

ASSIGNMENT OF RESPONSIBILITY AND MONITORING
(Section 46a-68-81)
September 2023

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

Subsection (a)

In accordance with statutory requirements, the appointing authority is accountable for promoting and enforcing diversity and affirmative action policies and ensuring compliance throughout the agency. Dr. Bruce T. Liang, Interim Chief Executive Officer and Executive Vice President for Health Affairs, retains ultimate responsibility for the development, implementation, and monitoring of UConn Health's Affirmative Action Plan (*Plan*).

Subsection (b)

Letissa Reid, Associate Vice President of the Office of Institutional Equity (both Storrs and UConn Health offices) and ADA Coordinator is designated as the Equal Employment Officer. Cameron Liston was hired into the role of Title IX Coordinator for UConn Health, Storrs, and the regional campuses in April 2023. Stephanie Hackett was hired as the Deputy ADA Coordinator for UConn Health, Storrs, and the regional campuses in February 2023.

In her role, Associate Vice President Reid met regularly with Dr. Liang to discuss issues of human and inter-group relations, review operational and administrative activities affecting the *Plan*, identify obstacles in meeting goals of the *Plan*, nondiscriminatory employment practices, the legal authority for affirmative action, and their commitment to affirmative action. Dr. Liang reviews and is briefed on the *Plan* and continuing programming efforts.

Subsection (c)

Letissa Reid, the Associate Vice President of OIE, is designated as the Equal Employment Officer and reports directly to the appointing authority. As evidenced by the organizational chart, the Associate Vice President and Equal Employment Opportunity Officer report directly to the Interim Chief Executive Officer and Executive Vice President for Health Affairs on all matters concerning the *Plan*. Please see **Exhibit #1** for the current organization chart.

The Associate Vice President, Letissa Reid, reported directly to Chief Executive Officer and Executive Vice President for Health Affairs and the Interim on all matters concerning the *Plan*, affirmative action, discrimination, and equal employment opportunity. Associate Vice President, Reid has access to all records and personnel necessary for the effective performance of duties. As the designated Equal Employment Opportunity Officer, Letissa Reid is responsible for the development, maintenance, and monitoring of UConn Health's *Affirmative Action Plan*.

As part of the Office of Institutional Equity's ongoing efforts to ensure awareness of and progress toward affirmative action program goals, Letissa Reid, regularly communicated with

the UConn Health population and advised Dr. Liang and UConn Health leadership of developments in affirmative action law, civil rights, and social equity policy updates. Dr. Liang was 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;
3. Developing online search committee training for faculty and staff searches, and the Management Development Training Program;
4. Developing and providing Respectful and Harassment-Free Workplace training for managerial employees;
5. Developing and conducting training on inter-group relations, cross-cultural conflict, and cultural competence in a medical setting;
6. Maintaining relationships with state and federal civil rights agencies;
7. Maintaining relationships with UConn Health internal communities; and
8. Preparing state and federal AA/EEO reports and statistical information.

Subsection (d)

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.

The newly formed Diversity Council is composed of faculty and staff across several academic and administrative units on campus. This Council is specifically charged with the development and implementation of a multi-dimensional strategic and inclusion plan. The Council also supports initiatives that would further UConn Health'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 Health's leadership on issues including increased recruitment and retention of underrepresented groups amongst the students, faculty, and staff. The Diversity Council utilizes analysis and assessment to monitor progress on diversity initiatives and works to identify and disseminate best practices for the successful coordination and execution of diversity programs across the entire University including the main campus in Storrs, the regional campuses, and UConn Health.

Subsection (e)

Members of the Diversity Council are identified by name and position. **Exhibit #2** The 38-person Council is led by Interim Executive Vice President Dr. Bruce Liang, who serves as the Executive Sponsor. Dr. Jeffrey Hines and Caryl Ryan, Vice President, Quality and Patient Care Services Chief Nursing Officer and Chief Operating Officer serve as Sponsors. Genice Nelson, APRN, DNP and Daniel Warriner, Chaplain, serve as Co-Leaders. The Diversity Council is specifically charged with the development and implementation of a multi-dimensional strategic and inclusion plan. The Council also supports initiatives that would further UConn Health's goals of becoming a more inclusive community and a leader in diversity and inclusion in higher education.

