



Affirmative Action Executive Summary

OFFICE OF INSTITUTIONAL EQUITY



2021 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 workforce 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.

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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 UConn Health’s 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.

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 UConn Health workforce, goals are updated annually.

Goal Achievement

Total Goal Achievement: 34.2%

- ◆ Hiring goal achievement: 35.3%
- ◆ Promotional goal achievement: 30.5%
- ◆ The Faculty category had the highest hiring goal achievement of 53.6%
- ◆ The Secretarial/Clerical category had the highest promotional goal achievement of 57.9%
- ◆ Females comprised 77.0% of goal hires and 68.8% of promotional goals
- ◆ 26.2% of goals were met by minority* hires compared to 35.3% in 2020

*includes Black, Hispanic, Asian and Native American

Category	Hires	Goals Met	Promotions	Goals Met
Executive Managerial	10	1	17	2
Faculty	56	30	31	13
Professional	153	48	30	4
Secretarial/Clerical	52	11	19	11
Tech/Paraprofessional	71	32	7	2
Qualified Craft Worker	2	0	0	0
Service/Maintenance	13	4	1	0
Total	357	126	105	32

PROGRAM GOALS

Accomplished

The Office of Institutional Equity's Training and Education is in the final stages of developing online training to allow UCH employees to fulfill the training requirement prior to serving on a search committee. In order to participate in a University search and selection process as a search committee chair or search committee member you must complete the Search Compliance Training. The goal of the search committee training is to ensure that all applicants have a fair opportunity in all employment decisions and throughout all the stages of the recruiting and hiring process. This self-paced training covers topics of Affirmative Action and Equal Employment Opportunity compliance, the UCH search process, best practices for recognizing and minimizing implicit bias, recruitment, interviewing, and applicant evaluation.

The Office of Institutional Equity in collaboration with Patient Experience and Human Resources developed two online training for clinical leadership and for UConn Health general employees called *Procedures for Managing Discrimination from Patients, Families and Guests* that will launch in summer 2021. Both trainings include an overview of procedures, testimonial videos from UCH employees, and a review of hypothetical scenarios to help guide employees and clinical leadership to perform their job without discrimination or harassment by patients or guests. The online training for clinical leadership has additional resources and information regarding their response when discrimination or harassment is reported and a section to answer questions and concerns regarding the procedures for managing discrimination from patients, families, and guests.

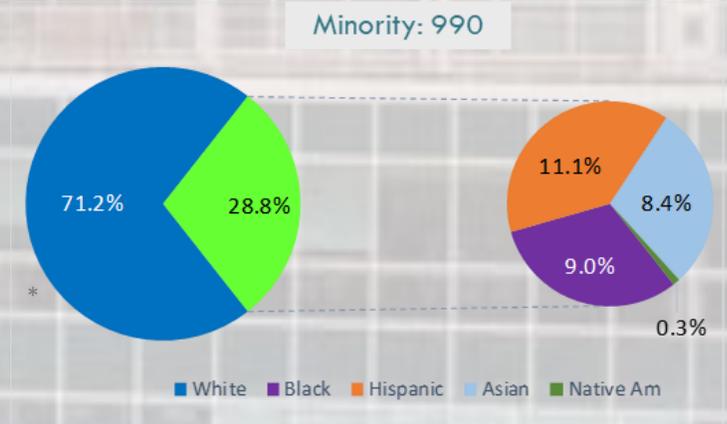
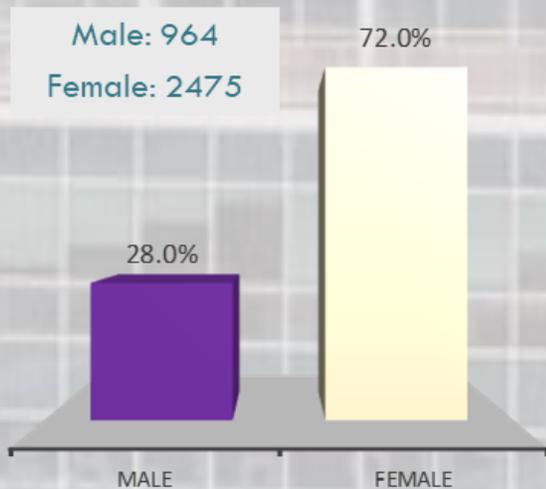
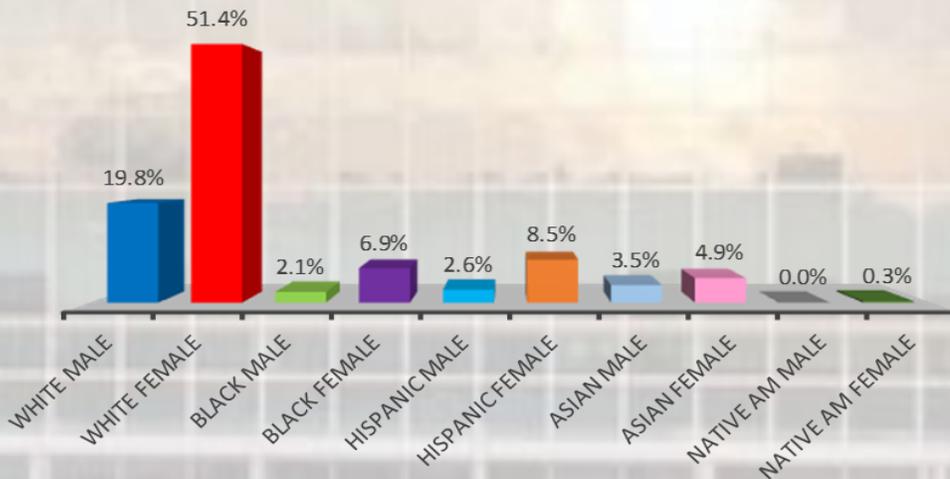
Future Goals

The Office of Institutional Equity (OIE), Patient Experience Department, and Human Resources will launch the training for UConn Health employees regarding managing discrimination from patients, families, and guests. The training will differ for clinical leadership as opposed to the remainder of UConn Health employees. The training will be held online and will have an optional discussion option for a live training session. The training includes testimonial videos from UConn Health employees sharing their experiences with discriminatory or harassing conduct from patients or guests, an overview of procedures, and hypothetical questions and situations. The goal of the training is for employees to learn tools and strategies to enable them to perform their job free from discrimination or harassment by patients or guests.

The Office of Institutional Equity (OIE) will conduct a review of the information and resources specific to UConn Health employees, students, and visitors currently available on UConn's accessibility webpage, accessibility.uconn.edu, to determine if modifications or additions to the website are needed. The accessibility webpage provides resources for students, employees, and patients or visitors. The accessibility website provides resources on parking and transportation, interpreter services, campus access, disability accommodations, and the ability to report accessibility issues. Updating website accessibility means that websites, tools, and technologies are developed for people with disabilities to use them. More specifically, people can understand, navigate and interact with the accessibility website. Web accessibility encompasses all disabilities that affect access to the website, including auditory, cognitive, neurological, physical, speech, and visual.

The Workforce

Total Workforce: 3439



- ◆ The total workforce* increased from 3343 (2020) to 3439 (2021), an increase of 2.9%.
- ◆ The composition of the workforce is predominately white at 71.2% and female at 72.0%, with no significant changes from previous years.
- ◆ White females are the largest race/gender category with 51.4% of the workforce.
- ◆ All individual race/gender categories have been consistent with slight fluctuations
- ◆ The minority** workforce is at 28.8%, increasing slightly from 28.3 in 2020.

