



2018

# AFFIRMATIVE ACTION EXECUTIVE SUMMARY

## UConn Health

---

OFFICE OF INSTITUTIONAL EQUITY





## 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	5
2018 NEW HIRES	8
APPLICANTS	9

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

## Accomplished

✓ The Office of Institutional Equity (OIE) designed and launched a new website, [www.equity.uconn.edu](http://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. The new format allows users to quickly access comprehensive information and materials specific to each of OIE's areas of focus.

✓ The Office of Institutional Equity (OIE), The Department of Human Resource (DHR) and the Office for Diversity and Inclusion (ODI) developed and delivered a training focused on how to develop effective and innovative recruitment strategies, maintain objective applicant evaluation related to the stated qualifications, and how to identify and counteract implicit bias in the evaluation and decision making process. Department heads and associate deans in the School of Medicine attended sessions during the spring 2018 semester.

✓ The Office of Institutional Equity (OIE) developed a new website, [www.accessibility.uconn.edu](http://www.accessibility.uconn.edu). Additionally, OIE created and distributed a brochure entitled Accessibility at UConn. The review of ADA programs and UConn Health access is ongoing, including delivery of enhanced content around the ADA for University Compliance Training, New Employee Orientation, Diversity Awareness Training, and Graduate Student Training. OIE also chairs the UConn Health Access and Accommodations Committee.

✓ 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's goal is to create guidelines and identify resources intended to provide assistance in responding to situations in University-controlled clinical practice and patient care settings where University patient care providers (including students and employees) experience discrimination and/or discriminatory harassment based on protected classes from patients and other similarly situated third party (non-University) respondents (including but not limited to patients' visitors).

## Planning for the Future

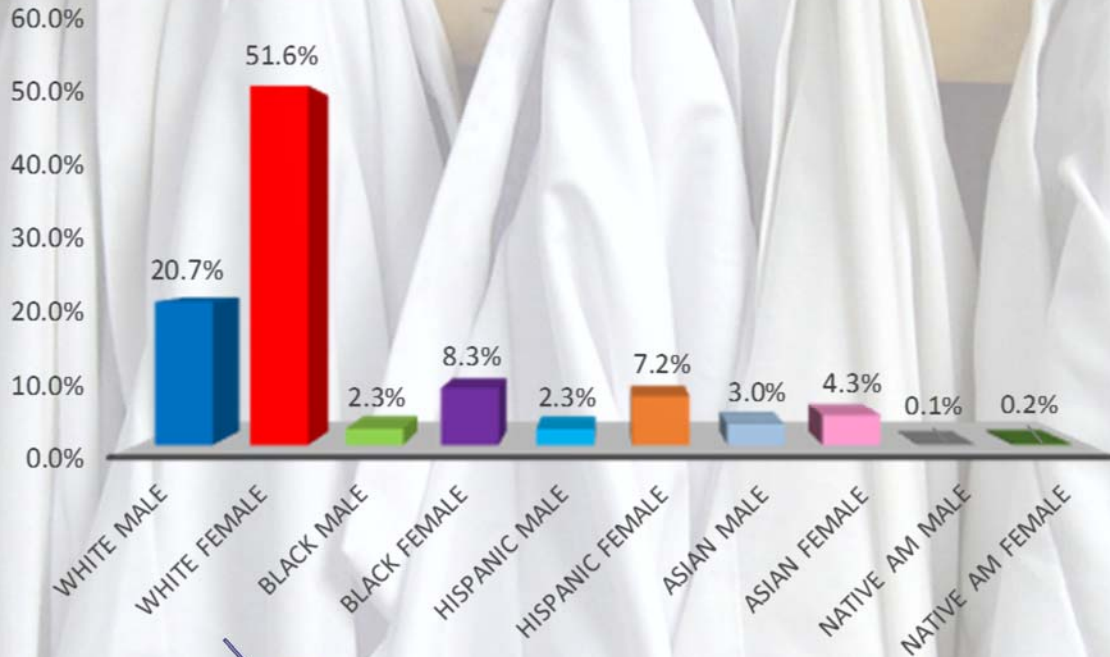
→ The Office of Institutional Equity (OIE) will develop an online sexual harassment prevention module for all employees as a complement to the state-mandated in-person sexual harassment prevention training for managers. UConn Health employees in non-traditional work environments will be able complete the course online containing required information and concepts discussed in state-mandated sexual harassment prevention training.

→ The Office of Institutional Equity (OIE) will deliver regular updates to the Department of Human Resources, via periodic trainings, on trends related to AA/EEO compliance, recruitment, objective applicant evaluation and documentation, and ongoing Affirmative Action Plan collaboration. It is intended that these trainings will facilitate the achievement of various compliance goals, and assist both departments in serving the larger UConn Health community in an accurate and efficient manner.

