking investigative activities, and assist in facilitating resolutions that comport with state and federal law. Assist AVP with diversity and sexual harassment prevention training in accordance with state statutes. Assist AVP in monitoring activities surrounding the recruitment, hiring, and retention of faculty and staff; and preparing evaluations of faculty and staff performance in meeting affirmative action and diversity goals.

Manage and evaluate the investigative unit's professional and support staff, and collaborate with the AVP in developing and implementing goals and objectives consistent with the unit's mission

and statutory obligations. Has authority to implement major decisions on behalf of the AVP regarding personnel and departmental policy decisions, particularly in the AVP's absence.

PRIMARY ACCOUNTABILITIES

Develop and implement case management strategy, monitor patterns and recommend appropriate changes to policy.

Case Management

- **Internal Discrimination Complaints.** Conduct and oversee investigation activities, and prepare and review memoranda of findings and recommendations for resolution in accordance with current state and federal law and University policy. Prepare supporting documents, and consult with the Office of Faculty and Staff Labor Relations, Human Resources and the Attorney General's Office, to ensure that appropriate disciplinary, personnel and other remedial actions are taken.
- **External Discrimination Complaints.** Relative to complaints filed against the University in external state and/or federal agencies or in state and/or federal court, and in accordance with existing statutes and regulations surrounding Affirmative Action Officer roles in external investigations, conduct and oversee investigations and prepare documentation to assist in response to complaints where OIE decides, in collaboration with the appropriate University offices, to move forward on conducting a University investigation. Recommend remedial action, discipline, or a defensive stance, when appropriate. Coordinate with legal counsel in Human Resources, Office of General Counsel, Office of Faculty and Staff Labor Relations and the Attorney General's Office relative to responses to complaints, and interact with state and federal civil rights enforcement agents as needed. Attend hearings, fact-finding conferences, and other related meetings as required or assigned.
- **Maintains OIE's discrimination case database.** Supervise preparation and maintenance of statistical, demographic, and subject matter data necessary to respond to inquiries regarding the University's discrimination complaint management system and annual Affirmative Action Plan.
- **Authorized to review, develop, as assigned, policies and procedures that further institutional civil rights and affirmative action objectives regarding supervisory/non-supervisory employee conduct, collective bargaining agreements, and all employment actions (including recruiting, hiring, retaining, evaluating, and terminating employees).** Conduct legal research, and regularly update knowledge and awareness of trends and laws related to discrimination issues at institutions of higher education. Serve as liaison and representative to University and external committees and professional associations.

Employment Systems

- **Monitors employment systems to ensure compliance with relevant federal and state regulations (including CT General Statutes (Sections 46a-68-31 to 46a-68-74 and Sections 46a-68j-21 to 46a-68j-43 and 46a-68k-1 to 46a-68k-8)).**

Supervision of Staff

- **Supervises OIE investigation staff, including hiring, training; evaluation, and disciplinary activities.** Supervise investigators and case management staff, develop and implement case

management strategy including oversight of investigative activities and preparation of documents and memoranda, monitor patterns and recommend appropriate changes to policy.

Training

- Assist the AVP in ensuring that diversity training and sexual harassment prevention curriculum complies with state/federal mandates.
- May prepare, present, and/or oversee diversity training and sexual harassment prevention training for supervisory and non-supervisory employees of the University.
- Perform other duties as assigned by the AVP.

TYPICAL INVESTIGATIVE ACTIVITIES

- Synthesize allegations to determine appropriate charges, and determine if allegations and preliminary findings call for suspension or administrative leave of parties (based on CHRO guidelines and case law) pending closure of investigation. Develop investigative strategy. Provide updates and advise parties, direct supervisors, senior management, and parties' advocates (legal counsel or union representatives) on investigative process.
- Conduct witness interviews, review personnel files, supervisory files and disciplinary history of relevant parties, Analyze witness statements, make credibility assessments, record findings of fact, and communicate with parties' and witness' advocates while protecting the integrity of the record and confidentiality of the investigation.
- Draft and present Memoranda of Findings and appropriate supporting documents related to resolution of each matter, including but not limited to sworn statements, requests for information, and correspondence with external civil rights enforcement agencies and parties' and witness' advocates (legal counsel or union representatives).
- Where there is no finding of discrimination, provide guidance to all parties on legal definitions of discrimination and other options for resolving conflict.
- In cases where there is a finding of discrimination, apply statutory and common law requirements in recommending resolutions that mitigate harm to complainants and deter future offenses as required by statutes and applicable regulations. Incumbent interfaces with Human Resources, Labor Relations, union representatives and opposing counsel to craft memoranda supporting progressive discipline, reprimand, termination, stipulated agreements, pre-determination conciliation agreements, and other methods of resolution.

Associate Director of Investigations (University Staff Professional)

Summary

Reporting to the Associate Vice President of the Office of Institutional Equity (OIE) and the Director of Investigations, supervise EEO investigations and manage the University's internal discrimination complaint caseload and matters which may directly result in disciplinary action. Act as an impartial, neutral investigator throughout all aspects of the investigation process, and ensure that all investigation activities and OIE decisions are consistent with University policies and procedures, and that all investigation activities are conducted in a well-documented, prompt, fair and thorough manner. At the direction of management, assist in developing, implementing, and evaluating goals and objectives related to affirmative action and equal employment opportunity matters. As assigned, assist with diversity, sexual harassment prevention and related training in accordance with University training mandates and state and federal statutes.

PRIMARY ACCOUNTABILITIES

Case Management

At the direction of the OIE Associate Vice President and the Director of Investigations, supervise EEO investigators' investigation activities from inception to resolution, and review draft memoranda of findings and recommendations for University leadership. Lead investigations and assist other investigative staff with conducting discrimination, harassment and retaliation investigations. Prepare supporting documents and materials as necessary. Consult with the Office of Faculty and Staff Labor Relations, the General Counsel's Office and other University offices as necessary concerning investigation activities and findings. Respond to inquiries from members of the University community regarding matters related to University discrimination and harassment policies.

Assist in maintaining OIE's discrimination case database that shall include access to confidential information which may be used in collective bargaining. As directed, assist with preparation and maintenance of statistical, demographic, and subject matter data necessary to respond to inquiries regarding the University's discrimination complaint management system and annual Affirmative Action Plan.

Typical Activities:

- Intake inquiries and complaints, and assess for appropriate response. Provide consultation and education to members of the University community regarding discrimination, harassment and/or retaliation concerns, and available resources for support and assistance in addressing and resolving concerns.
- Develop investigative plans, which include deciding which witnesses to interview, outlining which questions to ask, and planning which documents to request and how to acquire said documents. Assist EEO investigators in developing and implementing investigation plans.
- Assess allegations to determine whether interim measures are required, and if so, ensure the appropriate implementation of such measures.

- Provide updates and advise parties, direct supervisors, senior management, and parties' advocates (legal counsel or union representatives) on investigative process. Execute investigative plans by leading witness interviews, reviewing personnel files, supervisory files and disciplinary history of relevant parties. Analyzing witness statements, making credibility assessments, recording findings of fact, and communicating with parties and witness advocates while protecting the independence, integrity, and privacy of the investigation.
- Draft and present memoranda of findings and appropriate supporting documents related to the resolution of each matter. At the direction of the Director of Investigations, assist EEO investigators in drafting and editing memoranda and investigative reports.
- Consult with parties and/or management as necessary concerning options for resolving conflict.
- Provide education and guidance concerning the University's non-retaliation policy during and after investigation for all parties involved in the complaint and investigation.
- Interface with University offices including the Department of Human Resources, the Office of Faculty and Staff Labor Relations, and union representatives relative to informal conflict resolution, remedial action/training, interim measures prior to and during investigations, investigation activities, outcomes and further response as needed following investigations.
- May consult with members of search compliance unit and other stakeholders on matters related to faculty and staff recruiting and hiring activities.

Policy Development

Assist management in the development and review of University-wide policies and procedures consistent with current law and policy concerning discrimination, affirmative action and diversity objectives regarding employee conduct. Regularly update knowledge and awareness of trends and laws related to discrimination issues at institutions of higher education. At the direction of the OIE Associate Vice President, serve as liaison and representative to internal and external committees and professional associations.

Training

Assist the OIE Associate Vice President in ensuring that diversity training and sexual harassment prevention curriculum complies with state and federal mandates. Assist the OIE Associate Vice President in preparing, presenting, and/or overseeing diversity training and sexual harassment prevention training and other related trainings for supervisory and non-supervisory employees, as well as students, of the main campus in Storrs, regional campuses and UConn Health.

Perform other duties as assigned by the OIE Associate Vice President and/or Director of Investigations.

Equal Employment Opportunity Investigator (University Staff Professional 2)

Reporting to the Associate Vice President of the Office of Institutional Equity (OIE) at UConn and the Director of Investigations, the Equal Employment Opportunity Investigator will investigate complaints of violations of University policy based on discrimination and prepare investigative reports for investigations conducted at all UConn campuses. Position to be based at the main campus in Storrs and/or at OIE's UConn Health office in Farmington, Connecticut. Act as an impartial, neutral investigator throughout all aspects of the investigation process, and ensure that all investigation activities and OIE decisions are consistent with University policies and procedures. At the direction of management, assist in developing, implementing, and evaluating goals and objectives related to affirmative action and equal employment opportunity matters. As assigned, assist with diversity, sexual harassment prevention and related trainings in accordance with University training mandates and state and federal statutes.

Primary Accountabilities:

Case Management:

In accordance with University policies and procedures, lead independent and unbiased employment discrimination investigations, and draft memoranda of findings and recommendations for University leadership. Prepare supporting documents and materials as necessary. Consult with the Office of Faculty and Staff Labor Relations, the General Counsel's Office, and other University offices as necessary concerning investigation activities and findings. Respond to inquiries from members of the University community regarding matters related to University discrimination and harassment policies.

Assist in maintaining OIE's discrimination case database that shall include access to confidential information which may be used in collective bargaining. As directed, assist with preparation and maintenance of statistical, demographic, and subject matter data necessary to respond to inquiries regarding the University's discrimination complaint management system and annual Affirmative Action Plan.

Typical Activities:

Intake inquiries and complaints, and assess for appropriate response. Provide consultation and education to members of the University community regarding discrimination, harassment and/or retaliation concerns, and available resources for support and assistance in addressing and resolving concerns.

Develop investigative plans, which include deciding which witnesses to interview, outlining which questions to ask, and planning which documents to request and how to acquire said documents.

Assess allegations to determine whether interim measures are required and if so, ensure the appropriate implementation of such measures.

Provide updates and advise parties, direct supervisors, senior management, and parties' advocates (legal counsel or union representatives) on investigative process. Execute investigative plans by leading witness interviews, reviewing personnel files, supervisory files and disciplinary history of relevant

parties. Analyzing witness statements, making credibility assessments, recording findings of fact, and communicating with parties and witness advocates while protecting the independence, integrity, and privacy of the investigation.

Draft and present memoranda of findings and appropriate supporting documents related to the resolution of each matter.

Consult with parties and/or management as necessary concerning options for resolving conflict.

Provide education and guidance concerning the University's non-retaliation policy during and after investigation for all parties involved in the complaint and investigation.

Interface with University offices including the Department of Human Resources, the Office of Faculty and Staff Labor Relations, and union representatives relative to informal conflict resolution, remedial action/training, interim measures prior to and during investigations, investigation activities, outcomes and further response as needed following investigations.

May consult with members of search compliance unit and other stakeholders on matters related to faculty and staff recruiting and hiring activities.

Policy Development:

Assist management in the development and review of University-wide policies and procedures consistent with current law and policy concerning discrimination, affirmative action and diversity objectives regarding employee conduct. Regularly update knowledge and awareness of trends and laws related to discrimination issues at institutions of higher education. At the direction of the OIE Associate Vice President, serve as liaison and representative to internal and external committees and professional associations.

Training:

Assist the OIE Associate Vice President in ensuring that diversity training and sexual harassment prevention curriculum complies with state and federal mandates. Assist the OIE Associate Vice President in preparing, presenting, and/or overseeing diversity training, sexual harassment prevention training, and other related trainings for supervisory and non-supervisory employees and students on the Storrs campus, regional campuses and UConn Health.