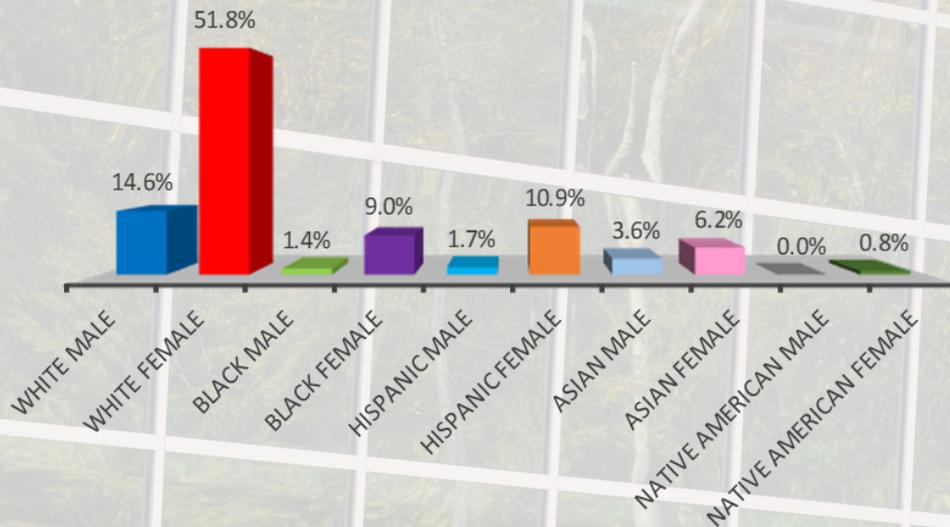
*Full-time, regular payroll, excludes durational and postdocs

**includes Black, Hispanic, Asian and Native American

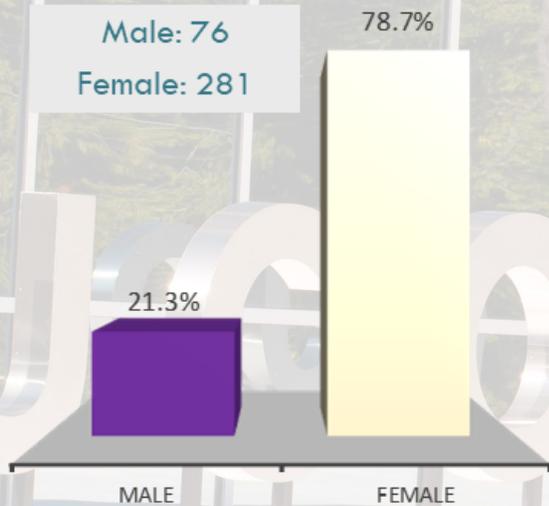
2021 NEW HIRES

June 1, 2020- May 31, 2021

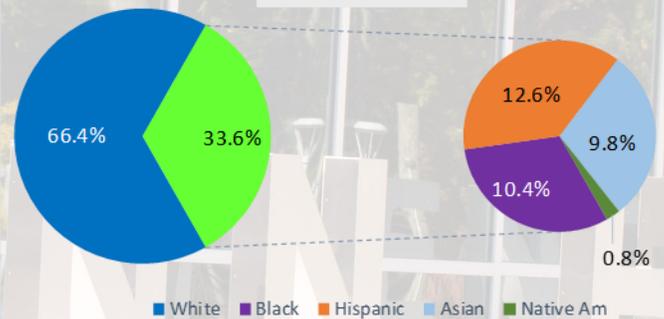
Total New Hires: 357



Male: 76
Female: 281



Minority: 120



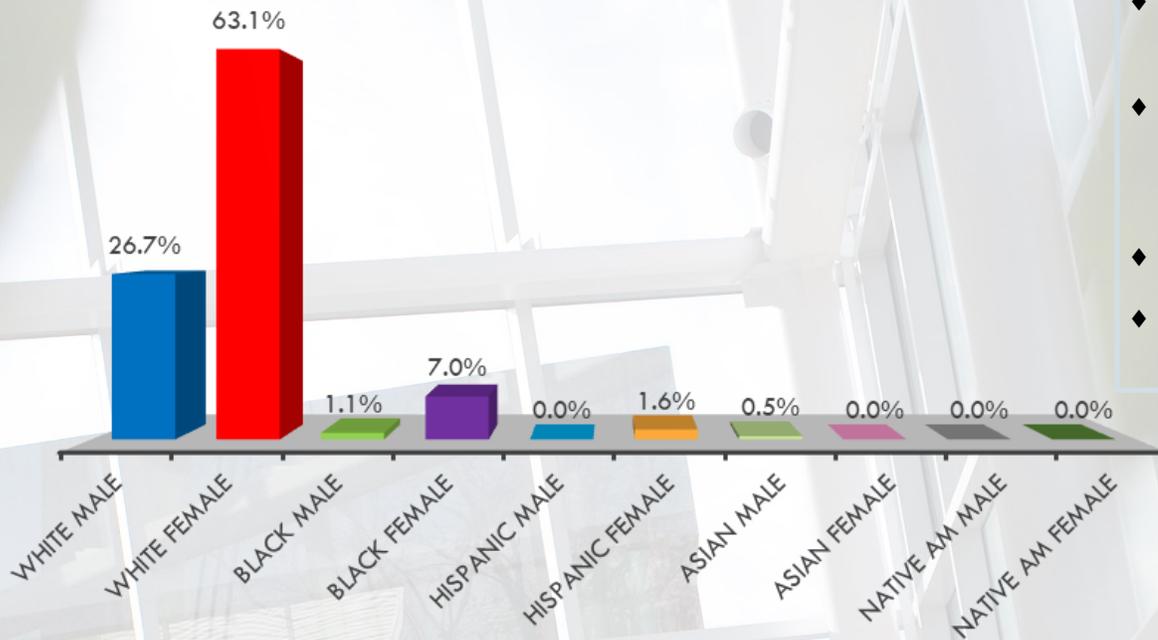
- ◆ New hires* for 2021 totaled 357, an increase from 349 in 2020 but consistent with previous years.
- ◆ The new hires were predominately white, 66.4% and female, 78.7% and similar in composition to the current workforce.
- ◆ White females made up the majority of the new hires, with 51.8%.
- ◆ The minority** new hires were 33.6%, a decrease from 36.4% in 2020, with each race/gender category similar to the current workforce composition.

*Full-time, regular payroll, excludes durational and postdocs

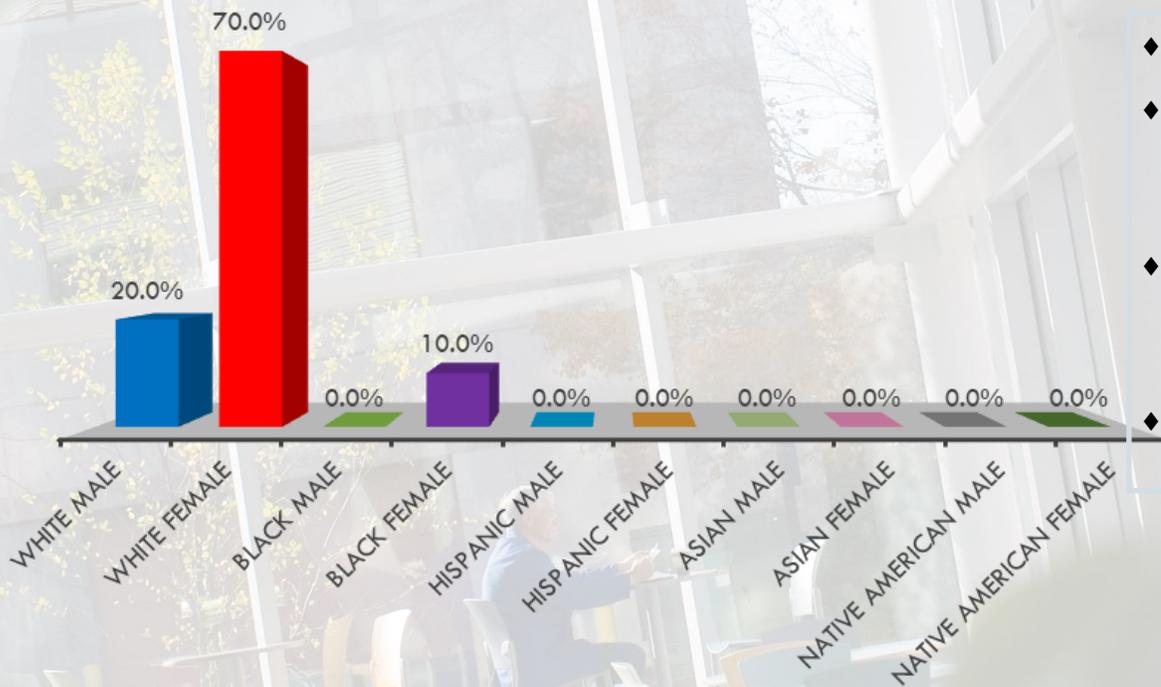
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EXECUTIVE - WORKFORCE & NEW HIRES