→ 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.

→ The Office of Institutional Equity (OIE) will develop and publish event guidelines to assist event organizers and planners in creating and managing accessible events. The event guidelines 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 regards to event accessibility. OIE staff will present event accessibility training in various formats including in-person and online. The materials will be made available online through [www.accessibility.uconn.edu](http://www.accessibility.uconn.edu).

# Total Workforce: 3745



- 71.5% Female and 28.5% Male
- 1037 minority employees = 27.7%
- White females are 51.6%, the largest group

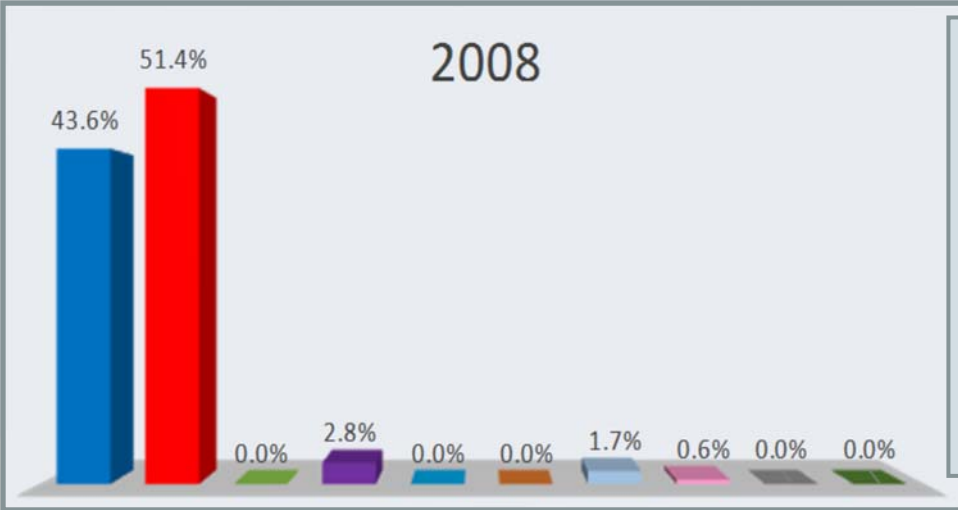
The composition of the workforce has not change significantly from the previous reporting period.

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%.

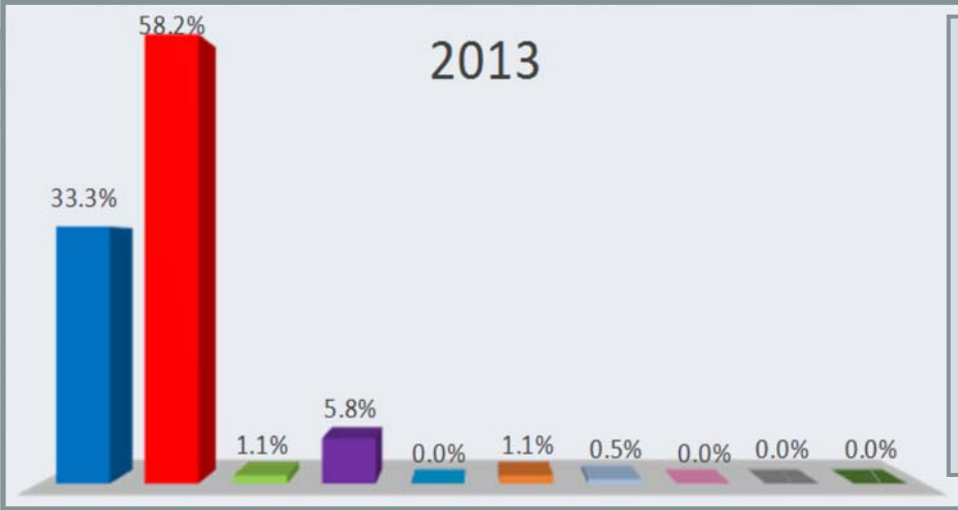
\*includes Black, Hispanic, Asian and Native American