Perform other duties as assigned by the OIE Associate Vice President and/or Director of Investigations.

Paralegal and Legal Administrator (University Educational Assistant)

Job Description Summary

Provide a broad range of legal research and case management support to OIE Director and unit case managers, assist with integration and efficient operation of the major organizational components of OIE, with particular emphasis on the Discrimination Complaint Management System. Further, assist OIE in facilitating achievement of the University's diversity initiatives, goals and objectives.

Primary Accountabilities

- Perform legal research for pre-litigation matters. Assist in preparing formal *Responses* to external complaints, and composing *Memoranda of Findings and Recommendations* for internal complaints. Assist with intake and investigation activities, and research personnel records and employment history when needed.
- At the direction of the Director, serve as liaison to external agencies and other University departments. Serve as liaison with the offices of the President, Provost, Vice Presidents and Vice Provosts, and Deans. Participate in collective bargaining agreement activities and negotiations to ensure compliance with affirmative action regulations and principles, and ensure that resulting agreement provisions coincide with affirmative action regulations and principles and best practices. Exercise personal judgment in resolving problems in order to minimize the need for OIE Director involvement. Assure the confidentiality of sensitive information.
- Build effective working/networking relationships with state and federal civil rights enforcement agencies and relevant professional associations, including the National Federation of Paralegal Associations. Active participation in relevant organizations required to stay abreast of trends in discrimination laws, complaint management in higher education environments, and legal research.
- Assist in developing and updating University policies and procedures related to the University's discrimination complaint management system, diversity, sexual harassment prevention and awareness. Conduct legal research, and regularly update knowledge and awareness of trends and laws related to discrimination issues at institutions of higher education.
- Assist with setting and implementing standards for filing systems, including OIE's new case docketing and tracking system (review data accuracy, formatting, reporting, etc.), and monitor staff compliance with these standards.
- Perform other functions or special projects in support of the Director, including work as project

manager for special assignments, and preparation of monthly, quarterly and annual reports to University Executives.

- Periodically evaluate office management and filing systems, then suggest and oversee process improvements. At the direction of the OIE Director, assist with Search File Administration, conduct research related to applicant availability pools, and perform other duties as assigned.
- Assist in developing, implementing, and coordinating diversity and affirmative action programs (primarily focused on workforce development and environment, and employment practices), to ensure compliance with state and federal guidelines and with University policies.

Deputy Americans with Disabilities Act (ADA) Coordinator (University Staff Professional)

Reporting to the Associate Vice President Office of the Office of Institutional Equity/ADA Coordinator, the Deputy serves as integral role in shaping and defining the direction of University compliance, providing leadership and assistance to the ADA Coordinator to assure compliance with the Americans with Disabilities Act (ADA), the Rehabilitation Act of 1973 and other relevant federal and state laws pertaining to individuals with disabilities.

Responsibilities include collaborative leadership on disability issues and extensive knowledge and interpretation of disability legislation related to access and accommodations for students, employees and visitors.

Duties and Responsibilities

- Serve as the University's Section 504 Coordinator.
- Monitor University compliance with state and federal disabilities-related legislation and regulatory guidance and implement plans for improvement in collaboration with other administrators, faculty and staff.
- Collaborate with university leadership to ensure adherence with legal requirements.
- Educate, train and guide the University community in understanding disability access, rights, and responsibilities including the dissemination of current policies and information reflecting best practice.
- Assist in the planning and coordination of University policies and procedures relating to disabilities compliance.
- Assure that appropriate processes are in place to respond to allegations of disability discrimination and non-compliance with federal and state law pertaining to individuals with disabilities.
- Provide oversight and leadership for all disability-related access and programming initiatives for faculty, staff and students.
- Consult with university leadership on electronic and information technology and website accessibility in the classroom (physical and online) and in outreach with the public consistent with best practices in higher education.
- Assist with advising on compliance with technical requirements under the ADA guidelines regarding building and facility accessibility and architectural changes.
- Develop appropriate policies, procedures and processes that respond to the needs of individuals with disabilities consistent with the university's mission, goals, operational needs, and/or academic requirements.
- In collaboration with university leadership and other university offices, provide guidance and assistance to managers, supervisors, and faculty in implementing accommodations related to employment, academic and/or residential requests.

- **Provide guidance and assistance to campus departments in implementing accommodations and developing office practices with an emphasis on Universal Design.**
- **Maintain a working knowledge of changing regulations and policies regarding persons with disabilities, including FERPA, Section 504 of the Rehabilitation Act, and the Americans with Disabilities Act, including ADA standards and regulations for Accessible Design.**
- **Collaborate with University Planning, Architectural and Engineering Services (PAES) as well as Facilities Operations and Building Services to ensure compliance with the ADA and other relevant building standards for accessibility.**
- **Compile and prepare disability-related reports and guidance documents for the Associate Vice President for the Office of Institutional Equity as well as other University leaders.**
- **Develop, coordinate and deliver trainings and programs for students, faculty, and staff regarding disability access, rights, and responsibilities.**
- **Develop and implement staff and faculty development programs related to campus access and instruction.**
- **Serve on institutional committees and task forces as needed.**
- **Provide consultation to the local community on disability issues.**
- **Participate in community, statewide or national committees, task forces and networks to promote disability access.**
- **Hire, train, and supervise consultants, as needed, to assist with compliance mandates.**

EEO & Search Compliance Manager (University Staff Professional)

SUMMARY

Under the administrative review of the Associate Vice President (AVP) of the Office of Institutional Equity, manages the University's search compliance unit which is responsible for the development and implementation of University policies and procedures related to ensuring compliance with all Affirmative Action and Equal Employment Opportunity rules and regulations. At the direction of the AVP, develops, implements and evaluates goals and objectives related to affirmative action, equal employment opportunity, and University-wide search compliance.

JOB RESPONSIBILITIES

1. Is responsible for hiring, supervision, training, and evaluation of the Search Compliance Team's staff.
2. Establishes goals and provides ongoing supervision and guidance to assigned staff; has primary responsibility for resolving personnel problems.
3. Collaborates closely with the AVP in developing and implementing goals and objectives consistent with the Office of Institutional Equity's mission and statutory obligations.
4. Implements decisions on behalf of the AVP regarding personnel and departmental policies, procedures or practices.
5. Develops, implements and evaluates policies, programs, goals, objectives, and services related to compliance with Affirmative Action and Equal Employment Opportunity rules and regulations as well as University policies governing the search and recruitment process.
6. Responsible for the preparation of the University's state and federal Affirmative Action Plans; ensures all state and federal reporting requirements are fulfilled and serves as a liaison to external consultants and oversight agencies including the OFCCP regarding affirmative action plan compliance.
7. Advises University executives, managers, and search committees on matters related to affirmative action and equal employment opportunity compliance including applicable rules and regulations, the search process, and workforce diversity goals and initiatives.
8. Collaborates closely with University offices including the Vice Provost for Diversity and the Department of Human Resources on various programs and initiatives related to affirmative action and equal employment opportunity.
9. Assist AVP in training University executives, managers, and search committees in affirmative action and equal employment opportunity rules and regulations as well as University policies as they apply to the University's search and hire process.

- 10. Analyzes and interprets data and information to identify patterns and problem areas and assists the AVP in monitoring activities surrounding the recruitment, hiring, and retention of faculty and staff; prepares reports and evaluations of the University progress towards meeting affirmative action and diversity goals for the offices of the President, Provost and Executive Vice President for Academic Affairs, Chief Operating Officer, and other executives and senior managers; and develops policy and procedures to resolve problem areas.**
- 11. Responsible for special projects which may be on-going or short-term and which require project planning and coordination.**



AFFIRMATIVE ACTION SPECIALIST

SCOPE OF POSITION

This position is responsible for independently performing a full range of tasks in the preparation, review, evaluation and monitoring, of all aspects of the of the Agency's Affirmative Action Plan.

SUPERVISION RECEIVED:

Reports directly to the Executive Director of Diversity and Equity.

SUPERVISION EXCERSIED:

As assigned by the Executive Director.

EXAMPLES OF DUTIES:

Compiles and analyzes statistical affirmative action and employment data; prepares the Agency's affirmative action plan; generates statistical reports and information for agency users; develops, updates, administers and monitors the affirmative action program; evaluates efforts made by agency to comply with affirmative action administrative regulations; prepares detailed evaluation of proposed affirmative action plan and summarizes into report form; analyzes trends in workforce representation; conducts analysis of agency workforce in relation to population data; identifies problem areas and makes recommendations to Executive Director; works closely with Human Resources and other agency departments to obtain and provide information; provides technical assistance and advises staff and acts as a resource on affirmative action requirements; assists in planning and presenting programs on affirmative action issues; maintains and updates computerized and non-computerized information; prepares reports and correspondence; performs related duties as required.

MINIMUM QUALIFICATIONS

KNOWLEDGE, SKILLS AND ABILITY: Knowledge of the elements of affirmative action programs; knowledge of relevant laws, regulations and guidelines; strong analytical and computer skills and proficiency with databases, data retrieval systems, and statistical analysis software; ability to develop, maintain and implement affirmative action plans; excellent oral and written communication skills, including public speaking ability; strong interpersonal skills and ability to build effective working/networking relationships with agency departments and state/federal agencies;

EXPERIENCE AND TRAINING:

General Experience: Seven (7) years of professional work experience with responsibility for affirmative action, workforce analysis, or a related field involving statistical analysis and research.

Substitution Allowed: A Bachelors Degree may be substituted for four (4) years of the general experience.

EEO and Search Compliance Specialist (UC Professional 6)

JOB SUMMARY:

This position is critical to the University's efforts to comply with federal and state employment laws. Position works with the policies, goals and objectives established by management, and provides program support for Affirmative Action, workforce diversity and inclusion program goals. Ensures accuracy of workforce profile data for the purpose of planning, publication, benchmarking, program evaluation and compliance with government regulations

CHARACTERISTIC DUTIES AND RESPONSIBILITIES

1. As assigned, act in a supervisory and/or team leader capacity related to office functions and program goals.
2. Perform complex quantitative analyses related to unit functions and reporting activities.
3. Develop, support, and/or lead workshops and training sessions related to Affirmative Action programs and the search process.
4. Conduct research regarding substantive and procedural issues related to Affirmative Action, Diversity, and the search process.
5. Produce electronic and hard copy publications related to the unit's various functions, mission, and performance.
6. Coordinate and manage all aspects of OIE review and evaluation of the unclassified recruiting and hiring process including processing search paperwork and records; review for accuracy, completeness, and compliance with State and Federal regulations, and University and departmental regulations, policies and procedures; and identify and follow up to resolve problems.
7. Oversee the preparation and updating of the University's Affirmative Action Plan with responsibility for collecting and organizing pertinent information, drafting all quantitative and qualitative sections, and preparing for distribution
8. Design, implement, and coordinate methods and procedures for gathering, reporting, and distributing data and information supplied to management for the purposes of planning, program goal setting, and responding to internal and external inquiries.
9. Synthesize, analyze, and update data from various University and government sources (including but not limited to labor market studies, population and census data, higher education institutions' research, etc.). Generate periodic and special reports; surveys, forecasts, and trend analyses; provide information and statistics in response to authorized requests from on and off campus users.