- ◆ Workforce*: 187
- ◆ This category is 5.4% of the total workforce
- ◆ Predominately white (89.7%) and female (71.7%)
- ◆ 10.2% minority**
- ◆ No significant changes from 2020



- ◆ 10 new hires*
- ◆ Predominately white (90.0%) and female (80.0%)
- ◆ Similar to composition of the Executive workforce
- ◆ No significant changes



*Full-time, regular payroll, excludes durational and postdocs

**includes Black, Hispanic, Asian and Native American

APPLICANTS - 2021 EXECUTIVE SEARCHES

June 1, 2020—May 31, 2021

Applied: 161

- White Male: 46
- White Female: 61
- Black Male: 4
- Black Female: 2
- Hispanic Male: 2
- Hispanic Female: 9
- Asian Male: 18
- Asian Female: 6
- Two+ Male: 0
- Two+ Female: 3
- Unknown: 10
- Total Female: 61
- Total Male: 70

Qualified: 99

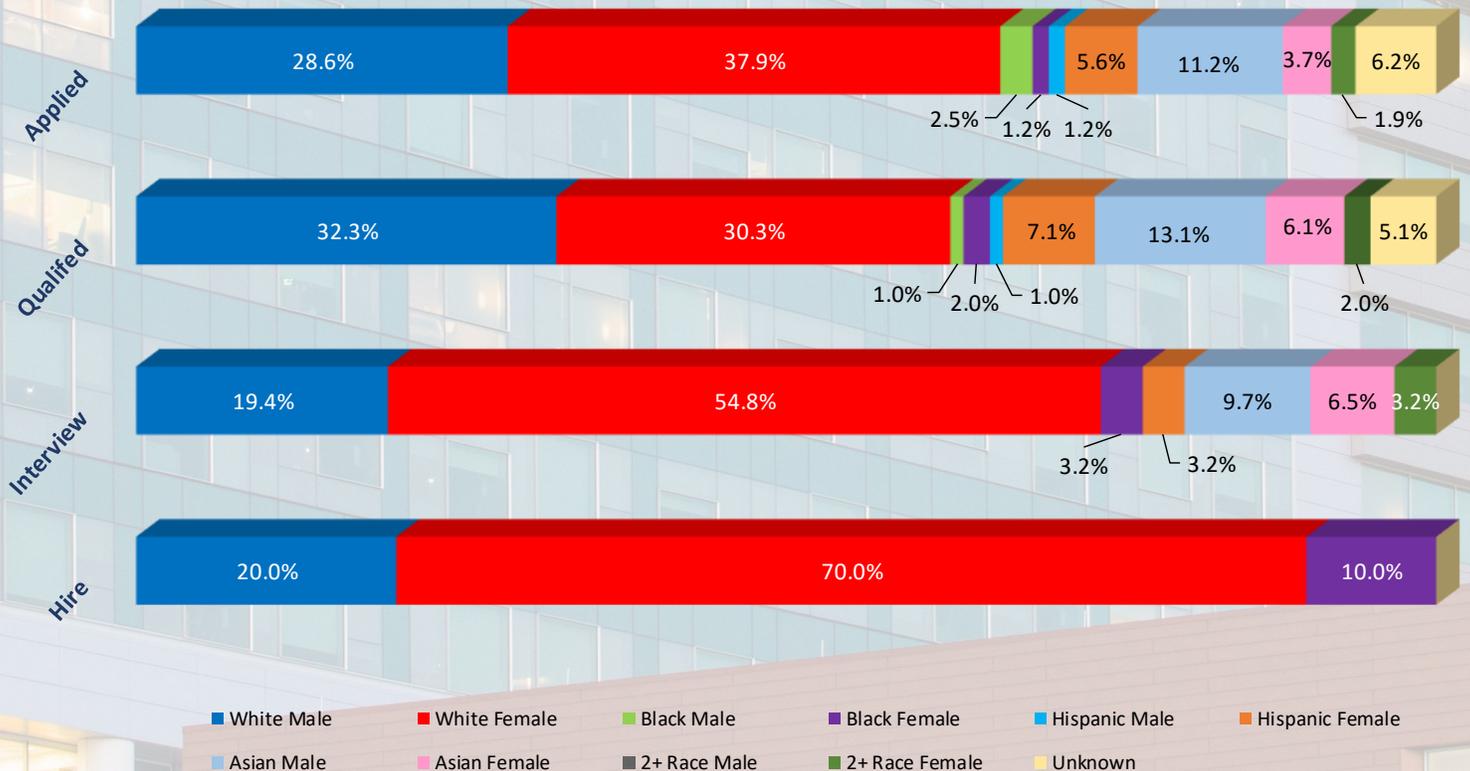
- White Male: 32
- White Female: 30
- Black Male: 1
- Black Female: 2
- Hispanic Male: 1
- Hispanic Female: 7
- Asian Male: 13
- Asian Female: 6
- Two+ Male: 0
- Two+ Female: 2
- Unknown: 5
- Total Female: 47
- Total Male: 47