# WORKFORCE ANALYSIS—EXECUTIVE—PAST AND PRESENT



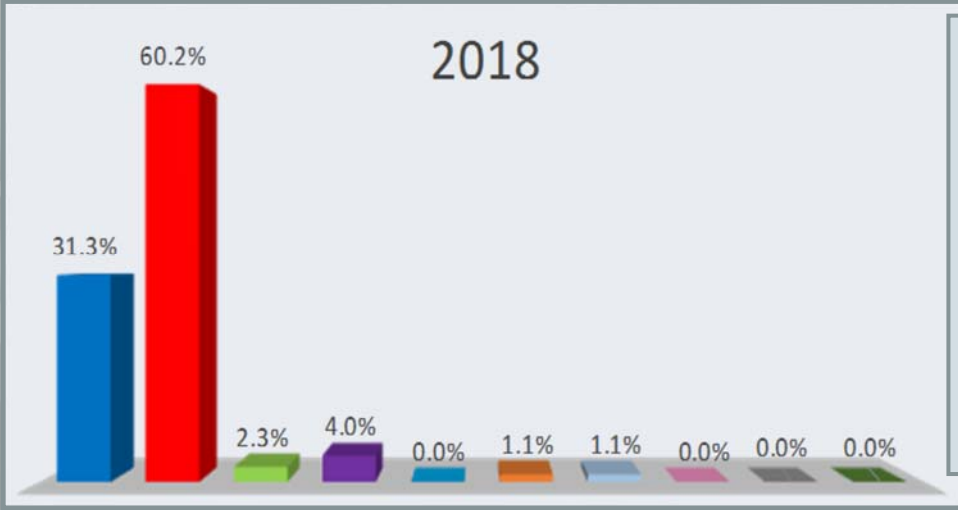
**Total: 179**  
 White Male: 78  
 White Female: 92  
 Black Male: 0  
 Black Female: 5  
 Hispanic Male: 0  
 Hispanic Female: 0  
 Asian Male: 3  
 Asian Female: 1

54.7% Female (98)  
 45.3% Male (81)  
 5.1% minority (9)



**Total: 189**  
 White Male: 63  
 White Female: 110  
 Black Male: 2  
 Black Female: 11  
 Hispanic Male: 0  
 Hispanic Female: 2  
 Asian Male: 1  
 Asian Female: 0

65.1% Female (123)  
 34.9% Male (66)  
 8.5% minority (16)



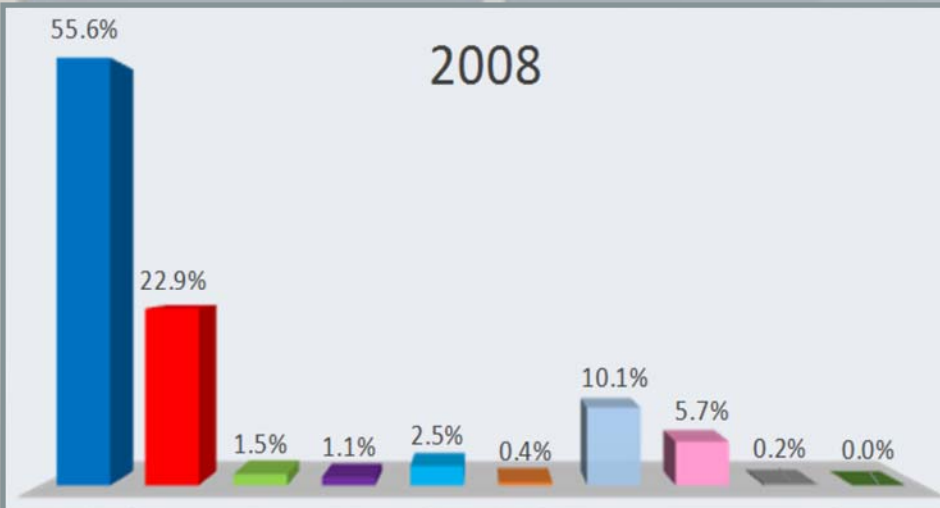
**Total: 176**  
 White Male: 55  
 White Female: 106  
 Black Male: 4  
 Black Female: 7  
 Hispanic Male: 0  
 Hispanic Female: 2  
 Asian Male: 2  
 Asian Female: 0

65.3% Female (115)  
 34.7% Male (66)  
 8.5% minority (15)

