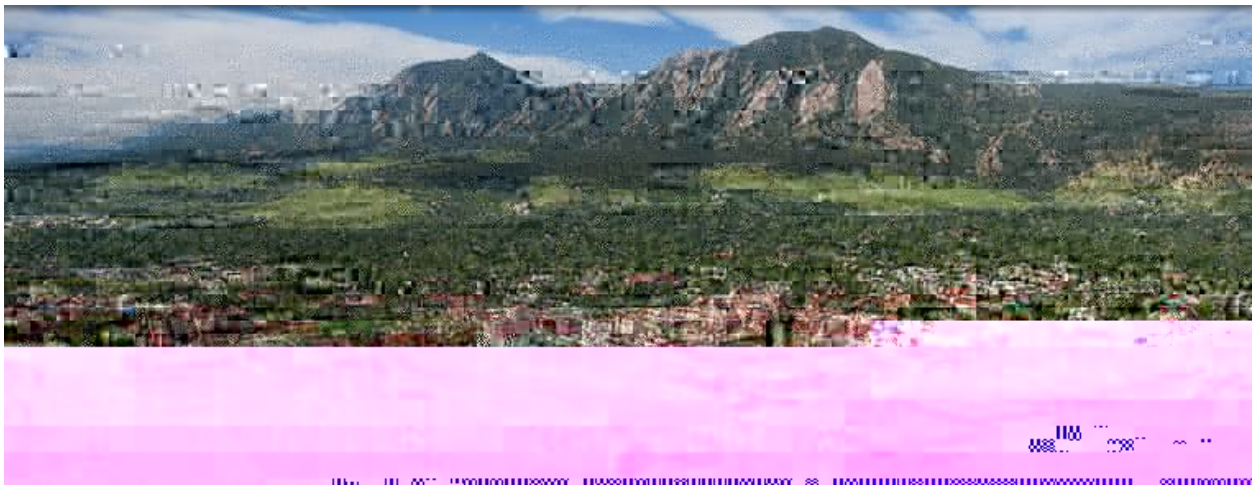


# Affirmative Action Plan 2018



## Executive Summary

Prepared by:  
David Pacheco,  
Affirmative Action Officer

## Executive Summary

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### *Introduction*

Signed into law in 1965 by President Johnson, Executive Order 11246 required federal contractors to adopt an affirmative action program. The program was designed for federal contractors to take “affirmative action” for the employment and advancement of qualified minorities. It also stated that discrimination based upon a person’s race and ethnicity shall be unlawful. The “affirmative action” or “positive steps” a federal contractor were expected to take involved eliminating existing barriers of equal opportunity that have disproportionately affected minorities. Later, in 1967, affirmative action programs included the same requirements for women.

Today, affirmative action programs have been expanded to require federal contractors to apply affirmative action to minorities, women, protected veterans, and individuals with disabilities, with a focus on engaging in effective outreach efforts to attract, employ, and advance those underrepresented groups without barriers to equal opportunity. Further, the federal program prohibits discrimination in employment decisions on the basis of race, color, religion, sex, sexual orientation, gender identity, national origin, veteran status and disability.

As part of the Office of Federal Contract Compliance Programs (OFCCP) requirements and the university’s affirmative action program, CU Boulder is required to produce an annual Affirmative Action Plan (Plan). The purpose of the Plan is to provide campus leaders, managers

underrepresented. We accomplish this by first conducting an analysis by race, ethnicity and gender in job categories within organizational units. To determine areas of underrepresentation, we compare the current workforce against estimates in relevant labor markets and internal advancement opportunities. If underrepresentation is identified, CU Boulder is required to develop effective action plans and strategies, such as outreach and recruitment efforts of qualified minorities and women, to achieve representation (a/k/a “utilization”).

In addition to underrepresentation, the annual Plan analyzes data on applicants, hires, promotions and separations of employees to ensure there is no unintended disproportionate impact on race, ethnicity and gender. This allows CU Boulder to more closely identify potential barriers to equal employment opportunities and put strategies in place to help remove them.