Interview: 31

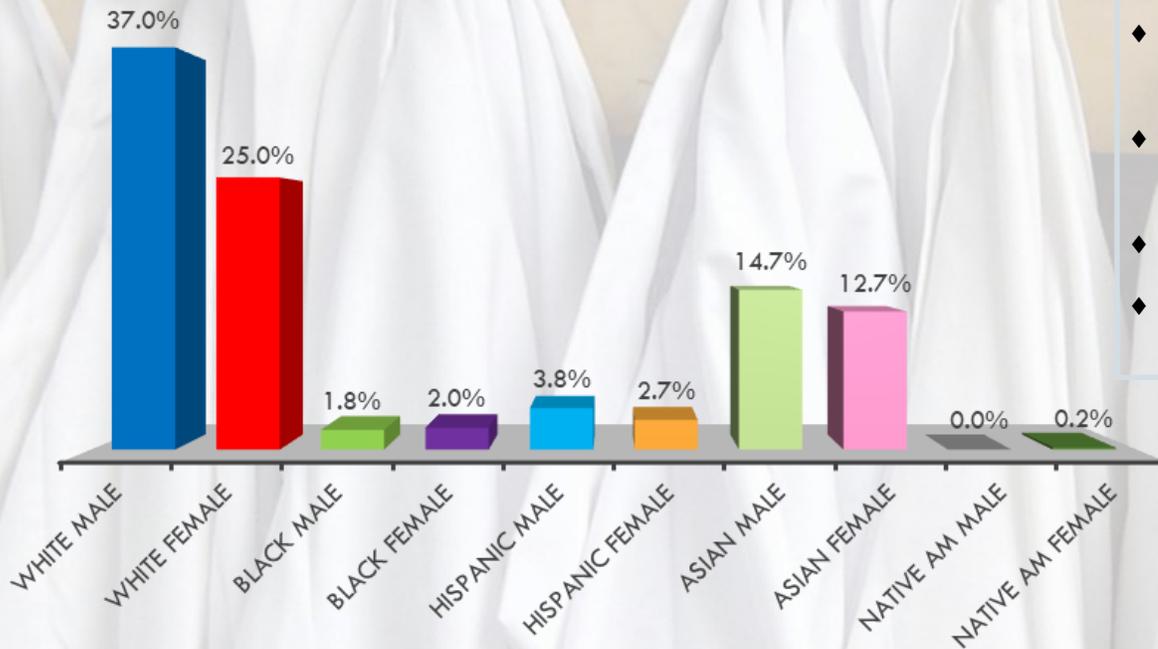
- White Male: 6
- White Female: 17
- Black Male: 0
- Black Female: 1
- Hispanic Male: 0
- Hispanic Female: 1
- Asian Male: 3
- Asian Female: 2
- Two+ Male: 0
- Two+ Female: 1
- Unknown: 0
- Total Female: 22
- Total Male: 9

Hire: 10

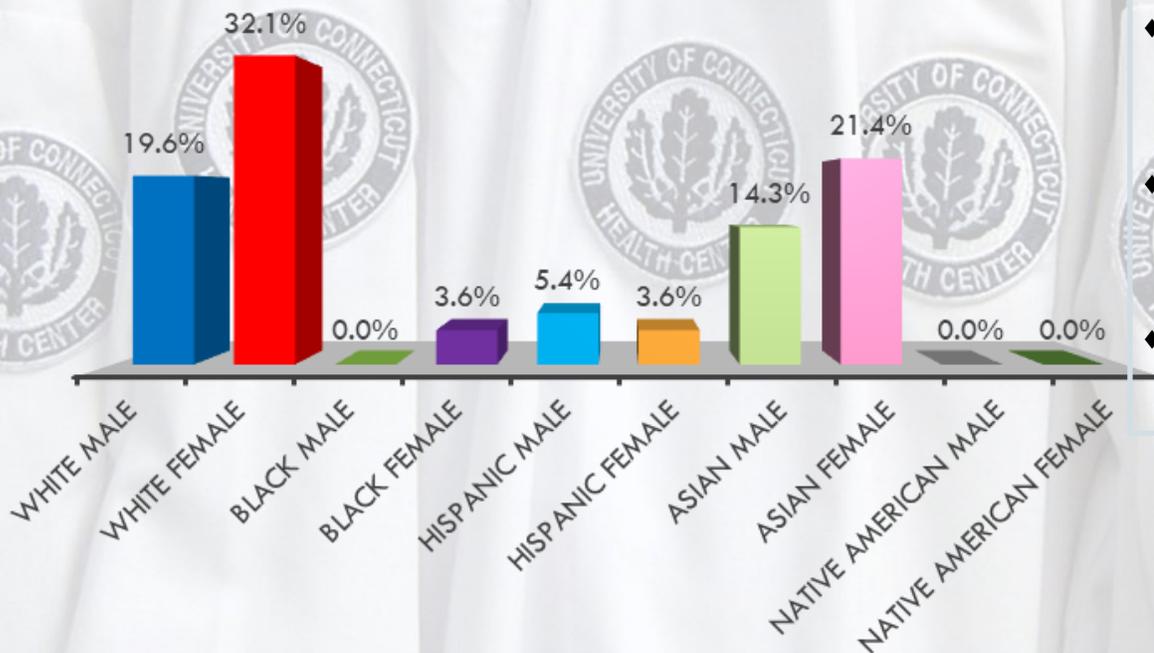
- White Male: 2
- White Female: 7
- Black Male: 0
- Black Female: 1
- Hispanic Male: 0
- Hispanic Female: 0
- Asian Male: 0
- Asian Female: 0
- Two+ Male: 0
- Two+ Female: 0
- Total Female: 8
- Total Male: 2



FACULTY - WORKFORCE & NEW HIRES



- ◆ Workforce*: 551
- ◆ This category is 16.0% of the total workforce
- ◆ Majority white (62.0%) and male(57.4%)
- ◆ 38.0% minority*
- ◆ No significant changes from 2020



- ◆ 56 new hires*
- ◆ Majority white (51.7%) and 60.7% female
- ◆ Highest percentage of female hires in 10 years
- ◆ 48.3% minority** with 35.7% Asian

*Full-time, regular payroll, excludes durational and postdocs

**includes Black, Hispanic, Asian and Native American

APPLICANTS - 2021 FACULTY SEARCHES

June 1, 2020—May 31, 2021

Applied: 945

- White Male: 208
- White Female: 162
- Black Male: 13
- Black Female: 19
- Hispanic Male: 26
- Hispanic Female: 25
- Asian Male: 269
- Asian Female: 99
- Two+ Male: 6
- Two+ Female: 3
- Unknown: 115
- Total Female: 308
- Total Male: 522

Qualified: 850

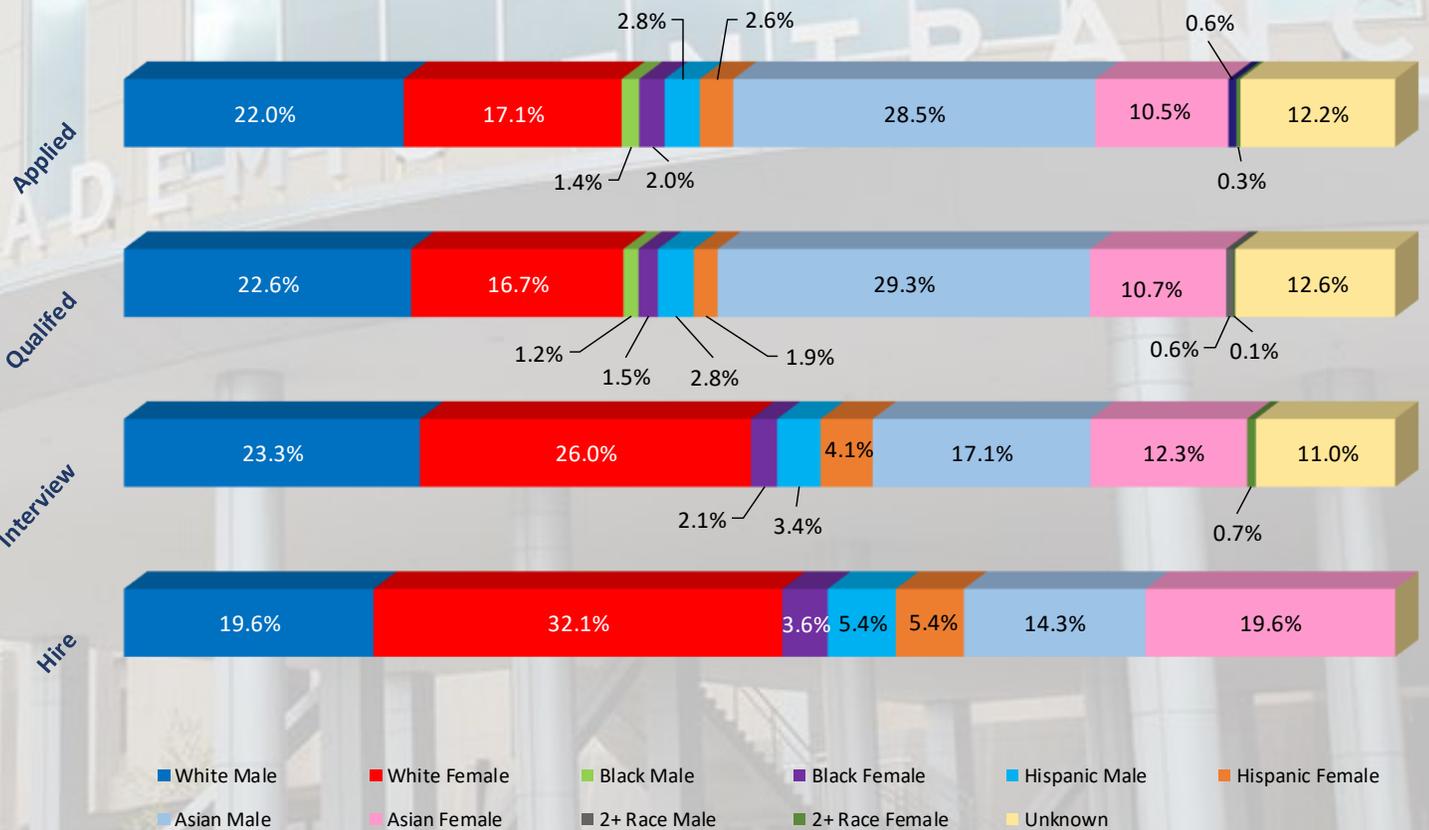
- White Male: 192
- White Female: 142
- Black Male: 10
- Black Female: 13
- Hispanic Male: 24
- Hispanic Female: 16
- Asian Male: 249
- Asian Female: 91
- Two+ Male: 5
- Two+ Female: 1
- Unknown: 107
- Total Female: 263
- Total Male: 480