10. Analyze and interpret search and workforce data and information to identify patterns and problem areas. Make procedural recommendations to the Director and Assistant Director to resolve these problems. Establish procedures and meet critical deadlines for systematically collecting and updating required information in order to complete projects in timely and accurate manner.
11. Review, edit, and present narrative reports regarding search activity and secure additional information from search administrators to ensure narrative descriptions comply with current standards of review. Produce final drafts of search narrative reports and embed the same in reports, including but not limited to the Affirmative Action Plan.
12. Serve as liaison between OIE and University departments including Human Resources, Payroll, Budget, and others. Establish effective professional rapport and work collaboratively with other University employees and administrative/academic units that impact the University's search process and Affirmative Action programs, including but not limited to representatives from Human Resources, Payroll, Budget and Finance, and Information Technology units
13. Maintain and update computerized and non-computerized data files. Produce daily, weekly, and other scheduled reports and updates. Assist in the design, modification, and documentation of computerized files, forms, and general system requirements.
14. Learn and utilize new computerized programs to accomplish assigned tasks.
15. Participate in external meetings and/or deliver presentations regarding the University's workforce and compliance efforts.
16. Maintain close contact with University search administrators, internal personnel, and external government agencies and contacts (including other university and college administrators) to obtain and assure accuracy of information, and to provide information and assistance as needed. Respond accurately to requests for information, demonstrating strong interpersonal and customer-service skills, as well as strong problem-solving and troubleshooting abilities
17. Keep abreast of developments and trends that may require new studies or modification of current projects. Participate in professional development conferences and workshops.
18. Adapt day-to-day work schedule to the requirements of business priorities and urgent special requests, and work evening and weekend hours to meet business commitments.
19. Responsible for various administrative duties including document management, record-keeping activities, workflow management, and other duties as assigned.
20. Performs related duties as required.

Job Posting Title: EEO & Search Compliance Specialist (USP 1)

This position is central to the University of Connecticut and UConn Health's efforts to comply with federal and state laws, regulations and related University policies. The EEO & Search Compliance Specialist provides guidance relative to Equal Employment Opportunity, Affirmative Action and the search process and utilizes statistical data for the purpose of planning, publication, benchmarking, program evaluation and compliance with government regulations. The EEO & Search Compliance Specialist will split time between UConn's Storrs campus and UConn Health in Farmington.

DUTIES AND RESPONSIBILITIES

1. Assists with coordinating all aspects of OIE review and evaluation of the unclassified and classified search and hiring process. Reviews search files for compliance with state and federal regulations and University policies and procedures. Working with Hiring Managers, Search Administrators and Human Resources Recruiters, provides guidance and assists in the resolution of identified problems.
2. Responds to inquiries from hiring managers, search committees and administrators, Human Resources and members of the University community related to the search process, AA/EEO issues and departmental procedures and policies. Provides solutions and guidance including referrals to appropriate offices. Assists with developing standards for consistent guidance and responses based on University and departmental policies, procedures and state and federal regulations. Provides excellent customer service and employs good judgment in all communications and interactions with the University community.
3. Assists with the preparation and updating of state and federal Affirmative Action Plans for both Storrs and UConn Health locations. Responsible for collecting and organizing pertinent information, drafting and editing narratives, compiling and analyzing data, and preparing quantitative charts. Applies knowledge and understanding of current state and federal regulations, institutional policies and procedures, and the department's practices relative to the search and hiring process. Works collaboratively with University staff and external auditors to complete Affirmative Action plans.
4. Drafts, reviews and edits narrative reports regarding search activity and secure additional information from search administrators to ensure compliance with current standards of review.
5. Assists in compiling, analyzing and reporting data and information (numerical/statistical/narrative) used to apprise management of the University's workforce profiles, hiring and retention trends, applicant profiles, peer comparisons and progress toward affirmative action and diversity goals and responding to internal and external inquiries. Establishes procedures and meets critical deadlines for collecting and updating required information in a timely and accurate manner.

6. Assists in the planning and coordination of training of search committees and administrators. Participates in workshops with search committee members regarding the search process, AA/EEO compliance and other related topics.
7. Works collaboratively with University departments and external auditors regarding compliance in the search process, Affirmative Action Plan preparation workforce diversity goals and initiatives and other related projects.
8. Maintains and updates computerized and non-computerized data files. Produces daily, weekly, and other scheduled reports and updates. Assists in the design, modification, and documentation of computerized files, forms, and general system requirements.
9. Maintains knowledge of current developments in related areas and participates in professional development conferences and workshops. Conducts research regarding substantive and procedural issues related to Affirmative Action, Equal Employment Opportunity, diversity, and the search process.
10. Performs other functions or special projects which may be on-going or short-term and which require project planning and coordination. Adapts day-to-day work schedule to the requirements of business priorities and urgent special requests.

Deputy Title IX Coordinator (University Staff Professional)

As part of UConn's ongoing commitment to create and maintain a campus environment free from all forms of discrimination and harassment, including sexual harassment, sexual assault, intimate partner violence, and stalking, the Deputy Title IX Coordinator plays a significant role in the University's coordinated response, prevention and education initiatives pursuant to Title IX and related statutes and regulations. Reporting to the Associate Vice President for the Office of Institutional Equity/Title IX Coordinator, the Deputy Title IX Coordinator will assist the Title IX Coordinator in carrying out the University's response and prevention responsibilities which include, but are not limited to: data collection; trend analysis; drafting and submission of reports; conducting climate checks; training and education efforts; committee participation and leadership; and community outreach. The Deputy Title IX Coordinator additionally will supervise the Title IX Compliance Specialist and assist in supervising the Title IX Project Specialist.

Duties and Responsibilities:

- Maintain case files for each matter reported to OIE involving sexual harassment, sexual assault, intimate partner violence and/or stalking.
- Assist in case management where a non-student is accused of misconduct against a student.
- Track cases of sexual misconduct reported to the university and report systemic problems related to disclosures, reports and complaints.
- Participate in multi-office collaborative conversations regarding appropriate institutional response to reports and disclosures.
- Work closely with campus colleagues to oversee and, when appropriate, implement remedial measures (including No Contact Letters).
- Conduct climate checks in cases where circumstances compel as an appropriate institutional response. Manage all steps and documents related to such climate checks, including in some cases, witness interviews, document review, and production of written memoranda describing climate check process and findings for review by appropriate institutional stakeholders.
- Supervise the preparation and maintenance of statistical, demographic, and subject matter data related to Title IX complaints and trends, including but not limited to the drafting of an annual report submitted to the state legislature.
- Assist as assigned by the Title IX Coordinator in the development and review of University-wide policies and procedures that further institutional civil rights objectives related to Title IX.
- Prepare and update written prevention and response materials, including the University's Title IX website (www.titleix.uconn.edu); brochure on sexual harassment, sexual assault, stalking and intimate partner violence; posters; training documents, and more.
- Participate in University-wide education, awareness and prevention programs and campaigns as assigned by the Title IX Coordinator.
- Continually identify best practices and current trends with regard to Title IX and sexual misconduct; monitor modifications to current federal guidance and state legislation.
- Participate as a member of the University's Community Resource Teams, Title IX Compliance Committee, and other Committees as assigned by the Title IX Coordinator.
- Perform other duties as assigned by the Title IX Coordinator.

Title IX Compliance Specialist

As part of UConn's ongoing commitment to create and maintain a campus environment free from all forms of discrimination and harassment, including all forms of sexual harassment and violence, the position of Title IX Compliance Specialist plays a significant role in the University's coordinated response, prevention and education initiatives pursuant to Title IX and related statutes and regulations. Reporting to the Deputy Title IX Coordinator, the Title IX Compliance Specialist is responsible for supporting OIE Title IX investigations (employment and graduate student) and climate checks, and tracking all data, trending and reporting related to all University Title IX investigations of sex discrimination, sexual assault, sexual harassment, stalking, and intimate partner violence. The Title IX Compliance Specialist performs a wide range of functions regarding Title IX compliance in conjunction with assisting the Deputy Title IX Coordinator and Title IX Coordinator with carrying out the University's response and prevention responsibilities. Finally, where possible, the Title IX Compliance Specialist also will be called upon to provide day-to-day administrative assistance for all areas of focus within OIE.

Duties and Responsibilities:

- Maintain case files in OIE's case management system for each matter reported to OIE involving sexual misconduct
- Track cases of sexual misconduct reported to the University and report systemic problems related to complaints to the Deputy Title IX and Title IX Coordinators.
- Conduct meetings with students who walk in to OIE and explain OIE's role, provide resources, gather preliminary information and make referrals as needed.
- Prepare and maintain statistical, demographic, and subject matter data related to Title IX complaints and trends, including weekly reports, the drafting of annual state legislative reports and preparing such figures and data for widespread publication and distribution.
- Work closely with the Division of Student Affairs and the UConn Police Department on Title IX response, prevention and education initiatives.
- Assist with discreetly and sensitively scheduling meetings with students for OIE Investigators.
- Assist with the preparation of updated written Title IX materials, including the University's brochures on sexual harassment, sexual assault, stalking and intimate partner violence.
- Assist with conducting climate checks for student groups, affinity programs, and academic departments and presenting awareness and prevention programs for the University community.
- Participate in student Title IX and employment discrimination case meetings, prepare interview summaries and organize case information.
- Perform ongoing maintenance to UConn's sexual violence, relationship violence and stalking resource website, <http://www.titleix.uconn.edu/> including information relevant to UConn Health.
- Coordinate and organize committee meetings for University committees and other meetings as assigned by the Deputy or Title IX Coordinators
- Review updated federal guidance and state legislation to continually identify best practices with regard to Title IX and sexual misconduct.

- **Track student and employee attendance in various education, awareness, and prevention programs and campaigns.**
- **Research and assist with the administration of Title IX prevention programming, including the creation, assembly and distribution of educational materials to the University community.**
- **Perform day-to-day office support functions which include but are not limited to: discreetly and sensitively scheduling meetings with students and employees for investigators, answering OIE main line, checking the OIE email, answering security intercom and greeting visitors.**

Budget Specialist (UC Professional 5)

JOB SUMMARY

Under the direction of designated administrator, assists with the control and allocation of University budgets through the utilization and maintenance of computerized databases.

CHARACTERISTIC DUTIES AND RESPONSIBILITIES

- Prepares computer generated financial reports which assist university officials in the monitoring and control of departmental budget allocations and expenditures. Prepares graphs and charts, as needed.
- Maintains computerized database of expenditures and usage of all university and branch utility consumption to be used for budget analysis and projections. Prepares monthly cost/usage reports for state agencies.
- Maintains computerized databases used for budget analysis and projections to ensure that the university does not exceed its expenditure authority in such areas as Personal Services.
- Supervises and coordinates assembly of annual budget documents for submission to the Board of Trustees and the state. Assists in the technical preparation of budget documents needed for meetings, workshops and conferences.
- Maintains and updates computer programs designed to account for the departmental budgetary accounting systems, including technical changes appropriate to establish the new year budgets.
- Maintains computerized database of annual position request file from all university departments.
- Provides technical supervision to administrative support staff.
- Maintains office inventory of data processing equipment; coordinates procurement and integration of data processing equipment and software into office operating systems; maintains and monitors data protection interference for all PC's.
- Independently composes, prepares and/or edits financial reports containing information which requires general knowledge of policies and procedures governing the operation of the department.
- Communicates with other university offices and/or outside agencies to clarify procedures and request information.
- May indicate clerical/student staff needs; participates in applicant interviews and recommends employee selection; may train, establish work schedules for and oversee work of clerical and/or student staff.
- Maintains and/or monitors fiscal records; may monitor and approve routine expenditures.
- Reviews budget procedures for efficiency and effectiveness and recommend changes to supervisor.

- **Transmits authoritative information and serves as a resource to students, staff and others regarding routine policies and procedures.**
- **Performs related duties as required.**

Executive Assistant (University Educational Assistant)

The Office of Diversity and Equity's University Educational Assistant 1 or 2 provides administrative support to the Associate Vice President (who also serves as the University's Title IX Coordinator and ADA Coordinator). Under the supervision of the Associate Vice President, this position is accountable for independently performing a full range of confidential administrative and support activities, requiring a complete understanding of the organization's operation and close attention to detail. The incumbent also will be exposed to sensitive and/or confidential information which must be held in strict confidence as well as confidential information used in collective bargaining.

The Executive Assistant provides administrative support to the Associate Vice President for Diversity and Equity with responsibility for appointments; scheduling meetings, conferences, and workshops; making travel arrangements; processing and responding to daily correspondence in a timely manner; taking meeting notes; preparing reports; meticulously editing documents prepared by the AVP; and assisting in compiling and maintaining confidential data and information and performing office processes essential to the daily operation of ODE, under established policies and procedures. The incumbent will assist the AVP with supervision of other support staff and will be expected to assist with the unit's fiscal management.