Subsection (f)

UConn Health employees performing affirmative action and equal employment opportunity duties are evaluated and monitored in their performance of such duties. Assessment and resource allocation models include affirmative action and diversity objectives. They are also key components in evaluating achievement and performance.

Subsection (g)

No employee is treated punitively, coerced, intimidated, or retaliated against for discharging duties related to diversity and affirmative action. UConn Health Rules of Conduct expressly prohibit such retaliation. 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).

Subsection (h)

The following section discusses UConn Health offices and personnel with responsibilities related to developing or implementing the *Plan*.

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's work is focused on administrating the University's non-discrimination policies as well as ensuring compliance with state and federal laws and regulations related to equal employment and affirmative action. OIE advises senior administration on institutional civil rights and social equity policies and issues. The Associate Vice President reports on these issues to the Interim 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, recruitment, and retention of diverse faculty and staff.

Monitoring Employment Systems

The Employment Equity staff in OIE substantively reviews search files for faculty and staff (classified and unclassified) for compliance with AA/EEO regulations and ensures that disposition reasons for applicant ranking are qualification related, objective, and specific. 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 is responsible for reviewing 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's non-discrimination policies, which have been drafted to provide protections aligned with current law. OIE addresses 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 conducts neutral investigations, pursuant to its [complaint procedures](#), regarding allegations of discrimination and/or discriminatory harassment and ensures the equitable resolution of complaints. Where investigations reveal the presence of discriminatory or harassing behavior, OIE is responsible for making recommendations that are designed to mitigate the effects of discriminatory conduct.

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 is responsible 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 Communication* section of this *Plan*. OIE provides customized training to individual departments or groups of employees or students seeking further guidance or training around discrimination and/or harassment issues. OIE also presents tailored training, 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 Employment Equity 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). OIE ensures that the UConn Health community is aware that the *Plan* is also available for all UConn Health employees to review. Additionally, in an effort to apprise the UConn Health community of the progress of annual affirmative action programming and compliance activities, OIE publishes the Executive Summary on its website. The Executive Summary provides an overview of the purpose and goals of the Plan, an analysis of hiring and promotional goal achievement, and graphical analysis of the workforce, new hires, and applicants.

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 Employment Equity staff prepares both Plans annually.

Title IX Compliance

Cameron Liston is designated as the University's Title IX Coordinator as of April 2023. The Office of Institutional Equity's Title IX staff monitor and track the University's compliance with Title IX, provide training and education relating to 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 (DHR), 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 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 has been restructured with the addition of three Human Resources Consultants to expand the services of the department to handle large-scale organizational development needs including climate assessment, employee engagement and appreciation activities, succession planning, and strategic planning.

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 receives 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 the 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 June 1, 2022, to May 31, 2023.

Office of Institutional Equity

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

Letissa Reid, Associate Vice President, Affirmative Action Officer & ADA Coordinator

The University's designated Equal Employment Opportunity Officer. Reports to the President on policy issues, discrimination complaints, and all matters related to administration of the Affirmative Action Program. Advises the President, Provost 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.

Percentage of time devoted to affirmative action duties: 100%

Sarah Chipman, Director of Investigations & Deputy Title IX

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%

Cameron Liston, Title IX Coordinator

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'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%

Alyssa Martin, Title IX Compliance & Education Specialist

As Title IX Compliance and Education Specialist assists to create and maintain a campus environment free from all forms of discrimination and harassment, including all forms of sexual harassment and violence, coordinated response, prevention, and education initiatives pursuant to Title IX and related statutes and regulations.

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 maintaining 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%

Jamila Goolgar, Senior 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%

Anthony Soto, 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%

Stephanie Hackett, Deputy ADA Coordinator

Provides direction and support to ensure compliance with the ADA, as well as Section 504 of the Rehabilitation Act for UConn and UConn health, as well as assisting in the grievance process for the Center for Students with Disabilities in order to support equal access for people with disabilities.