Interview: 146

- White Male: 34
- White Female: 38
- Black Male: 0
- Black Female: 3
- Hispanic Male: 5
- Hispanic Female: 6
- Asian Male: 25
- Asian Female: 18
- Two+ Male: 0
- Two+ Female: 1
- Unknown: 16
- Total Female: 66
- Total Male: 64

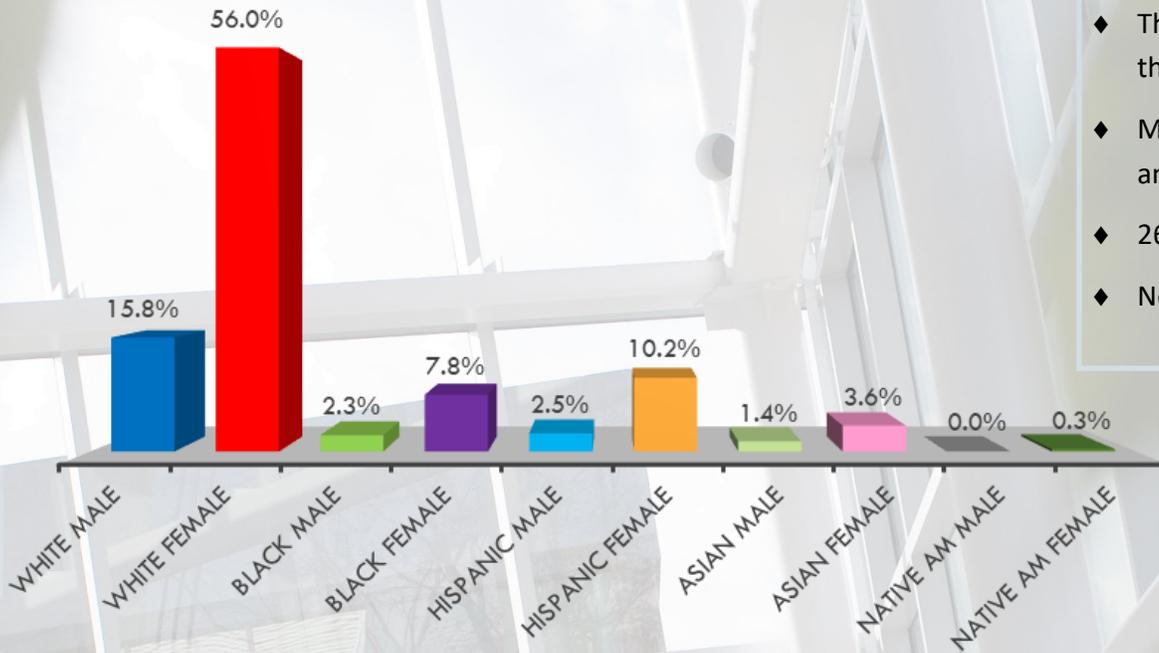
Hire: 56

- White Male: 11
- White Female: 18
- Black Male: 0
- Black Female: 2
- Hispanic Male: 3
- Hispanic Female: 3
- Asian Male: 8
- Asian Female: 11
- Two+ Male: 0
- Two+ Female: 0
- Total Female: 34
- Total Male: 22

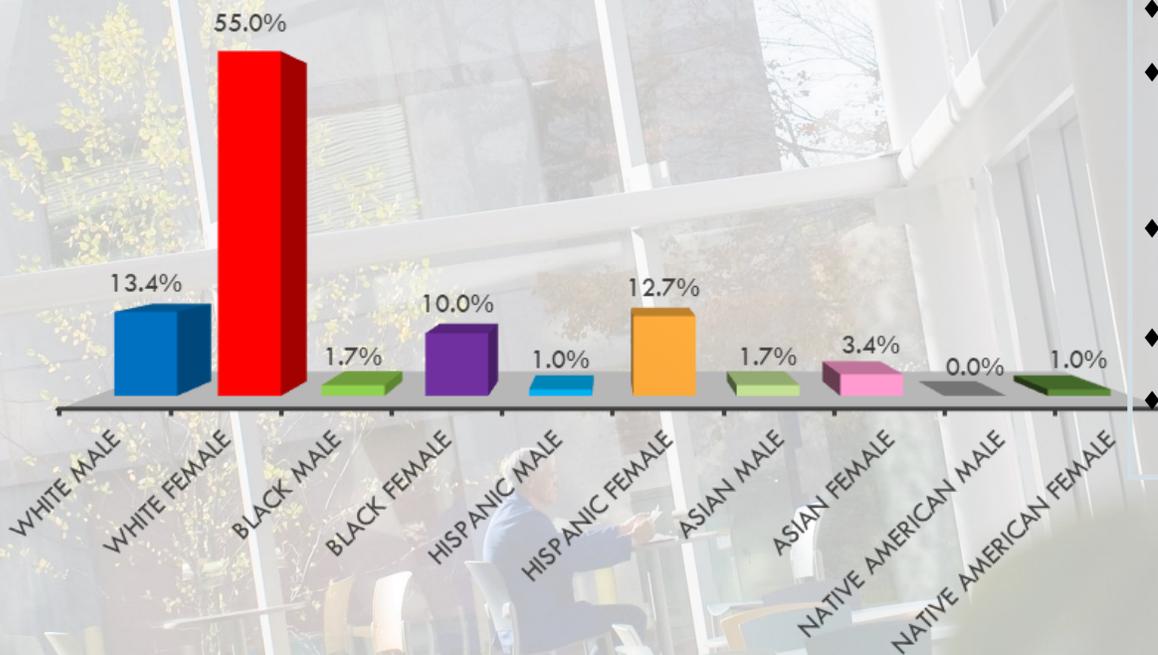


STAFF - WORKFORCE & NEW HIRES

- ◆ Workforce* 2701
- ◆ This category is 78% of the total workforce
- ◆ Majority white (71.8%) and female (78.0%)
- ◆ 26.4% minority**
- ◆ No changes from 2020