Our Affirmative Action Plan covers all permanent employment groups including faculty, research faculty, university staff and classified staff. “Officers and administration” refers to those d(o)-6.9(na)-3.inratequaclac64.8(W1.7(mpl.8(v)-3(er1( t)-2.3(o)



Human Resources

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<i>Job Group</i>	<i>Goal for</i>	<i>Placement Goal %</i>	<i>Current Employment %</i>
	Minorities	33.45%	21.52%
	Minorities	15.92%	8.41%
	Women	27.76%	22.75%
	Minorities	27.08%	19.55%
	Minorities	31.41%	4.00%
	Women	51.54%	0.00%
	Women	56.56%	47.09%

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

Because the determination of whether a placement goal was met or not is based on new hires and promotions, a placement goal can still exist for these job



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

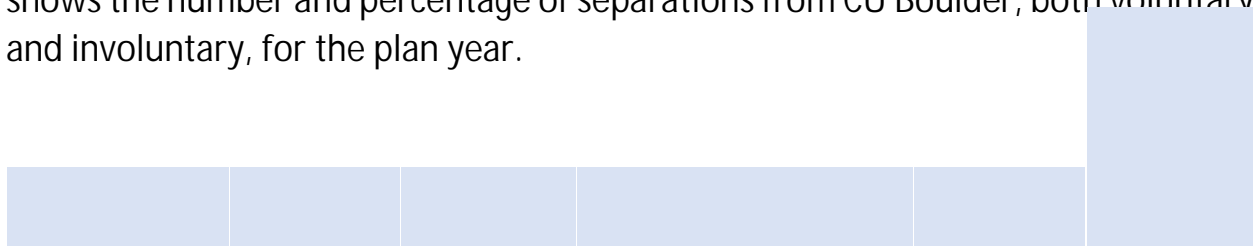
### *New Hires and Promotions*

The next two figures (            and            ) show the breakdown of new hires and promotions during the plan year. “New Hires” includes those employees who are new to CU Boulder and who have not previously been CU Boulder employees. This number is lower than the number of “Selections” listed above in the applicant analysis because that number included internal candidates and rehires. “Promotions” are movements of current employees into new job codes that reflect a 5% increase in compensation.

796	363	215	96	26	56	4	1	32
%	45.60%	27.01%	12.06%	3.27%	7.04%	0.50%	0.13%	4.02%
Faculty	44	22	16	1	2	0	0	3
% (94 total)	46.81%	23.40%	17.02%	1.06%	2.13%	0.00%	0.00%	3.19%
Research Faculty	94	71	42	2	17	0	0	10
% (242								

258	176	61	24	3	24	1	1	8
%	68.22%	23.64%	9.3%	1.16%	9.30%	0.39%	0.39%	3.10%
Faculty	30	12	3	2	3	0	0	4
% (57								

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



Boulder must engage in effective outreach efforts to attract and employ both groups.

The federal government annually establishes the protected veteran hiring benchmark using the annual national percentage of veterans in the civilian labor force. For this past plan year, the benchmark was 6.7% of all hires. Between November 1, 2016 and October 31, 2017, CU Boulder hired 2.32% protected veterans, a decrease from 3.29% the prior year. However, protected veterans accounted for only 2.16% of the total applicant pool, slightly lower than the selection rate. This data indicates that veterans are being hired at approximately the same rate at which they apply for jobs. While the hiring benchmark for the upcoming year has been decreased to 6.4%, this past year CU Boulder showed not os pãhir05.73 p38(a)-3.w1p t hi5.73 -3.7(n)124 Tw Tf4 Tw7(2)0.8(%)-5( p)1.65-3.4(o)-4.9(t0 Td

### *Current Actions and Initiatives for the Future*

The University of Colorado Boulder is committed to building an environment that embraces inclusive excellence where diversity can thrive. With that in mind, we remain focused on meeting compliance obligations under affirmative action requirements designed to increase the representation of minorities, women, protected veterans and individuals with disabilities while respecting equal opportunity for all protected classes. To achieve success, we recognize the need for self-assessment, accountability

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

The Affirmative Action Officer is also available to meet with departmental units to review their workforce demographics, recruitment planning efforts, and assist in strategic activities designed to support an inclusive and welcoming work environment. During this past plan year, the Affirmative Action Officer was part of a group from Human Resources working with two of the largest research institutes on campus on their overall personnel practices. The focus of the Affirmative Action Officer was working with the research institutes on compliance for their hiring practices, collecting better search data and the use of search waivers.

As noted above, beyond its general diversity goals, CU Boulder must increase its outreach efforts to veterans and individuals with disabilities specifically. With respect to veterans, Rex Laceby in the Office of Career Services has created a program specifically aimed towards increasing the employability of veterans, both current students and alums. These efforts include Career Services hosting a veterans' career fair and creating a mentorship program for student veterans in partnership with the Alumni Association. If the student and alumni veterans complete all of the requirements of the mentorship program, they receive a free Brooks Brothers suit to wear during the job interview process. Further, the recruiting team in Human Resources has met with Laceby in the past to discuss the uniqueness of veter

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

With respect to data, the Affirmative Action Officer and Human Resources have taken steps this past year in an effort to have the annual Plan produced much earlier in the plan year, which would provide more time for recruiters, hiring managers and departments to g1.011 0 Td t-p Tw8Cm0 Td r fult-p Tw8ecrh wn itn 0 Td e ne