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

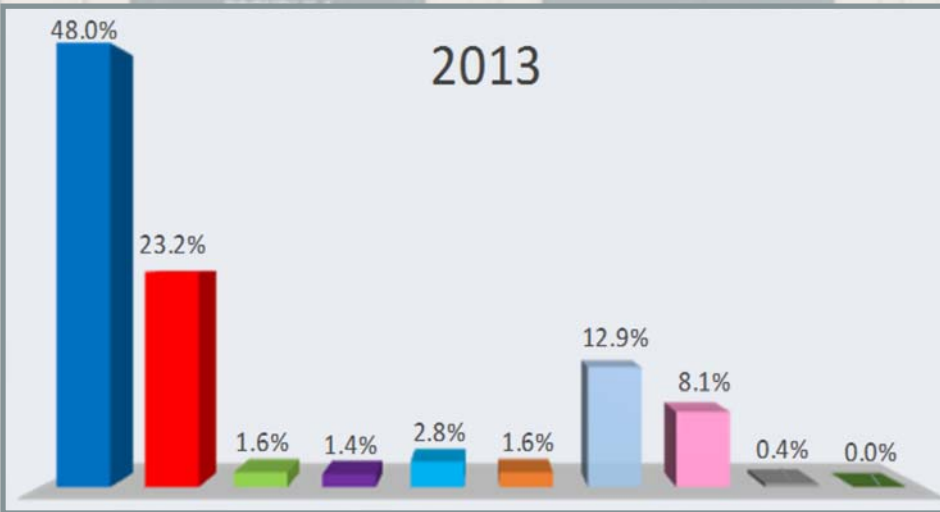
Data as of May 30, 2018

# WORKFORCE ANALYSIS—FACULTY—PAST AND PRESENT



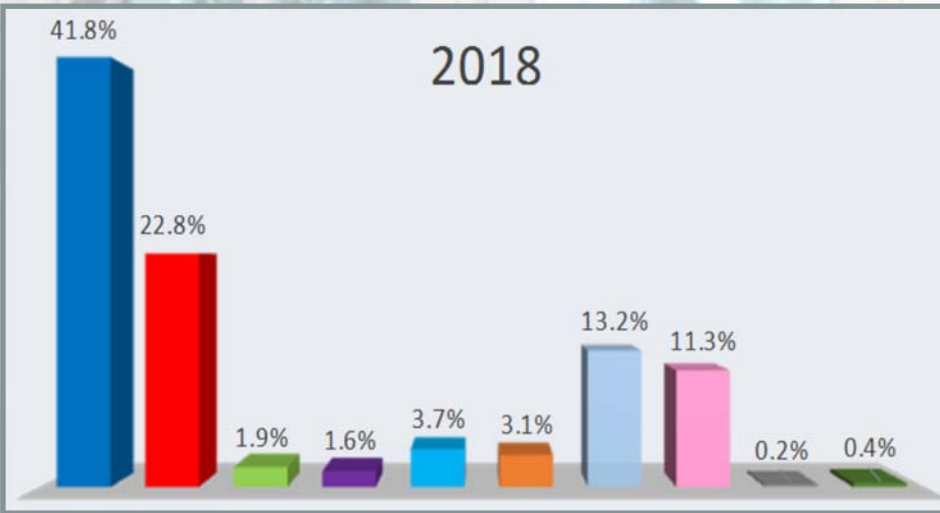
**Total: 475**  
 White Male: 264  
 White Female: 109  
 Black Male: 7  
 Black Female: 5  
 Hispanic Male: 12  
 Hispanic Female: 2  
 Asian Male: 48  
 Asian Female: 27  
 Native Am Male: 1  
 Native Am Female: 0

30.1% Female (143)  
 69.9% Male (332)  
 21.5% minority (102)



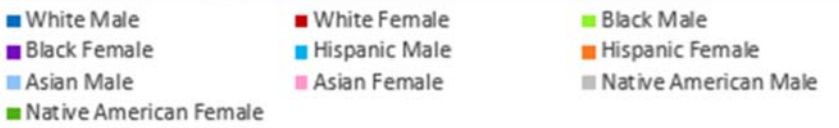
**Total: 504**  
 White Male: 242  
 White Female: 117  
 Black Male: 8  
 Black Female: 7  
 Hispanic Male: 14  
 Hispanic Female: 8  
 Asian Male: 65  
 Asian Female: 41  
 Native Am Male: 2  
 Native Am Female: 0

34.3% Female (173)  
 65.7% Male (313)  
 28.8% minority (145)



**Total: 514**  
 White Male: 215  
 White Female: 117  
 Black Male: 10  
 Black Female: 8  
 Hispanic Male: 19  
 Hispanic Female: 16  
 Asian Male: 68  
 Asian Female: 58  
 Native Am Male: 1  
 Native Am Female: 2