- ◆ 291 new hires*
- ◆ Majority white (68.4%) and 82.1% female
- ◆ Similar to workforce composition
- ◆ 31.6% minority**
- ◆ No significant changes from 2020



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**includes Black, Hispanic, Asian and Native American

APPLICANTS - 2021 STAFF SEARCHES

June 1, 2020—May 31, 2021

Applied: 7298

- White Male: 711
- White Female: 3209
- Black Male: 182
- Black Female: 900
- Hispanic Male: 172
- Hispanic Female: 1148
- Asian Male: 103
- Asian Female: 346
- Two+ Male: 49
- Two+ Female: 287
- Unknown: 191
- Total Female: 5890
- Total Male: 1217

Qualified: 4621

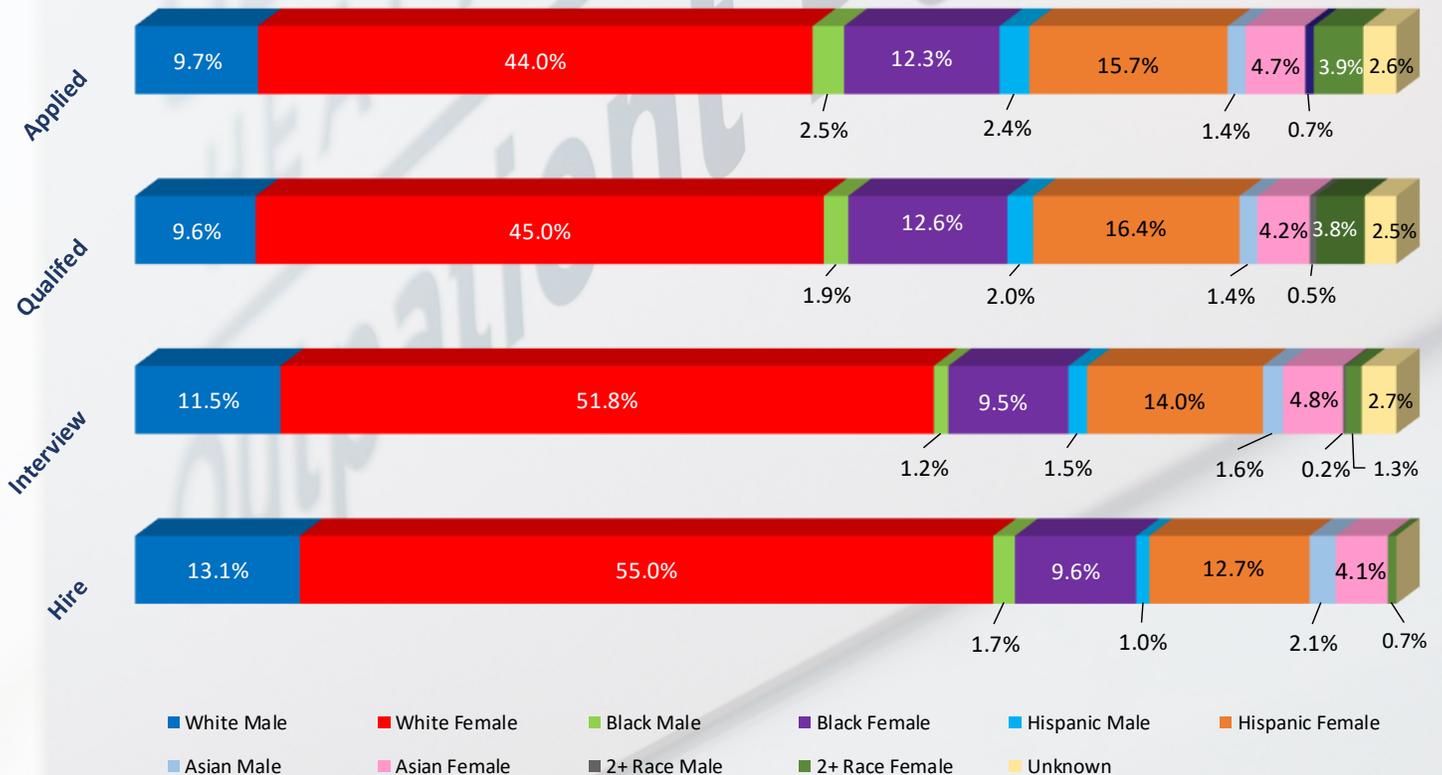
- White Male: 442
- White Female: 2077
- Black Male: 90
- Black Female: 581
- Hispanic Male: 94
- Hispanic Female: 755
- Asian Male: 66
- Asian Female: 192
- Two+ Male: 34
- Two+ Female: 167
- Unknown: 117
- Total Female: 3772
- Total Male: 716

Interview: 946

- White Male: 109
- White Female: 487
- Black Male: 11
- Black Female: 90
- Hispanic Male: 14
- Hispanic Female: 131
- Asian Male: 15
- Asian Female: 45
- Two+ Male: 12
- Two+ Female: 2
- Unknown: 28
- Total Female: 769
- Total Male: 151

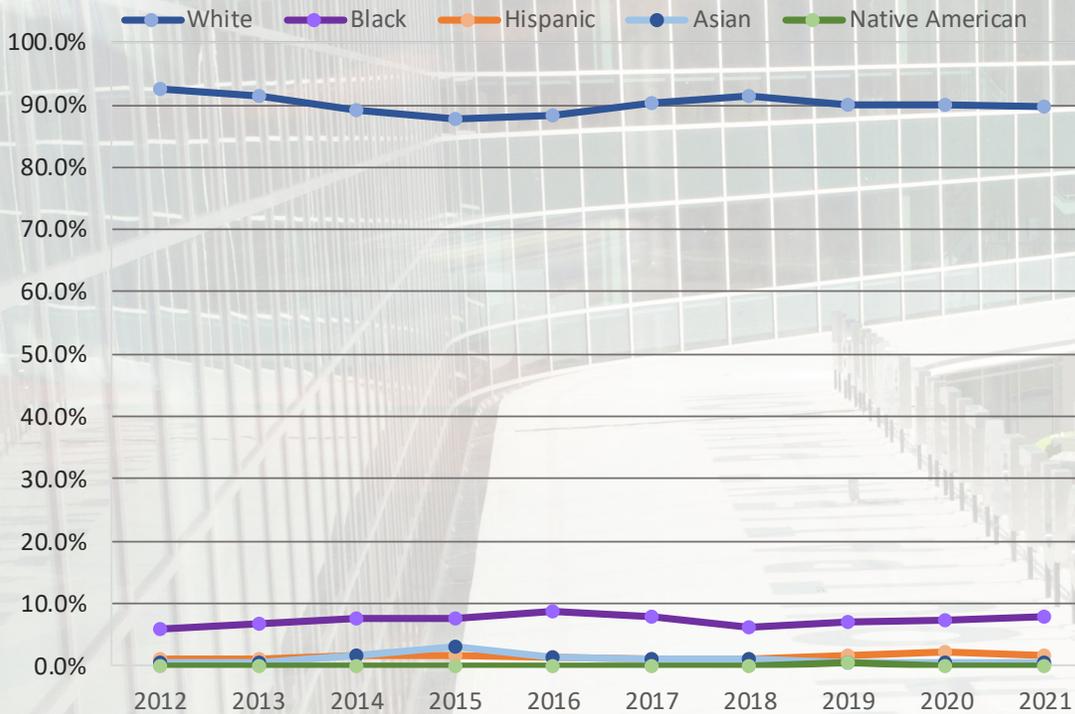
Hire: 291

- White Male: 29
- White Female: 176
- Black Male: 3
- Black Female: 33
- Hispanic Male: 6
- Hispanic Female: 41
- Asian Male: 9
- Asian Female: 13
- Two+ Male: 0
- Two+ Female: 0
- Total Female: 239
- Total Male: 52