Duties and Responsibilities

- Provide administrative support to the Associate Vice President and Title IX Coordinator. Manage a complex calendar by efficiently scheduling appointments and meetings and coordinating arrangements for conferences, seminars, and workshops.
- Advise and assist the AVP on wide range of administrative and organizational matters related to day-to-day operation of ODE.
- Exercise good judgment and discretion, paying close attention to detail, while handling confidential and sensitive information.
- Serve as liaison between ODE and other University offices. May represent the AVP to other University offices, the public or outside agencies in administrative matters.
- Independently perform office management duties under established policies and procedures including drafting correspondence and assisting in the preparation, development and monitoring of various office procedures and reports. Manage the day-to-day administrative operations with authority to make decisions within established practices and policies.
- Provide reliable support in a fast-paced office including answering phones and making referrals as appropriate, drafting routine and complex correspondence, taking meeting minutes, and courteously greeting and directing visitors for meetings with the AVP.
- Assist with the supervision of unit-wide support staff.
- Assist with unit-wide fiscal management.
- Compose and disseminate communications such as memos, notices, emails and letters reflecting excellent judgment and accuracy.
- Perform special projects, including research and report writing as assigned by the AVP.
- Provide administrative support for searches and prepare hiring documentation for regular, special and student payroll employees.

- **Employ excellent interpersonal and communication skills to resourcefully defuse potentially difficult situations and effectively collaborate with supervisory staff members to facilitate a team approach when required.**
- **Arrange and assemble IT equipment for teleconferencing and PowerPoint presentations.**

Managerial Employee Evaluation

Section II - Supervisor Evaluation

Name: _____

Title: _____

Supervisor: _____

Fiscal Time Period: _____

Directions: Rank employee's achievement based on definitions provided below
(A second page may be added if additional space is needed for comments)

Exceptional: Consistently exceeds standards – Shows initiative in setting priorities that strongly support organizational mission and goals. Competencies and abilities are clearly recognized by peers as well as managers. This year's contribution clearly moved the organization forward.

Highly Successful: Consistently met and often exceeds standards – Demonstrates in-depth knowledge of all criteria. This year's contribution is clearly identifiable.

Fully Successful: Consistently met standards in most or all performance areas – Demonstrates knowledge in most or all job criteria. No major errors of execution or strategy. Good solid performer.

Minimally Successful: Failed to meet standards in one or more performance areas – Overall performance fails to meet expectations. Demonstrates incompetence in some critical areas.

Unacceptable: Consistently deficient in meeting standards – Performance significantly below standards. Demonstrated incompetence in most critical areas.

1. Job Knowledge

Assess the depth and breadth of knowledge the incumbent has acquired and applied in the performance of his/her assignment. Consider how aggressively the incumbent seeks pertinent new information and shares his/her knowledge with others.

☐ Exceptional ☐ Highly Successful ☐ Fully Successful ☐ Minimally Successful ☐ Unacceptable

2. Customer Satisfaction

Assess the incumbent's knowledge of customers' needs. Does he/she take a proactive stance in meeting and exceeding customer needs? Is he/she aware of customer needs and requirements and manage toward those needs and requirements?

☐ Exceptional ☐ Highly Successful ☐ Fully Successful ☐ Minimally Successful ☐ Unacceptable

3. People Management and Relationships

Assess the incumbent's effectiveness in influencing, mentoring and coaching. Does he/she establish and communicate performance expectations and accountabilities and evaluate annually? Does the incumbent show respect for, listen to and involve others in making decisions? Does the incumbent resolve conflict constructively?

☐ Exceptional ☐ Highly Successful ☐ Fully Successful ☐ Minimally Successful ☐ Unacceptable

4. Leadership

Assess the incumbent's ability to provide effective leadership in his/her operation. Does the incumbent articulate a clear sense of purpose and direction? Does he/she pursue continuous improvement in everything he/she does? Does he/she inspire and motivate others? Are accomplishments recognized and celebrated? Is he/she able to make tough and timely decisions? Does the incumbent work collaboratively with others in the system?

☐ Exceptional ☐ Highly Successful ☐ Fully Successful ☐ Minimally Successful ☐ Unacceptable

5. Planning and Operations Management

Assess the incumbent's ability to manage the business and administrative aspects of your operation. Does he/she develop and implement goals, strategies and work plans to achieve objectives? Does the incumbent manage resources in an effective and timely manner, including fiscal, people, facilities, equipment and other resources?

☐ Exceptional ☐ Highly Successful ☐ Fully Successful ☐ Minimally Successful ☐ Unacceptable

6. Creativity, Continuous Improvement and Management of Change

Assess the incumbent's willingness to seek out, analyze, develop, apply and transfer new ideas and concepts. Does the incumbent understand the need for change and foster change and adjust activities accordingly? Does the incumbent encourage others to be open to the application of new processes and new technologies?

☐ Exceptional ☐ Highly Successful ☐ Fully Successful ☐ Minimally Successful ☐ Unacceptable

7. Affirmative Action

Assess the ability of the incumbent to demonstrate knowledge of the UHC Affirmative Action Plan and affirmative action goals as they apply to manager's organization. Communicate and demonstrate commitment to affirmative action and equal employment opportunity to employees. Design, implement and monitor an action plan for goal achievement building using both external and internal sources of qualified goal candidates.

☐ Exceptional ☐ Highly Successful ☐ Fully Successful ☐ Minimally Successful ☐ Unacceptable

Overall comments regarding employee's performance:

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How would you rate the overall performance?

☐ Exceptional ☐ Highly Successful ☐ Fully Successful ☐ Minimally Successful ☐ Unacceptable

Employee's Signature	Date
Supervisor's Signature	Date

UConn Health AA/EEO Overview

Office of Institutional Equity

UConn
HEALTH

Agenda

- Introduction
- Compliance and Oversight
- AA/EEO at UConn Health
- Definitions and Reports
- Search and Hire Key Points
- Ongoing Collaboration

UConn
HEALTH

OIE Introduction

- Ensures the University's commitment and responsibility to foster equitable and inclusive working and learning environments.
- Administers the University's non-discrimination policies.
- Ensures compliance with state and federal laws and regulations related to equal opportunity and affirmative action.
- Serves as the office of the ADA Coordinator and Title IX Coordinator.

UConn
HEALTH

OIE and UConn Health

- The entire University (including UCH) community has a shared responsibility to promote affirmative action and provide equal opportunity in order to ensure non-discriminatory work and learning environments.
- "One UConn" Philosophy

UConn
HEALTH

Staff

- **Hanna Prytko** – EEO and Search Compliance Manager
- **Terry Segar** – Affirmative Action Specialist
- **Katherine Kenyon** – EEO and Search Compliance Specialist
- **Dorian Lord** – EEO and Search Compliance Specialist

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Compliance and Oversight

- Commission on Human Rights and Opportunities (CHRO)
- Office of Federal Contract Compliance Programs (OFCCP)
- Equal Employment Opportunity Commission (EEOC)
- Department of Education Office of Civil Rights (OCR)



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OIE Compliance Responsibilities

- **Employer**
 - Title VII
 - AA/EEO
 - ADA
- **University (Medical and Dental School) Research Center**
 - Title IX
 - ADA
- **Hospital**
 - ACA Non-Discrimination Section 1557
 - ADA

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UConn Health as an Employer



- **State Agency**
 - State Affirmative Action Regulations
46a-68-75 - 46a-68-114 inclusive
 - Affirmative Action Plan
- **Federal Contractor**
 - Executive Order 11246
 - Affirmative Action Plan
 - Section 503 Of the Rehabilitation Act of 1973
 - Individuals with Disabilities
 - VEVRAA – Vietnam Era Veterans Readjustment Act

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AA/EEO Compliance and UConn Health

- Search and Hire Process
- Data
- Reporting
- Training
- Complaint Process



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Definitions

- **Equal Employment Opportunity**
Employment practices under which no individuals are excluded from consideration, participation, promotion or benefits because of a protected class. EEO is achieved through Affirmative Action.
- **Affirmative Action**
Results-oriented practices/programs that eliminate the effects of discrimination and ensure equal employment opportunity in hiring or recruitment, transfer, promotion, or training.
- **Affirmative Action Plan**
Detailed, result-oriented set of procedures, which blueprints a strategy to combat discrimination and achieve affirmative action.

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Definitions – Protected Classes

- Age
- Ancestry
- Color
- Covered Veteran
- Criminal Record (in state employment and licensing)
- Gender identity or expression
- Genetic Information
- Learning disability
- Marital Status
- Past or present history of a mental disability
- Intellectual disability
- National Origin
- Physical disability
- Prior protected activity
- Race
- Religion
- Sex, including pregnancy and sexual harassment
- Sexual Orientation
- Workplace hazards to the reproductive system

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State AA Plan

- Submitted annually September 30
- Establishes hiring, promotional, and program goals which promote affirmative action and eliminate any policy or employment practice that adversely affects members of protected classes.
- Reports the University workforce as a whole and by occupational category.



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State AA Plan

- Illustrates the University's goal to achieve a work force that is properly balanced and fully representational of the relevant labor market areas.
- Measures the University's degree of success in accomplishing hiring, promotion and program goals and evaluates the entire hiring process to ensure the absence of discriminatory policies and practices.

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State AA Plan

- In addition to the required elements, a Plan will be approved only if (standard of review):
 - the work force, considered as a whole and by occupational category, is in parity with the relevant labor market area; or
 - the agency has met all or substantially all of its hiring, promotion and program goals; or
 - the agency has demonstrated every **good faith effort** to achieve such goals and despite these efforts has been unable to do so; and
 - the agency has substantially addressed deficiencies noted by the commission in prior plan reviews

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State AA Plan

- Documents Good Faith Efforts
- Demonstrates how search/hire process follows established and consistent processes and procedures
 - Non-discriminatory
 - Equitable
- Compiled by OIE Staff
 - Reports on HR's activity relative to the search and hire process.
 - Does not re-write or interpret HR's documentation/records.

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State AA Plan

- | | |
|---|---|
| <ul style="list-style-type: none">• Relies on information from HR<ul style="list-style-type: none">– Workforce, Personnel, and Recruitment Documentation– Applicant Pool Information– Applicant justifications– Training Information– Applicant/Employee Counseling | <ul style="list-style-type: none">• Essential that information be:<ul style="list-style-type: none">– Accurate– Timely– Complete– Specific |
|---|---|

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Federal AA Plan

- 3 Separate Plans
- Similar to state AA Plan
 - Broader view of employees
- Women/Minorities
- Veterans/ Individuals with Disabilities
 - Targeted Recruitment
 - Hiring Benchmark 6.4%



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Federal AA Plan

- Requirements above state plan
- Applicant 2 part question
- Posting Requirements
- Record Keeping
- Workforce demographic re-survey
- Mandatory Notices to Employees

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Consequences and Risks

- Consequences applied to whole employer
 - not just OIE or department
- CHRO –
 - Disapproved Affirmative Action Plan
 - Certificate of Non-compliance
 - Hiring Freeze and loss of annual filing status
 - Stipulated agreements re: process changes
- OFCCP
 - Audit (including on-site records review and employee interviews)
 - Fines and Compensation
 - Stipulated agreements re: process changes
 - Public Press Releases

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AA/EEO and Key Search Compliance Points

- Proactive and Comprehensive Recruitment Strategies
- Inclusive Job Postings
- Required Advertising Language
- Clearly Stated Responsibilities, Minimum and Preferred Qualifications
- Applicants screened against same objective criteria
- Applicant Evaluations
 - Must be based on stated minimum and preferred qualifications
 - Cannot include candidate's appearance (or any protected class)