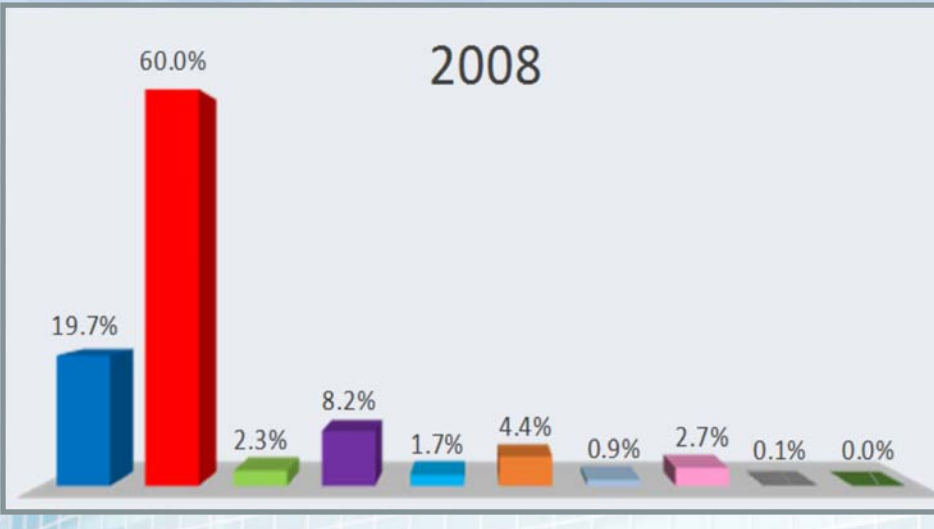
39.1% Female (201)  
 60.9% Male (313)  
 35.4% minority (182)



Data as of May 30, 2018



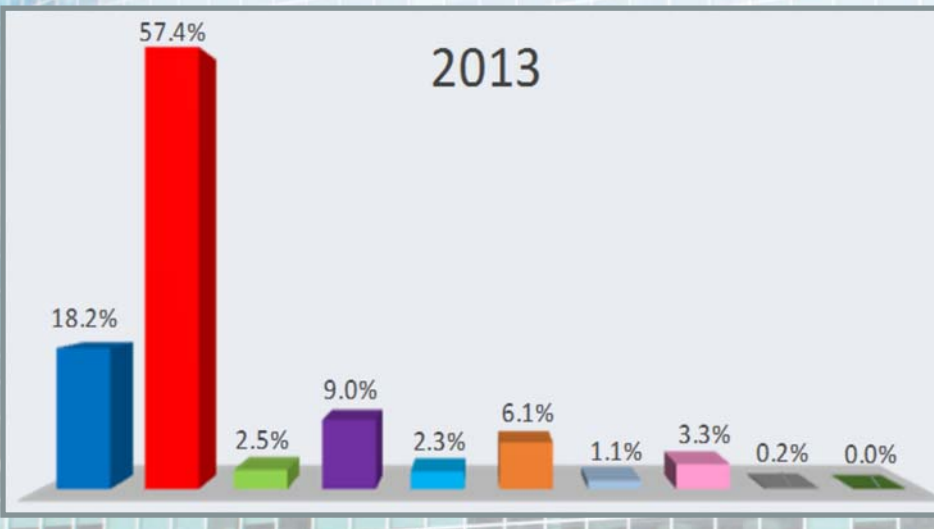
# WORKFORCE ANALYSIS—STAFF—PAST AND PRESENT



**Total: 2770**

White Male: 545  
 White Female: 1663  
 Black Male: 64  
 Black Female: 227  
 Hispanic Male: 46  
 Hispanic Female: 122  
 Asian Male: 27  
 Asian Female: 75  
 Native Am Male: 1  
 Native Am Female: 0

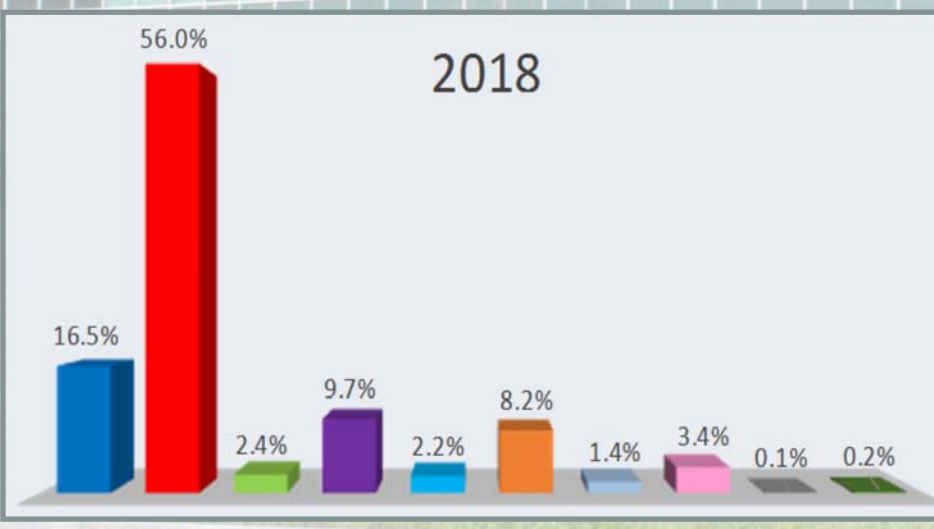
75.3% Female (2087)  
 24.7% Male (683)  
 20.3% minority (562)