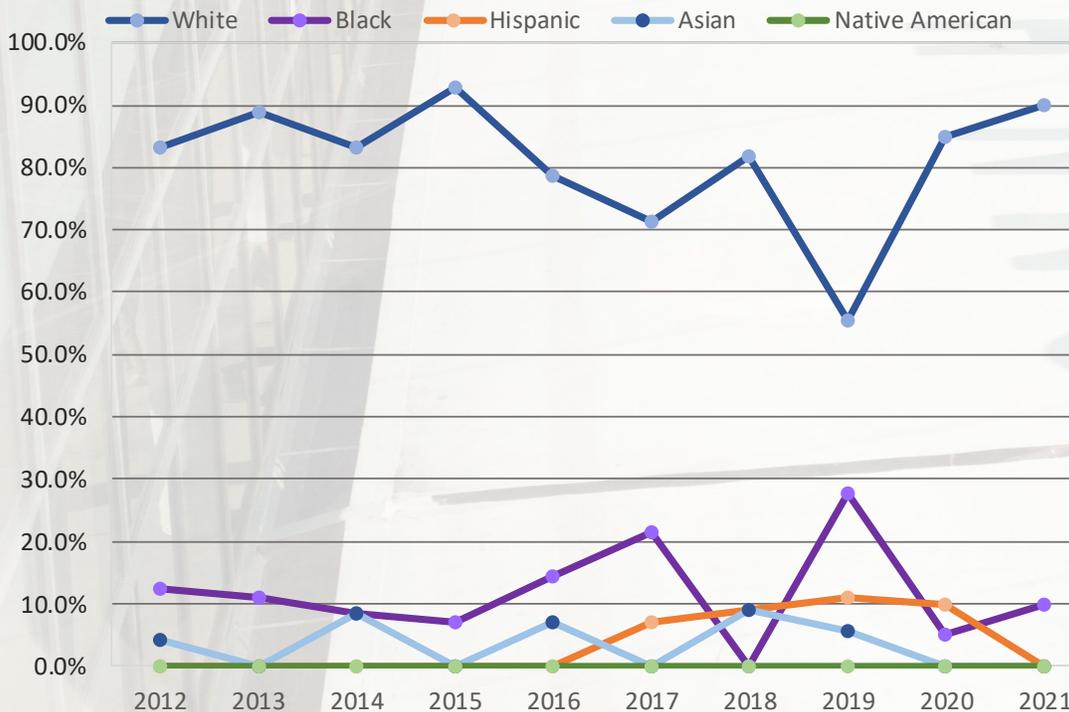


EXECUTIVE - WORKFORCE AND HIRING TRENDS

10 Year Analysis: 2012 - 2021



- ◆ No significant changes
- ◆ Workforce* range: 171 - 197 employees
- Race categories:
 - ◇ White: 87.6% - 92.4%
 - ◇ Black: 5.9% - 8.6%
 - ◇ Hispanic: 1.0% - 2.2%
 - ◇ Asian: 0.5% - 3.1%
 - ◇ Native Amer: 0.0% - 0.6%

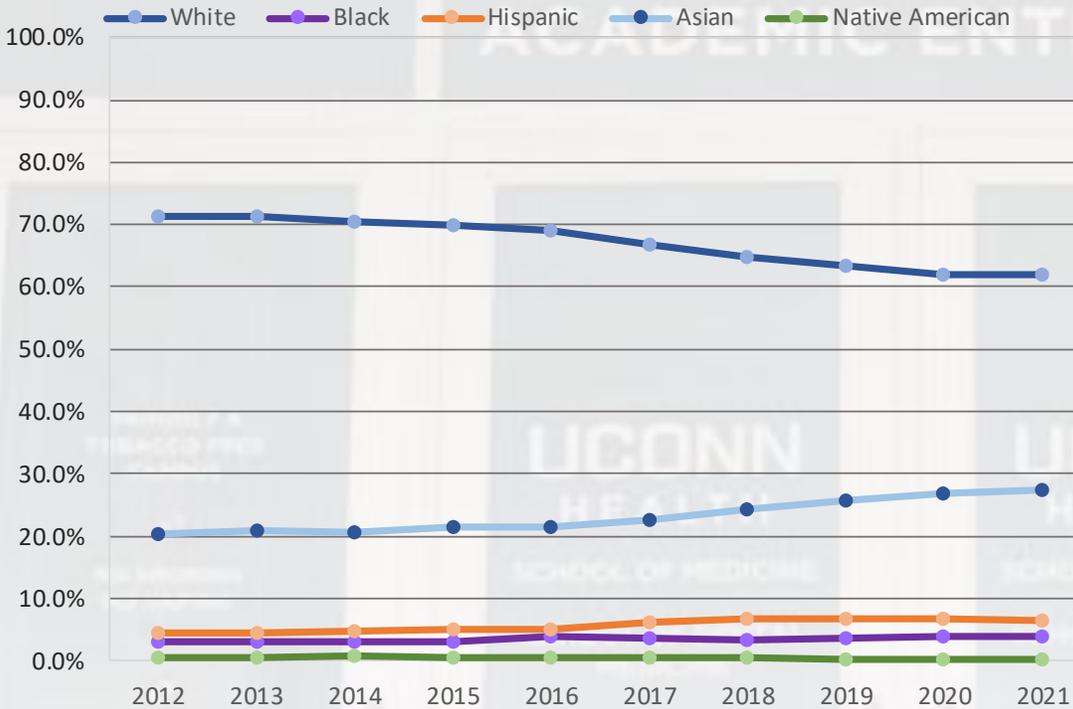


- ◆ New hires* range from 10 - 24 annually
- ◆ Black hires in all years except 2018
- ◆ First Hispanic new hire in 2017.
- ◆ Most diverse hires in 2019 - minority** hires made up 44.4%
- ◆ No Native American hires

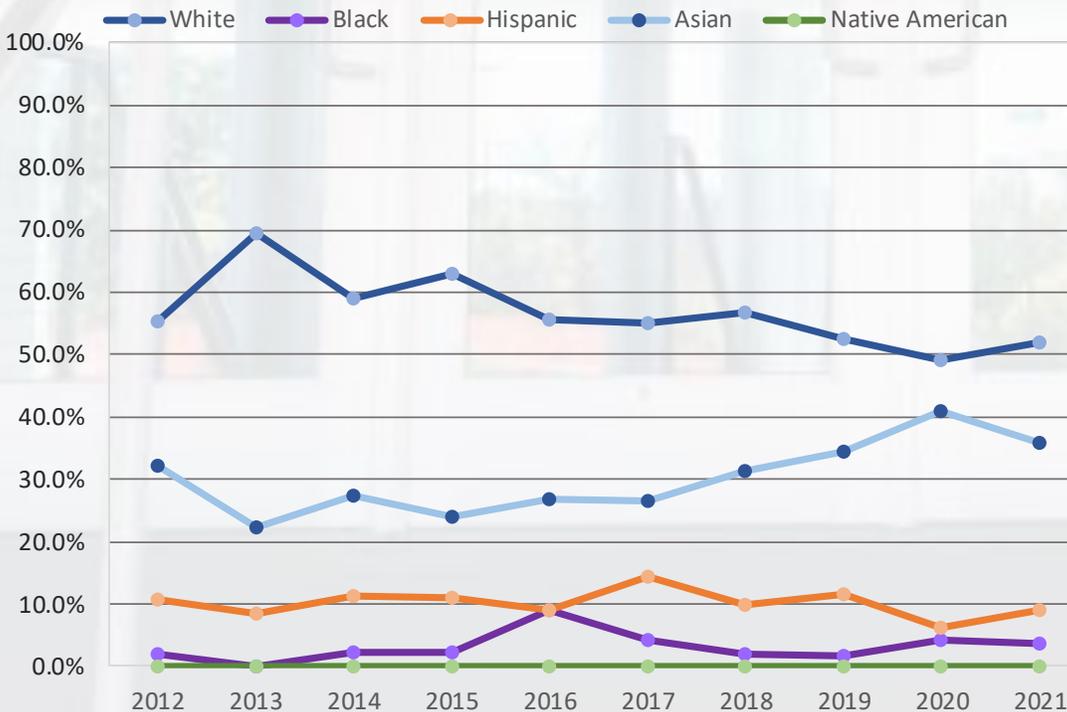
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**includes Black, Hispanic, Asian and Native American