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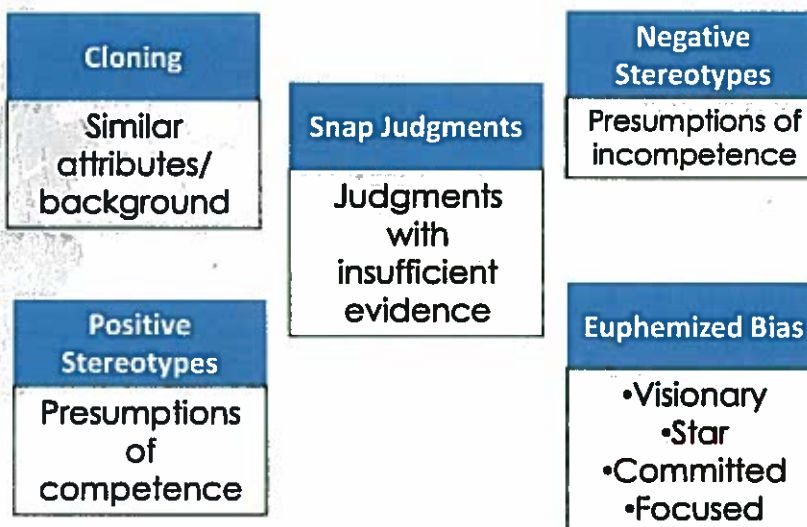
AA/EEO and Key Search Compliance Points



- Qualifications may not be changed or refined based on the applicant pool
- Objective language in justifications
 - No subjective (fit, feeling, enthusiasm etc.)
- Interviews
 - Consistent process and content
 - Non discriminatory interview questions (see handout)
- Documentation
 - Accurate
 - Complete
 - Timely

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Inherent Bias



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Collaboration Going Forward

- Process/Procedure Consistency
- Reports requested from HR
- Data Consistency
- Accurate, complete, and timely iGreentree information
- Workforce re-survey
- Documentation
- OIE as a resource

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Contact

- OIE-Search Compliance
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 - katherine.kenyon@uconn.edu
 - segar@uchc.edu
 - donian.lord@uconn.edu
 - www.equity.uconn.edu



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SEARCH COMMITTEE TRAINING

THE OFFICE OF INSTITUTIONAL EQUITY

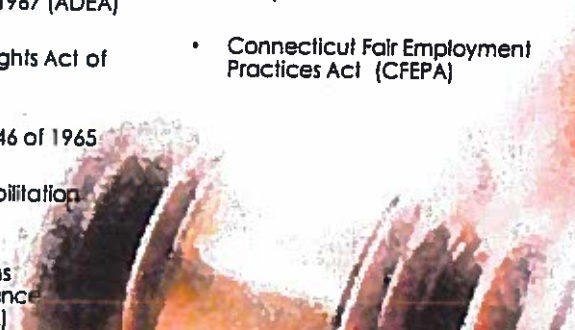
TRAINING OUTLINE

- Compliance AA/EEO Laws and Regulations
 - UConn Health Policies
- Recruitment
- Diversity: Why it Matters
- Recognizing and Minimizing Inherent Bias
- Conducting Interviews

SEARCH COMPLIANCE

- Commission on Human Rights and Opportunities (CHRO)
 - Affirmative Action Plan submitted annually
- Office of Federal Contract Compliance Programs (OFCCP)
 - Affirmative Action Plan prepared annually and submitted upon request
- Equal Employment Opportunity Commission (EEOC)
 - Enforces federal laws that make it illegal to discriminate against a job applicant or employee due to protected class

APPLICABLE FEDERAL AND STATE LAWS

- Americans with Disabilities Act of 1990 (ADA)
 - The Age Discrimination in Employment Act of 1967 (ADEA)
 - Title VII of the Civil Rights Act of 1964
 - Executive Order 11246 of 1965
 - Section 503 of Rehabilitation Act of 1973
 - Vietnam Era Veterans Readjustment Assistance Act of 1974 (VEVRAA)
 - Genetic Information Non Discrimination Act of 2008 (GINA)
 - Connecticut General Statutes Chapter 814c
 - Connecticut Fair Employment Practices Act (CFEPA)
- 

UConn HEALTH POLICIES

- Policy Against Discrimination, Harassment, and Related Interpersonal Violence
- Affirmative Action, Non-discrimination, and Equal Opportunity
- Persons with Disabilities

UNDERSTANDING EEO/AA

Equal Employment Opportunity

Employment practices under which no individuals are excluded from consideration, participation, promotion or benefits because of a protected class. EEO is achieved through Affirmative Action.

Affirmative Action

Results-oriented practices/programs that eliminate the effects of discrimination and ensure equal employment opportunity in hiring or recruitment, transfer, promotion, or training.

AFFIRMATIVE ACTION AT UConn HEALTH

- Affirmative Action at UConn Health is implemented in two ways:
 - Recruitment
 - Proactive and robust recruitment efforts including networking and pipeline-building.
 - Objective Applicant Evaluation
 - Objective and equitable applicant evaluation where all applicants are evaluated based on stated qualifications.

PROTECTED CLASSES

- Protected classes indicate an element which should not be used in employment-based decisions.
- Applicants should NOT be considered solely on the basis of a protected class.
 - Can apply positively or negatively (i.e. hire or not hire).

PROTECTED CLASSES IN EMPLOYMENT/APPLICANTS

- Age
- Ancestry
- Color
- **Covered Veteran**
- Criminal Record (in state employment and licensing)
- Gender identity or expression
- Genetic Information
- **Learning disability**
- Marital Status
- **Past or present history of a mental disability**
- Intellectual disability
- National Origin
- Physical disability
- Prior protected activity
- Race
- Religion
- **Sex, including pregnancy and sexual harassment**
- Sexual Orientation
- Workplace hazards to the reproductive system

Bold indicates protected class at both state and federal level. Non-bold indicates protected class at only state level

SEARCH PROCESS

- Recruitment
- Evaluation
- Interviews
- Selection

ACHIEVING A DIVERSE APPLICANT POOL

- Recruitment Strategy
 - Proactive – *before job opening!*
 - Aggressive
 - Non-traditional
- Networking
 - Colleagues
 - Associations
 - Graduate Schools
 - Pipeline Building



EVALUATION

- Evaluation should be based on **stated qualifications** as they appear in the job description
- Consistency and objectivity
 - Determine how criteria will be applied prior to beginning applicant evaluation and apply same criteria to all applicants
 - Evaluate applicants against stated minimum and preferred qualifications for the position
 - Search Matrix or similar evaluation tool to ensure consistency

EVALUATION

- Minimum Qualifications
 - Critical knowledge, skills and/or education and experience an applicant must have to perform the core job responsibilities.
- Preferred Qualifications
 - Additional desired job-related education, experience, skills, competencies, and credentials.
 - Not essential to the position but may enhance a candidate's ability to perform the job.



CONFIDENTIALITY

- Documentation
 - Search committee documentation including notes, e-mails, and other documents are subject to the Freedom of Information Act (FOIA)
 - Documentation should be maintained in a single record with search committee consensus
- Confidentiality should be maintained in:
 - Candidate identities
 - Search committee deliberations
 - Interviews

COMMITMENT TO DIVERSITY

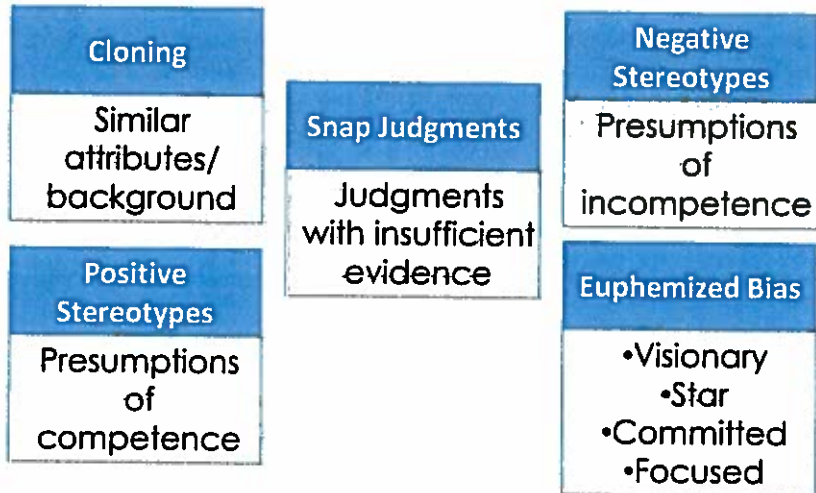
- Produce innovations superior to homogenous groups
- Consider a greater scope of ideas and life experiences
- Enhance academic reputation
- Improve diverse student recruitment and retention
- Participate in a global marketplace



Even the most well-intentioned person unwillingly allows unconscious thoughts & feelings to influence apparently objective decisions.

~ M. Banaji

Inherent Bias



Best Practices

- Diversity on the committee
 - Not always demographic diversity, but can include search committee representation from different departments, backgrounds etc.
- Qualifications related to diversity
 - Not demographic diversity of candidates (do not hire on the basis of protected class)
 - Diversity of teaching, educational experiences, scholarship, research.
- Accountability
 - Always make sure evaluation decisions can be substantiated with qualifications.
- Ongoing recruiting
 - Low level recruiting should occur even when positions are not open.

Examine Your Implicit Associations

1. Go to www.implicit.harvard.edu
2. Select "Project Implicit Social Attitudes"
3. Choose "Take A Test" at top of page

Project Impact	
Activity	Task
1. Identify the project goals and objectives.	Identify the project goals and objectives.
2. Develop a project plan.	Develop a project plan.
3. Assign tasks to team members.	Assign tasks to team members.
4. Monitor progress.	Monitor progress.
5. Report progress to stakeholders.	Report progress to stakeholders.
6. Adjust the project plan as needed.	Adjust the project plan as needed.
7. Complete the project.	Complete the project.
8. Evaluate the project.	Evaluate the project.
9. Document the project.	Document the project.
10. Share the project results.	Share the project results.
11. Celebrate the project success.	Celebrate the project success.
12. Learn from the project.	Learn from the project.
13. Apply the project lessons learned.	Apply the project lessons learned.
14. Repeat the project.	Repeat the project.
15. End the project.	End the project.

Copyright © Project Impact

INTERVIEWS

- Consistency of process and content among all candidates
 - Substantially similar procedures, panel, and questions
- Interview questions should be based on qualifications
- Interview Question Guidance
 - Avoid interview questions that can be answered with a "yes" or "no" response.
 - Phrase interview questions to elicit open ended responses
 - Give me an example of...
 - How would you approach...
 - What are challenges you have faced in...



DISPOSITION LANGUAGE

Non-Selected Candidate

- Identify the stated qualifications the candidate lacks or is weak in
- 2-3 sentences
- Refer back to job description to support this language

Selected Candidate

- Identify the stated qualifications the candidate demonstrates
- 4-5 sentences
- Refer back to job description to support this language

UConn Health OIE CONTACT

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- **Fax:** (860) 679-3805
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Farmington, CT 06030-5310
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Office of Institutional Equity
UConn Health
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Farmington, CT 06030
- **UConn Health Internal Mail:** Mail
Code MC 5310
- www.equity.uconn.edu



2018

AFFIRMATIVE ACTION EXECUTIVE SUMMARY

UConn Health

OFFICE OF INSTITUTIONAL EQUITY

Draft



2018 AFFIRMATIVE ACTION PLAN

Overview and Highlights

The Office of Institutional Equity (OIE) has completed the University'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.

Plan Approval

The University's history of approvals has been based on CHRO's acceptance that the University 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.

Report Highlights

GOAL ACHIEVEMENT	2
PROGRAM GOALS	3
2018 WORKFORCE	4
WORKFORCE—10YEAR	6
2018 NEW HIRES	9
APPLICANTS	10

HIRING AND PROMOTIONAL GOALS

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.

Goal Achievement

Total Goal Achievement: 33.5%

- ◆ 114 of the 340 hires met hiring goals
- ◆ The Technical/Paraprofessional category had the highest goal achievement of 49.1%
- ◆ 59.6% of all goals were met with white female hires
- ◆ Females comprised 73.7% of goal hires
- ◆ 18.4% of goals were met by minority* hires compared to 33.6% in 2017.