**Total: 3065**

White Male: 559  
 White Female: 1758  
 Black Male: 76  
 Black Female: 276  
 Hispanic Male: 70  
 Hispanic Female: 186  
 Asian Male: 39  
 Asian Female: 100  
 Native Am Male: 1  
 Native Am Female: 0

75.7% Female (2320)  
 24.3 Male (745)  
 25.4% minority (778)



**Total: 3055**

White Male: 504  
 White Female: 1710  
 Black Male: 74  
 Black Female: 295  
 Hispanic Male: 68  
 Hispanic Female: 250  
 Asian Male: 43  
 Asian Female: 103  
 Native Am Male: 2  
 Native Am Female: 6

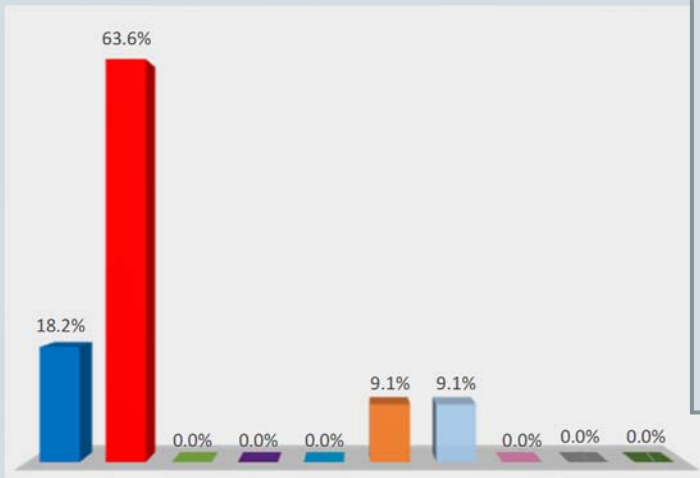
77.4% Female (2664)  
 22.6% Male (691)  
 27.5% minority (841)

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

Data as of May 30, 2018

# 2018 NEW HIRES

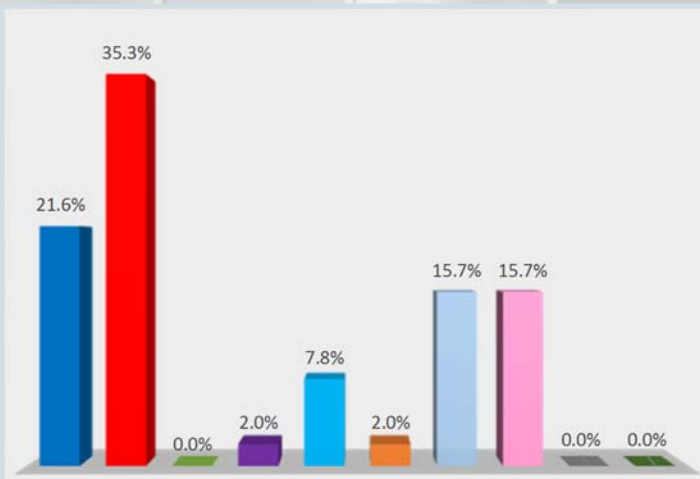
## Executive



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

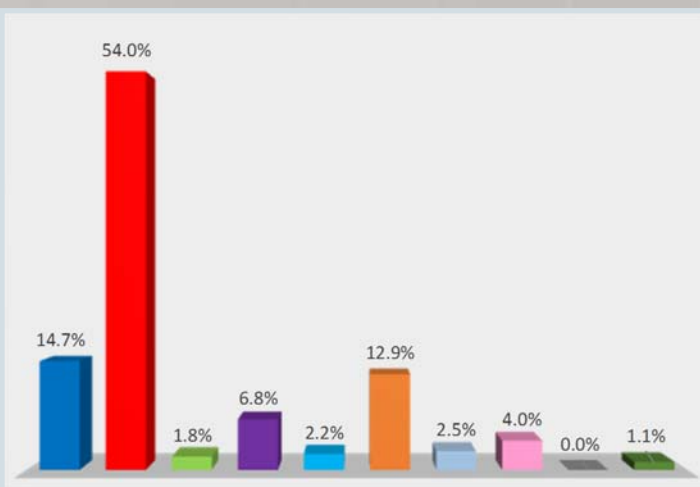
## Faculty



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)