FACULTY - WORKFORCE AND HIRING TRENDS



- ◆ Workforce* range: 331-360 employees
- ◆ White decrease while Asian and Hispanic increasing
- Race categories:
 - ◇ White: 62.0% - 71.4%
 - ◇ Black: 3.0% - 3.9%
 - ◇ Hispanic: 4.4% - 6.9%
 - ◇ Asian: 20.4% - 27.4%
 - ◇ Native Amer: 0.2% - 0.6%

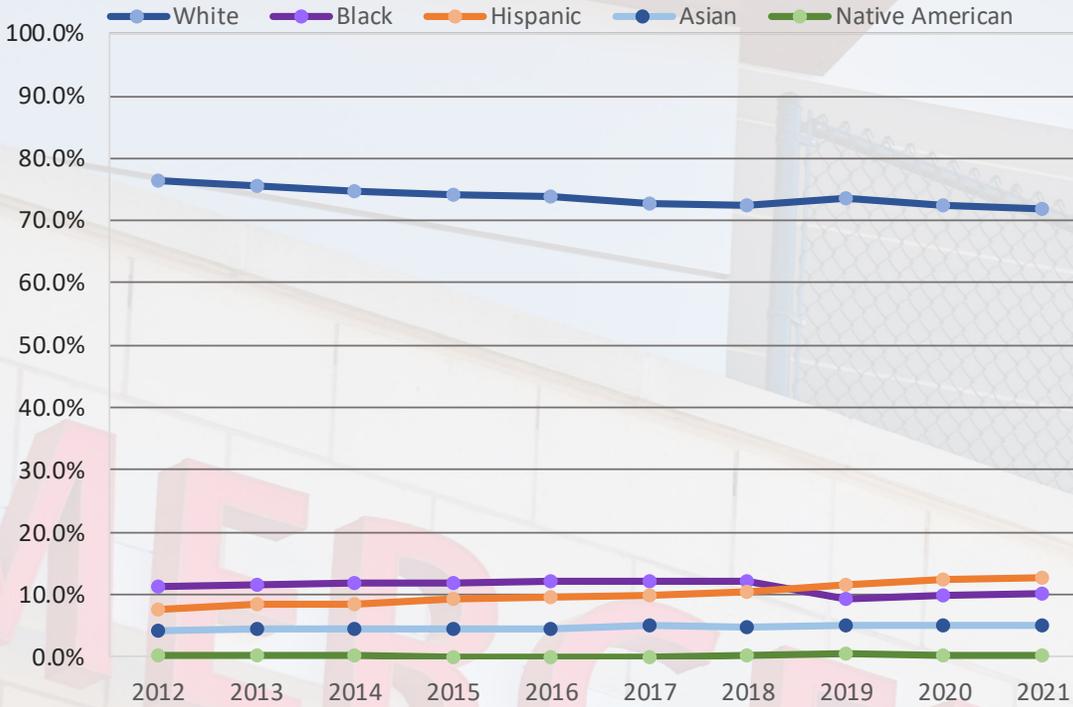


- ◆ New hires range from 36 - 61 annually
- ◆ Black new hires highest in 2016 at 8.9% (+4.5-5.0% points)
- ◆ Asian new hires steady increase
- ◆ Most diverse hires in 2020 - minority** hires made up 51% with Asian at 40.8%
- ◆ No Native American hires

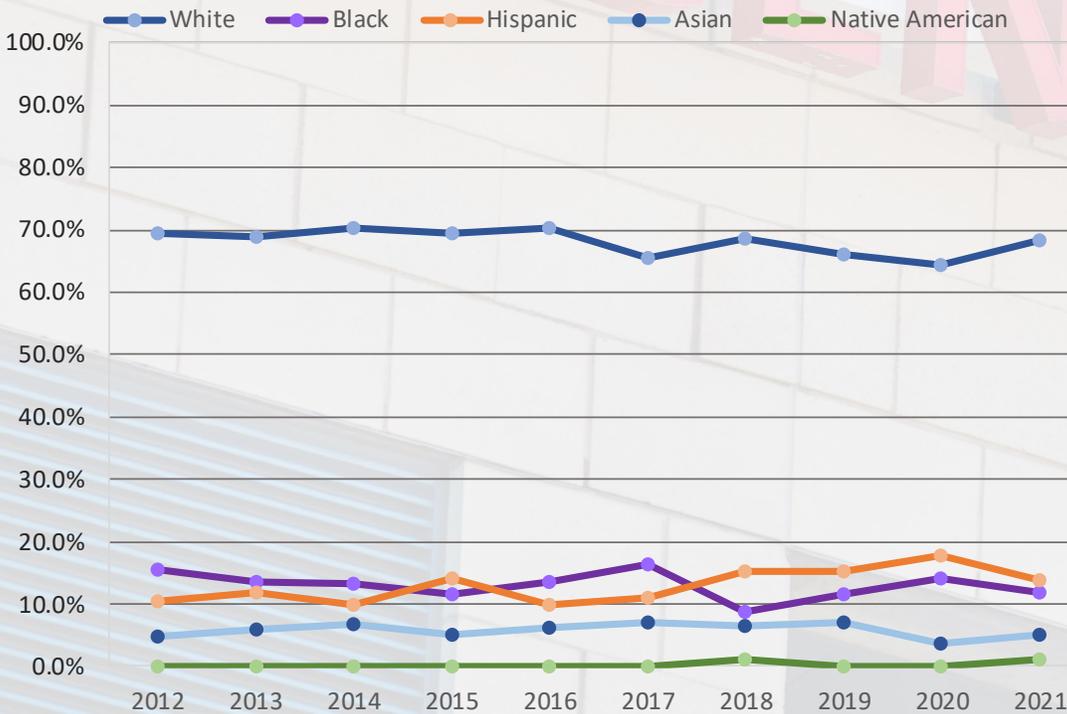
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**includes Black, Hispanic, Asian and Native American

STAFF - WORKFORCE AND HIRING TRENDS



- ◆ Workforce* range: 1885 – 2320 employees
- ◆ White decrease while Hispanic increasing
- Race categories:
 - ◇ White: 71.8% - 76.5%
 - ◇ Black: 9.3% - 12.3%
 - ◇ Hispanic: 7.7% - 12.7%
 - ◇ Asian: 4.3% - 5.2%
 - ◇ Native Amer: 0.1% - 0.4%



- ◆ New hires* range from 278 - 368 annually
- ◆ Black new hires steadily decreased with corresponding Hispanic increases
- ◆ Asian new hires least changes and lowest percentage
- ◆ Most diverse hires in 2020 - minority **hires made up 35.5% with 17.8% Hispanic

*Full-time, regular payroll, excludes durational and postdocs

**includes Black, Hispanic, Asian and Native American