*includes Black, Hispanic, Asian and Native American

Category	Hires	Goals Met	2018 %	2017 %
Executive Managerial	11	2	18.2	7.1
Faculty	51	19	37.3	44.9
Professional	139	57	41.0	27.9
Secretarial/Clerical	60	6	10.0	18.8
Tech/Paraprofessional	57	28	49.1	41.3
Qualified Craft Worker	5	5	0.0	0.0
Service/Maintenance	17	2	11.8	42.9
Total	340	114	33.5	30.7

Accomplished



The Office of Institutional Equity (OIE) designed and launched a new website, www.equity.uconn.edu highlighting OIE's five areas of focus. The design of the website allows users to easily navigate to information, resources and policies related to accessibility; AA/EEO compliance; discrimination and harassment investigations; Title IX compliance; and education and training.



In collaboration with the Department of Human Resources and the Office for Diversity and Inclusion, OIE developed and delivered a training focused on faculty recruitment, objective applicant evaluation, and implicit bias. Department heads and associate deans in the School of Medicine attended sessions during the Spring 2018 semester.



OIE initiated a review of the existing Americans with Disabilities Act (ADA) program to determine how best to ensure access at UConn Health and enhance online and in person employee training and education on issues related to accessibility. The *Accessibility at UConn* brochure and new accessibility website provide information and resources for employees, students and visitors.



The Clinical Employee Patient Discrimination Working Group, chaired by the Associate Vice President of the Office of Institutional Equity, was formed in Spring of 2018. The 21 member group is charged with assessing current UConn Health practices and nationally identified best practices to prevent and respond to discriminatory harassment in the clinical setting.

Planning for the Future



The Office of Institutional Equity (OIE) will develop an online sexual harassment prevention module for all employees to complement the state-mandated in-person sexual harassment prevention training for managers. UConn Health employees in non-traditional work environments will have the ability to complete the course and receive reinforcement of information and concepts discussed in state-mandated sexual harassment prevention training.



OIE will deliver quarterly updates to the Department of Human Resources, via training sessions, on trends related to AA/EEO compliance, recruitment, objective applicant evaluation and documentation, and ongoing affirmative action program collaboration. It is intended that these trainings will facilitate the achievement of various compliance goals.

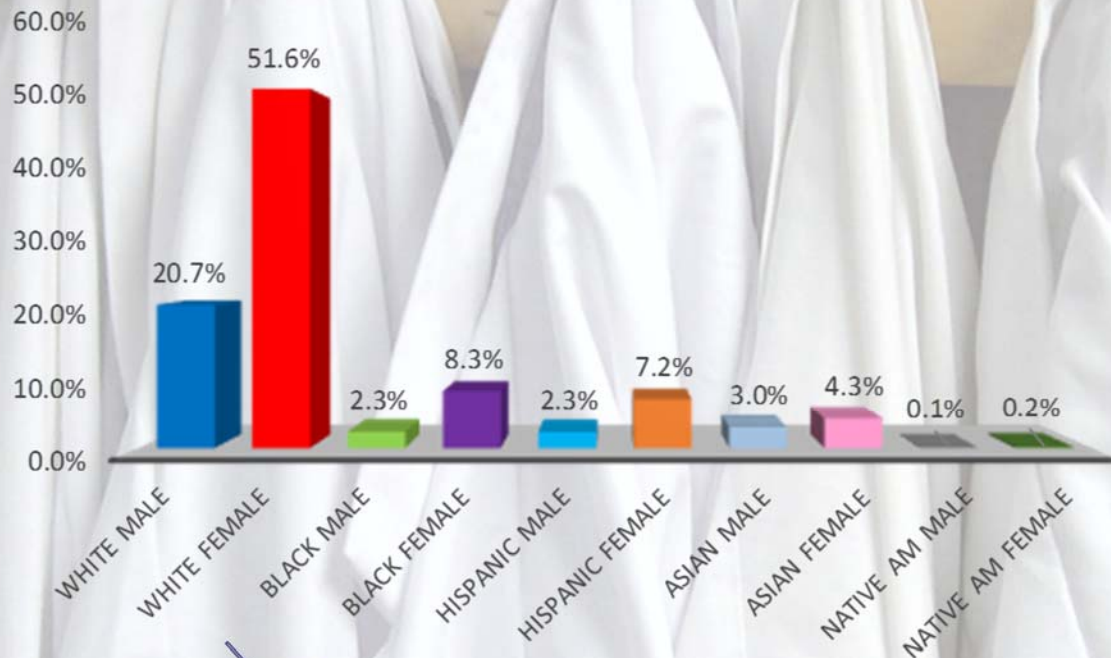


OIE will collaborate with the Department of Human Resources to update and disseminate guidelines on applicant evaluation for search committees, hiring managers and Human Resource staff. The guidelines will focus on objective applicant evaluation and the specific and detailed information necessary to achieve compliance with regulatory requirements.



OIE will develop and publish guidelines to assist event organizers and planners in creating and managing accessible events. The event guidelines and event accessibility training will be available to members of the UConn Health community including employees, managers, and supervisors to ensure a clear understanding of roles and responsibilities in regard to event accessibility.

Total Workforce: 3745



71.5% Female and 28.5% Male

1037 minority employees = 27.7%

White females are 51.6%, the largest group

The composition of the workforce has not change significantly from the previous reporting period.

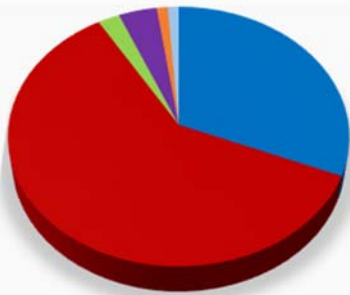
Compared to 2017:

- ◆ The total workforce decreased from 3775 (2017) to 3745.
- ◆ Hispanic increased from 9.0% to 9.5% and Asian from 7.0% to 7.3%.
- ◆ Black decreased from 10.9% to 10.6%.
- ◆ White decreased from 72.9% to 72.3%.
- ◆ Female increased by 0.3% from 71.2% to 71.5%.
- ◆ Total minority* workforce increased from 27.1% to 27.7%.

*includes Black, Hispanic, Asian and Native American

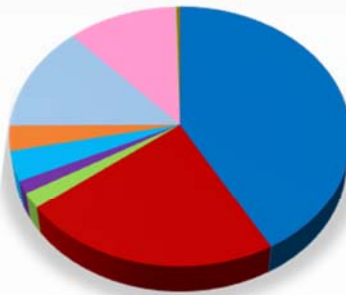
2018 Workforce

Executive



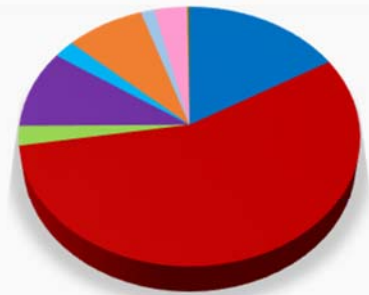
Total: 176
 91.5 %White
 6.3% Black
 1.1% Hispanic
 1.1% Asian
 0% Native American

Faculty



Total: 514
 64.6% White
 3.5% Black
 6.8% Hispanic
 24.5% Asian
 0.6% Native American

Staff



Total: 3055
 72.5% White
 12.1 % Black
 10.4% Hispanic
 4.8% Asian
 0.3% Native American

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

65.3% Female
34.7% Male

39.1% Female
60.9% Male

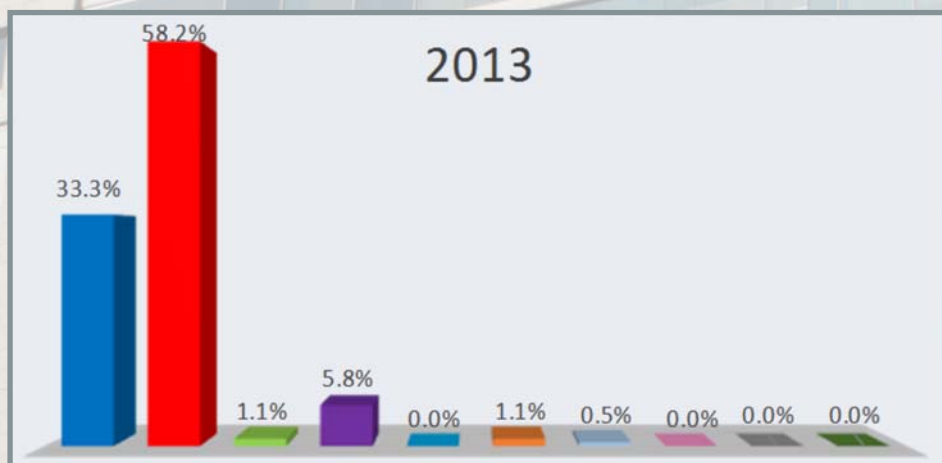
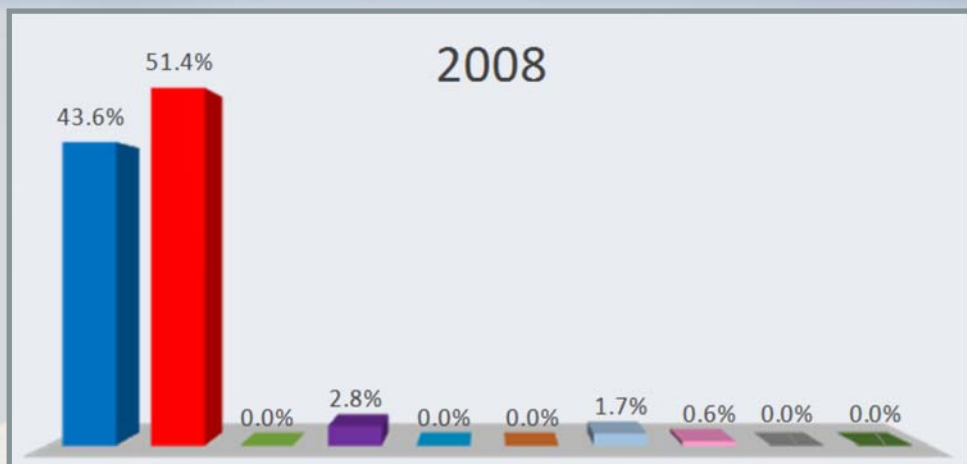
77.4% Female
22.6% Male

**15 minority employees
 comprise 8.5% of the
 Executive/Managerial
 workforce**

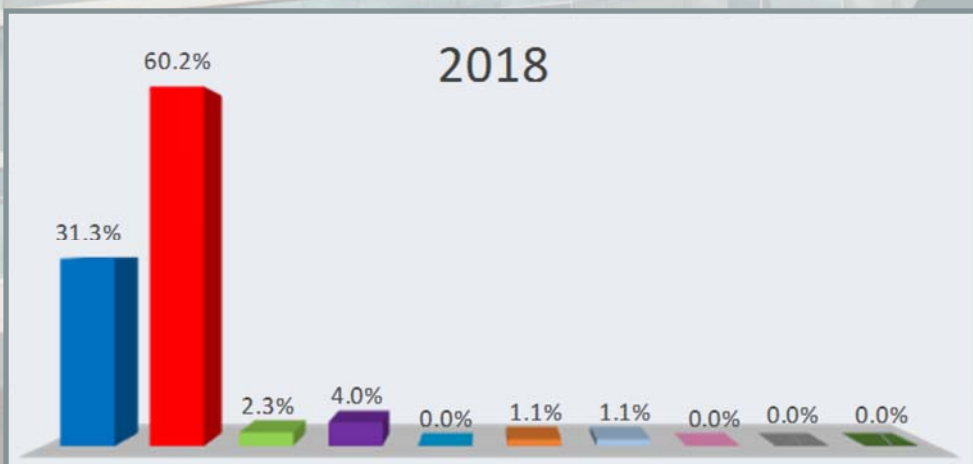
**182 minority employees
 comprise 35.4% of the
 Faculty workforce**