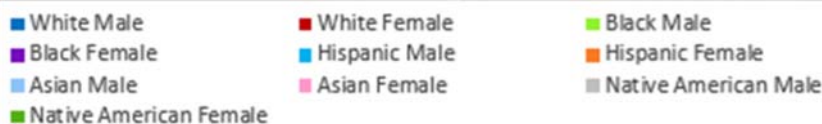
51 new hires  
 45.1% female and 54.9% male  
 1 black female was hired as an Associate Professor  
 Increase in male, white and Asian hires from 2017

## 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



Data as of May 30, 2018

# 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
- Total Female: 284
- Total Male: 125

### Qualified: 172

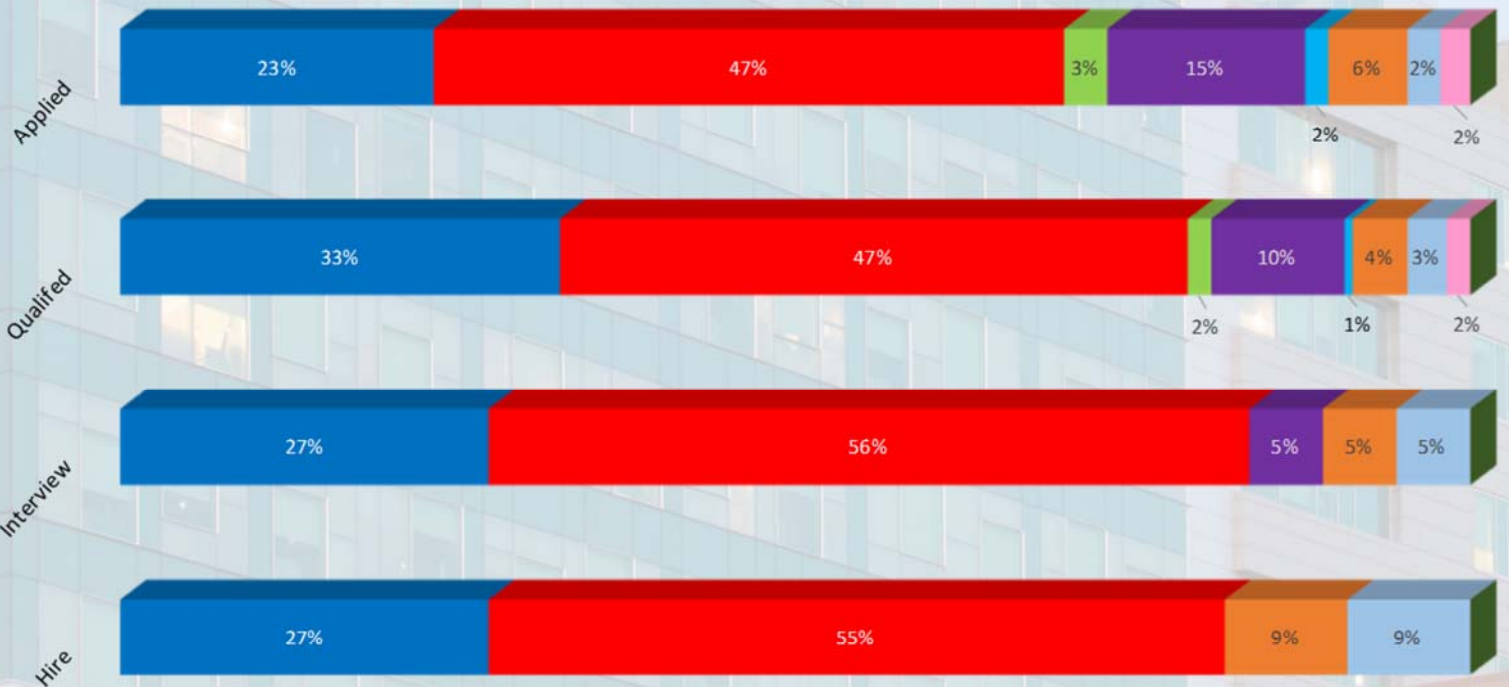
- White male: 56
- White female: 80
- Black male: 3
- Black female: 17
- Hispanic male: 1
- Hispanic female: 7
- Asian male: 5
- Asian female: 3
- N American male: 0
- N American female: 0
- Total Female: 107
- Total Male: 65