**841 minority employees
 comprise 27.5% of the
 Staff workforce**

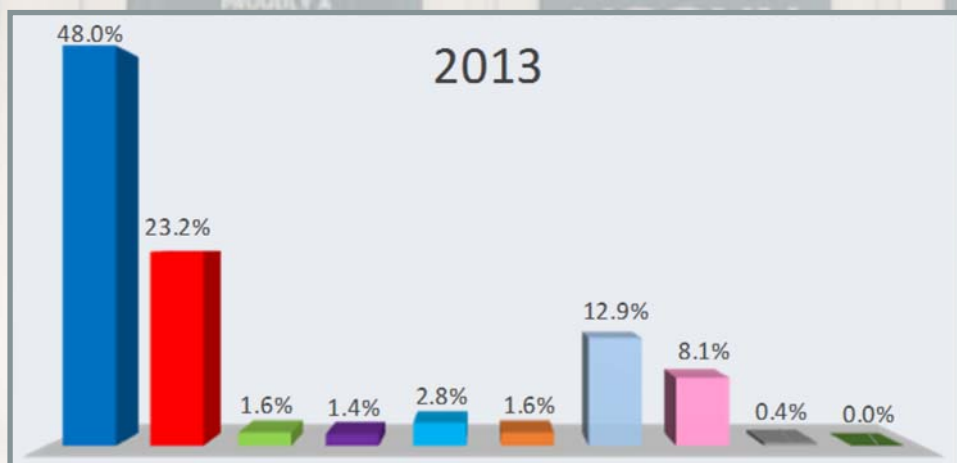
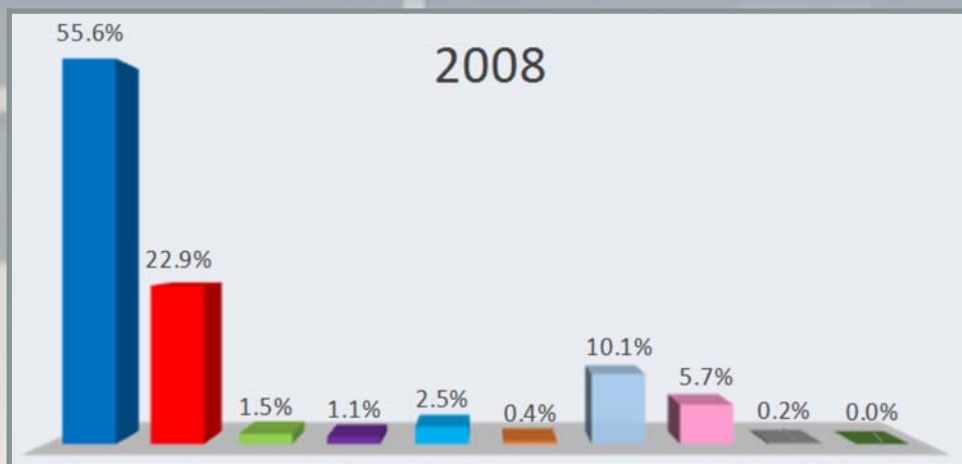
WORKFORCE ANALYSIS—EXECUTIVE—PAST AND PRESENT



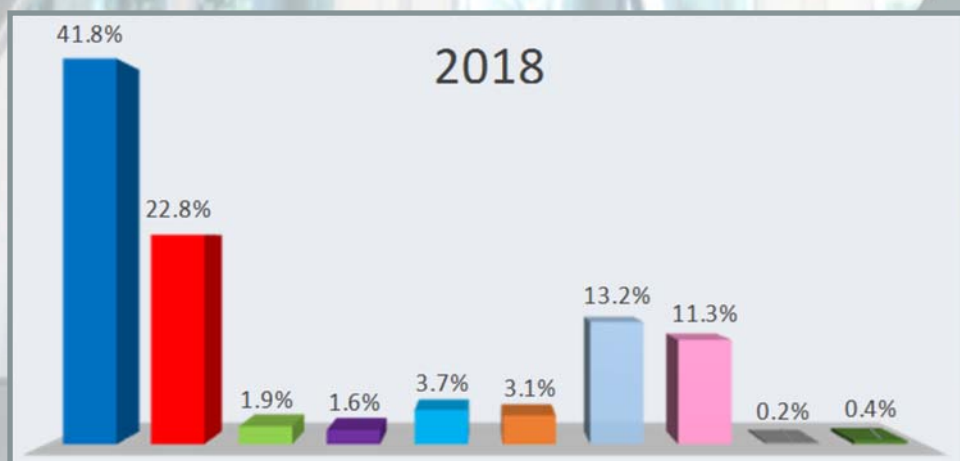
- * Hispanic: 0% (2008), 1.1% (2013), 0.5% (2018)
- * Asian: 2.2% (2008), 0.5% (2013), 1.1% (2018)
- * Black: 2.8 (2008), 6.9% (2013), 6.3% (2018)
- * White: 95.0% (2008), 91.5% (2013), 91.5% (2018)
- * Females: 54.7% (2008), 65.1% (2013), 65.2% (2018)



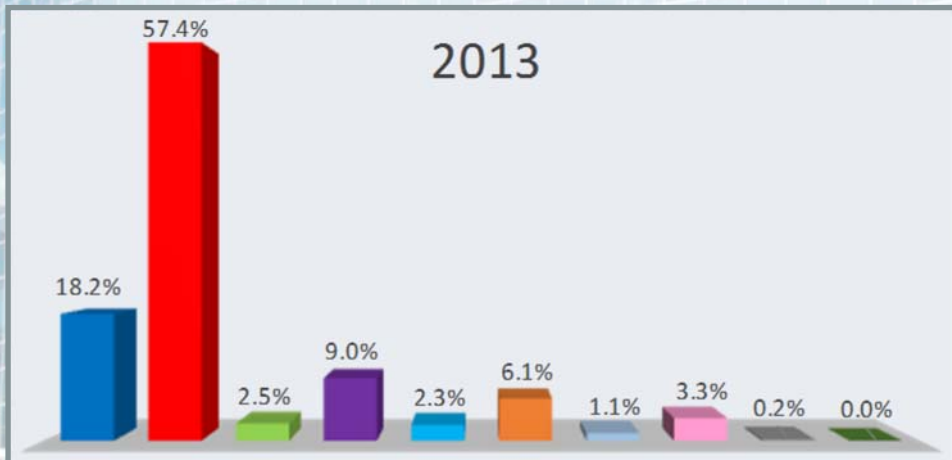
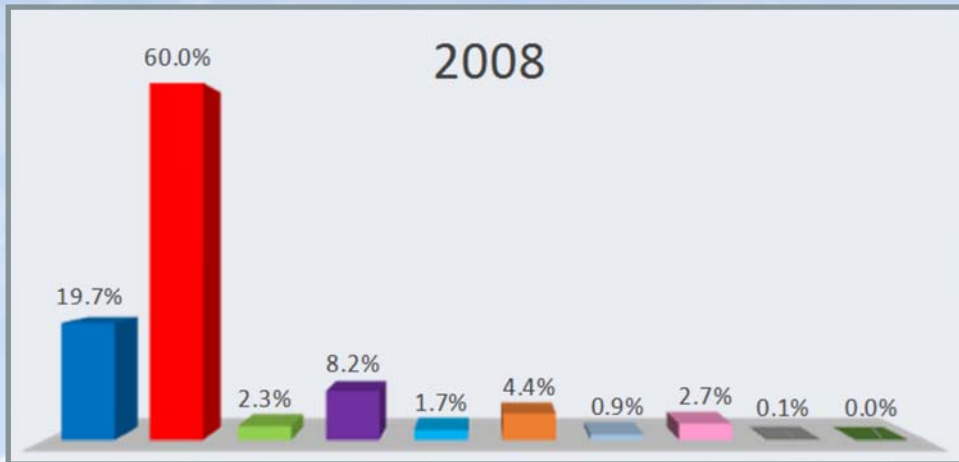
WORKFORCE ANALYSIS—FACULTY—PAST AND PRESENT



- * Black: 2.5% (2008), 3.0% (2013), 3.5% (2018)
- * Hispanic: 2.9% (2008), 4.4% (2013), 6.8% (2018)
- * Asian: 15.8% (2008), 21.0% (2013), 24.5% (2018)
- * White: 78.5% (2008), 75.6% (2013), 72.5% (2018)
- * Females: 30.1% (2008), 34.3% (2013), 37.0% (2018)



WORKFORCE ANALYSIS—STAFF—PAST AND PRESENT

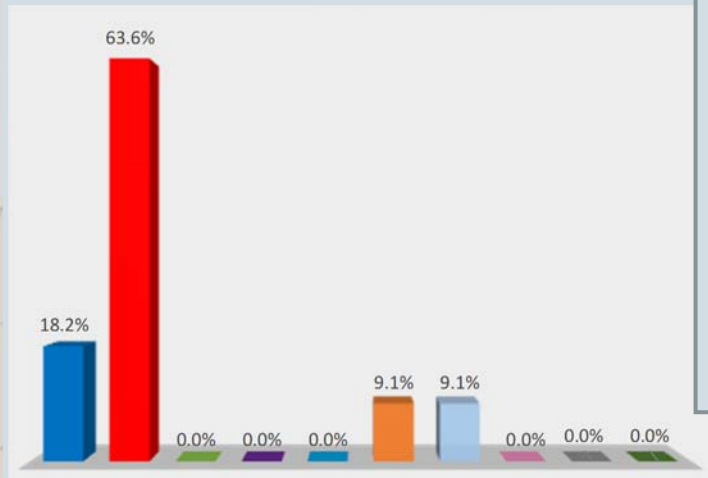


- * Asian: 3.6% (2008), 4.3% (2013), 4.8% (2018)
- * Hispanic: 6.1% (2008), 8.4% (2013), 10.4% (2018)
- * Black: 10.5% (2008), 11.5% (2013), 12.1% (2018)
- * White: 79.7% (2008), 75.6% (2013), 72.5% (2018)
- * Females: 75.3% (2008), 75.7% (2013), 76.2% (2018)



2018 NEW HIRES

Executive



White Male: 18.2% (2)

White Female: 63.6% (7)

Black Male: 0.0% (0)

Black Female: 0.0% (0)

Hispanic Male: 0.0% (0)

Hispanic Female: 9.1% (1)

Asian Male: 9.1% (1)

Asian Female: 0.0% (0)

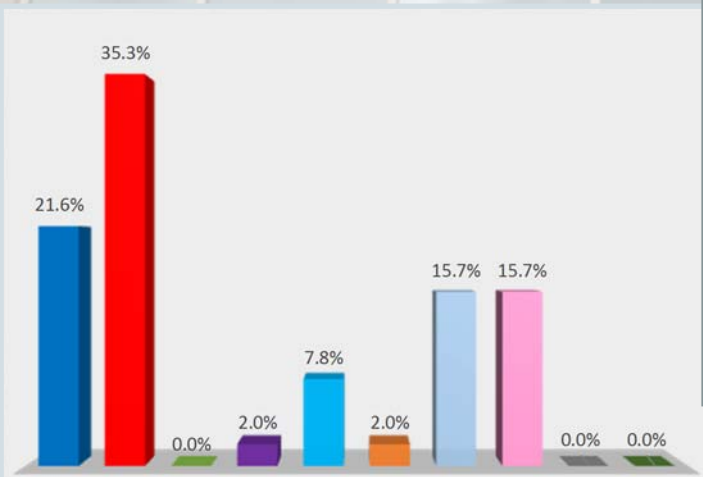
11 new hires

72.7% female and 27.3% male

1 Hispanic female was hired as a University Director

Increase in female, Hispanic and Asian hires from 2017

Faculty



White Male: 21.6% (11)

White Female: 35.3% (18)

Black Male: 0.0% (0)

Black Female: 2.0% (1)

Hispanic Male: 7.8% (4)

Hispanic Female: 2.0% (1)

Asian Male: 15.7% (8)

Asian Female: 15.7% (8)