### 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
- Total Female: 37
- Total Male: 18

### 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
- Total Female: 7
- Total Male: 4



### 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
- Total Female: 189
- Total Male: 306

### Qualified: 396

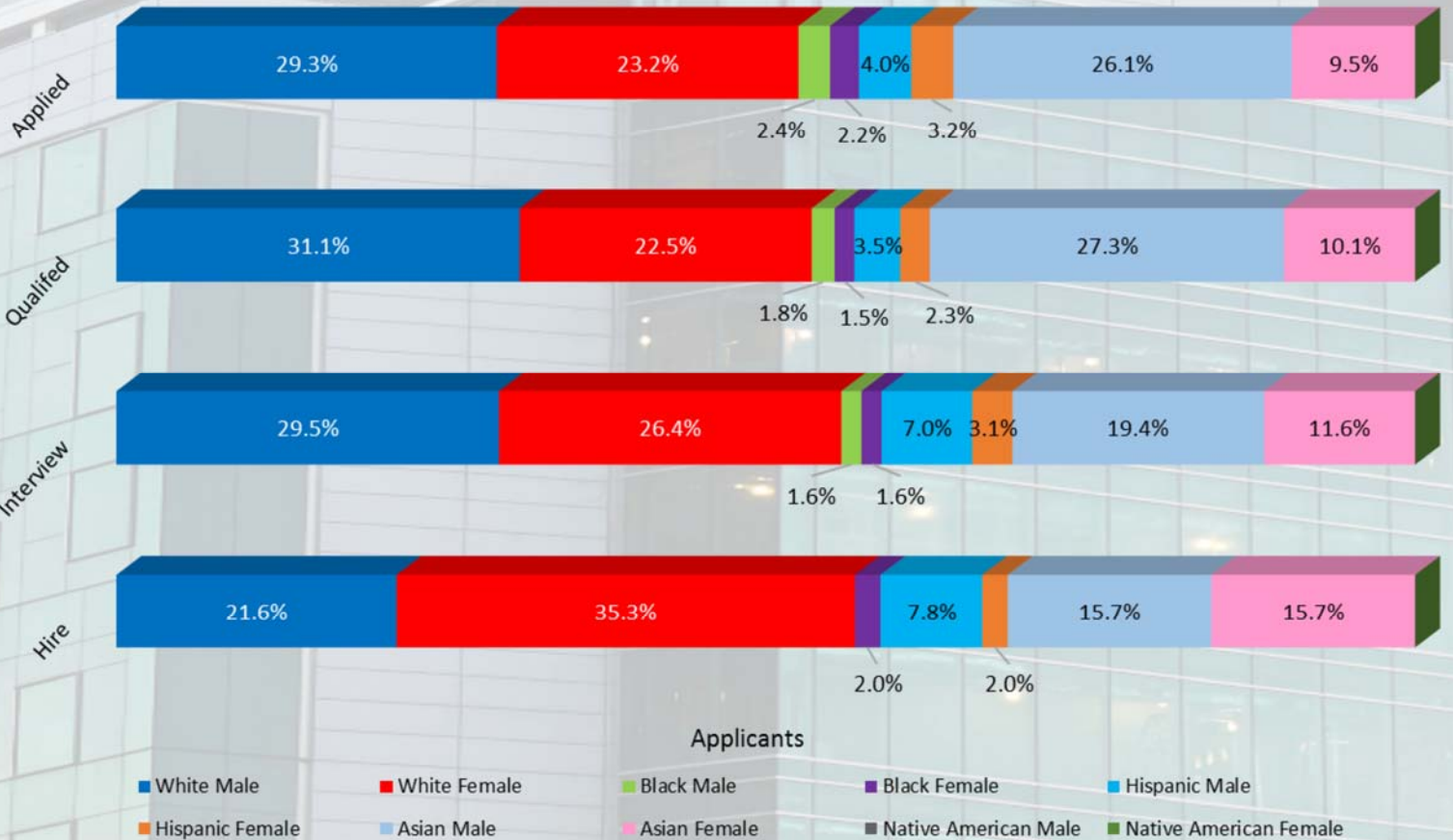
- White male: 123
- White female: 89
- Black male: 7
- Black female: 6
- Hispanic male: 14
- Hispanic female: 9
- Asian male: 108
- Asian female: 40
- N American male: 0
- N American female: 0
- Total Female: 144
- Total Male: 251

### 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
- Total Female: 55
- Total Male: 74

### 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
- Total Female: 42
- Total Male: 9



# 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
- Total Female: 7751
- Total Male: 1858

### 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
- Total Female: 4202
- Total Male: 927

### 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
- Total Female: 726
- Total Male: 157

### 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
- Total Female: 219
- Total Male: 59