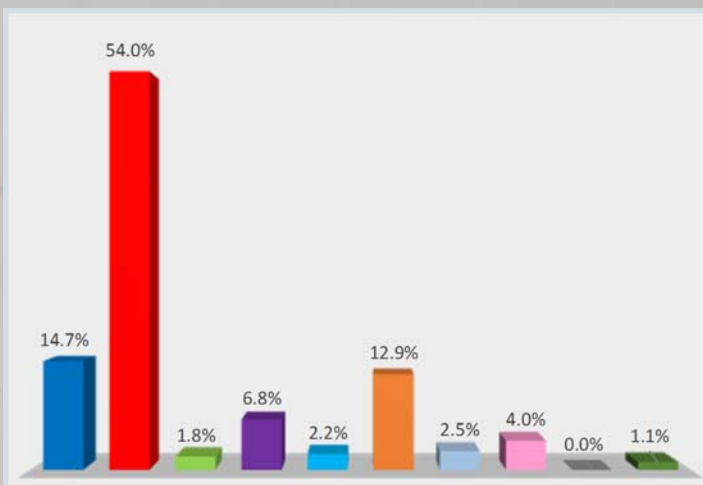
51 new hires

45.1% female and 54.9% male

1 black female was hired as an Associate Professor

Increase in male, white and Asian hires from 2017

Staff



White Male: 14.7% (41)

White Female: 54.0% (150)

Black Male: 1.8% (5)

Black Female: 6.8% (19)

Hispanic Male: 2.2% (6)

Hispanic Female: 12.9% (36)

Asian Male: 2.5% (7)

Asian Female: 4.0% (11)

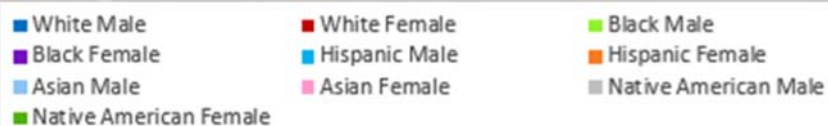
Native Am Female: 1.1% (3)

340 new hires

78.8% female and 21.2% male

6 white males and 1 black male hired as Registered Nurses

Increase in female, white and Hispanic hires from 2017



APPLICANTS FOR 2018 NEW HIRES

Executive

Applied: 409

- White male: 95
- White female: 191
- Black male: 13
- Black female: 60
- Hispanic male: 7
- Hispanic female: 24
- Asian male: 10
- Asian female: 9
- N American male: 0
- N American female: 0

Qualified: 172

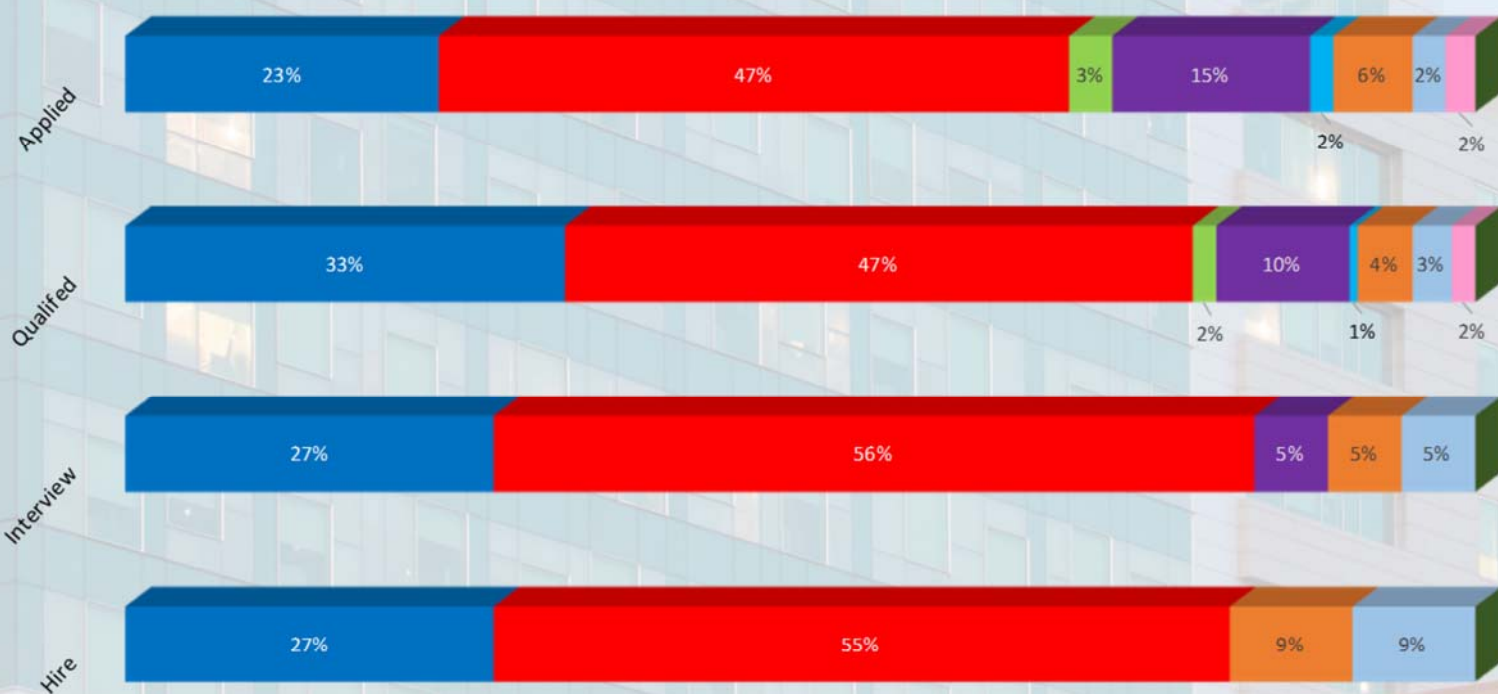
- White male: 56
- White female: 80
- Black male: 3
- Black female: 17
- Hispanic male: 1
- Hispanic female: 7
- Asian male: 5
- Asian female: 3
- N American male: 0
- N American female: 0

Interviewed: 55

- White male: 15
- White female: 31
- Black male: 0
- Black female: 3
- Hispanic male: 0
- Hispanic female: 3
- Asian male: 3
- Asian female: 0
- N American male: 0
- N American female: 0

Hired: 11

- White male: 3
- White female: 6
- Black male: 0
- Black female: 0
- Hispanic male: 0
- Hispanic female: 1
- Asian male: 1
- Asian female: 0
- N American male: 0
- N American female: 0



Applicants

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

APPLICANTS FOR 2018 NEW HIRES

Faculty

Applied: 495

- White male: 145
- White female: 115
- Black male: 12
- Black female: 11
- Hispanic male: 20
- Hispanic female: 16
- Asian male: 129
- Asian female: 47
- N American male: 0
- N American female: 0

Qualified: 396

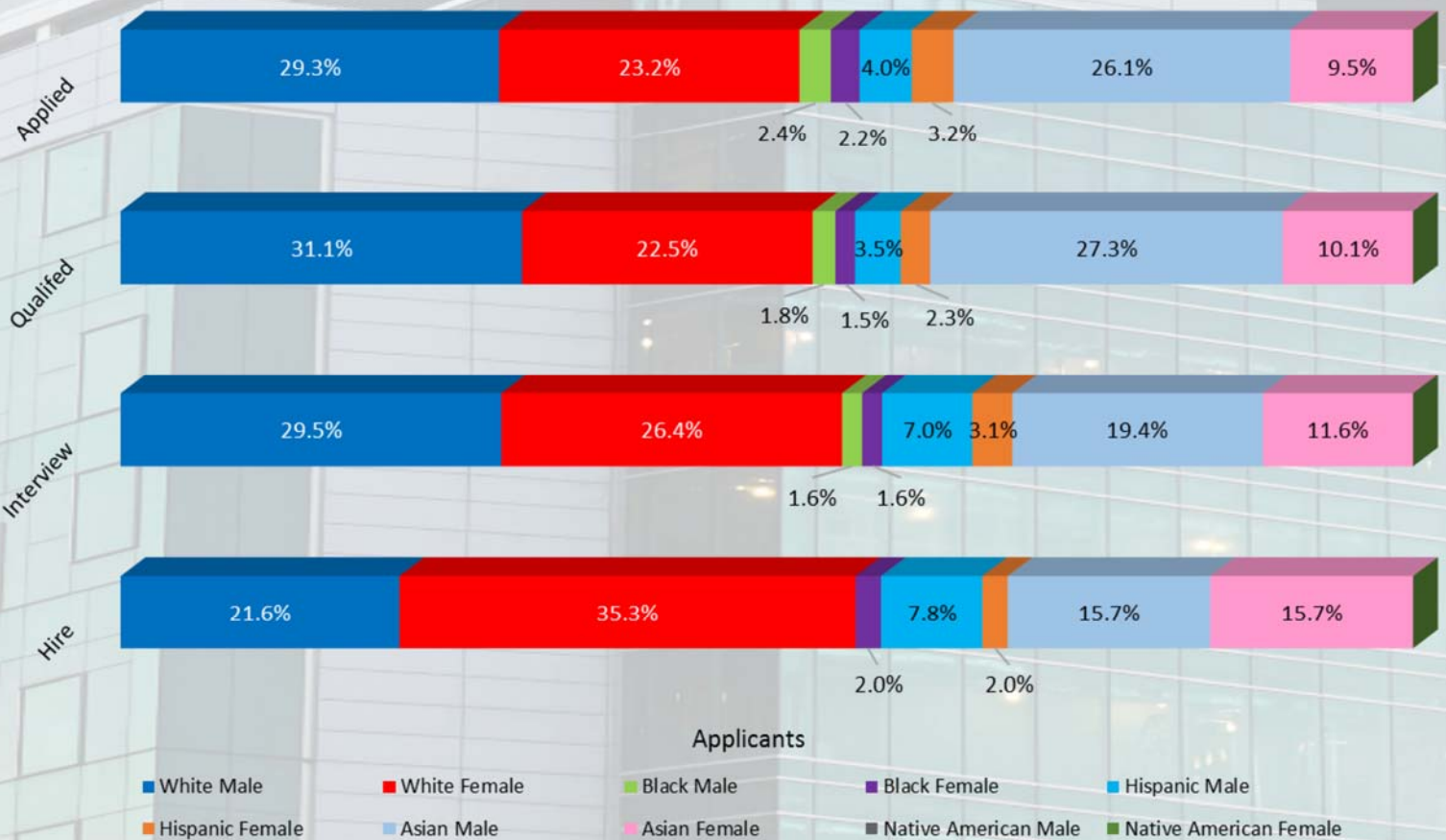
- White male: 123
- White female: 89
- Black male: 7
- Black female: 6
- Hispanic male: 14
- Hispanic female: 9
- Asian male: 108
- Asian female: 40
- N American male: 0
- N American female: 0

Interviewed: 129

- White male: 38
- White female: 34
- Black male: 2
- Black female: 2
- Hispanic male: 9
- Hispanic female: 4
- Asian male: 25
- Asian female: 15
- N American male: 0
- N American female: 0

Hired: 51

- White male: 11
- White female: 18
- Black male: 0
- Black female: 1
- Hispanic male: 4
- Hispanic female: 1
- Asian male: 8
- Asian female: 8
- N American male: 0
- N American female: 0



APPLICANTS FOR 2018 NEW HIRES

Staff

Applied: 9609

- White male: 1125
- White female: 4186
- Black male: 307
- Black female: 1494
- Hispanic male: 236
- Hispanic female: 1603
- Asian male: 189
- Asian female: 460
- N American male: 1
- N American female: 8

Qualified: 5129

- White male: 568
- White female: 2277
- Black male: 158
- Black female: 781
- Hispanic male: 130
- Hispanic female: 916
- Asian male: 70
- Asian female: 223
- N American male: 1
- N American female: 5

Interviewed: 883

- White male: 111
- White female: 467
- Black male: 16
- Black female: 91
- Hispanic male: 15
- Hispanic female: 117
- Asian male: 15
- Asian female: 47
- N American male: 0
- N American female: 4

Hired: 278

- White male: 41
- White female: 150
- Black male: 5
- Black female: 19
- Hispanic male: 6
- Hispanic female: 36
- Asian male: 7
- Asian female: 11
- N American male: 0
- N American female: 3