Percentage of time devoted to affirmative action duties: 100%

Lauren Donias, Director of Education and Training

Develops, coordinates, implements, and assesses comprehensive: prevention programming; educational initiatives; mandatory and by-request training; and community outreach efforts that are informed by evidence-based strategies and administered in collaboration with key partners across the University-system. Topical areas of focus include but are not limited to: University policies, procedures, and practices applicable to Title IX, Titles VI & VII, ADA, AA/EEO, and similarly-related federal, state, and local laws and regulations – specifically – promoting safe, respectful, and inclusive workplace, learning, and living environments; reducing implicit bias in search compliance; bystander intervention strategies; internal and external reporting options; and fostering culture-change to prevent discrimination and discriminatory harassment, including sexual harassment and related interpersonal violence.

Percentage of time devoted to affirmative action duties: 100%

Katherine Kenyon, Education & Training Specialist

Assists in the day-to-day implementation, management, and dissemination of OIE's training and education portfolio, working with OIE staff members, University partners and subject matter experts to establish, modify, update, expand, and deliver OIE's training and education portfolio. Facilitates Search Committee training and state mandated Diversity and Sexual Harassment Prevention training for Storrs and UConn Health.

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 hiring activities, 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%

Mishele Tarr, EEO & Search Compliance Specialist

Assists 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%

Jody Renshaw, EEO & Search Compliance Specialist

Assists 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%

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

Lakeesha Brown, 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, recruitment (selection and retention) including affirmative action goal hiring process, compensation and benefits, childcare services, organization and staff development, payroll and benefits, human resources records, and information systems.

Percentage of time devoted to affirmative action duties: 80%

Janice Coco, 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. Coordinates the new employee onboarding and first day orientation process.

Percentage of time devoted to affirmative action duties: 60%

Nadine Davies Charlton, 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. Coordinates the new employee onboarding and first day orientation process.

Percentage of time devoted to affirmative action duties: 60%

Lorin O'Donnell, 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. Coordinates the new employee onboarding and first day orientation process.

Percentage of time devoted to affirmative action duties: 60%

Megan Charest, 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. Coordinates the new employee onboarding and first day orientation process.

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%

Sarah Perry, 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 Alexander, 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, 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%

Kia Manson, 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%

Erick Diaz, Labor & Employee Relations Associate (Attorney)

Provides general advice and guidance to deans, directors, department chairs, administrators, faculty and supervisors regarding the interpretation and application of the various collective bargaining agreements and University policies that govern University employment. Provides guidance on various collectively bargained personnel issues such as discipline and dismissal, promotion and reappointment, family leave, leave without pay, sabbatical leaves, and many

others. Supports labor negotiations with various collective bargaining units. Coordinates and manages research efforts on labor relations issues in higher education. Identifies best practices and makes recommendations to bargaining teams. Conducts grievance conferences with departments and union officials; drafts written findings to resolve grievances and to preserve the integrity of labor agreements. Facilitates mediation processes as well as harmonious working relationships among parties in grievances and contract disputes. Advises supervisors on how to conduct employment related investigations; assists supervisors with employee performance issues and provides direct assistance with more complex, institutional impacting investigations. Assists in developing and delivering training programs to ensure effective implementation and administration of collective bargaining agreements.

Percentage of time devoted to affirmative action duties: 60%

Diane Ferguson, Labor Relations Specialist

Interprets and administers pertinent laws, regulations, policies, and procedures; administers and interprets collective bargaining contracts; conduct investigations into workplace issues; represent UConn Health at grievance meetings, labor-management meetings, contract negotiations, etc.; mediate and resolve disputes; provide consultation and training to managers in all areas of labor relations; perform related duties as required.

Percentage of time devoted to affirmative action duties: 60%

Sylvia Santos, Labor Relations Specialist

Interprets and administers pertinent laws, regulations, policies, and procedures; administers and interprets collective bargaining contracts; conduct investigations into workplace issues; represent UConn Health at grievance meetings, labor-management meetings, contract negotiations, etc.; mediate and resolve disputes; provide consultation and training to managers in all areas of labor relations; perform related duties as required.

Percentage of time devoted to affirmative action duties: 60%

Megan Krom, Labor Relations Coordinator

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%

Jessica Hajdasz, 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%

Alexis Crean, 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%

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%

Joyce Smith, Director of Compensation and Classification and Talent Acquisition

Leads a full-cycle recruitment program, including 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. Leverages Equal Employment Opportunity and Affirmative Action Plan compliance strategies and goals to ensure diversity goal achievement. 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%

Anita Therattil, Compensation Manager

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

Jeffrey Hines MD, Associate Vice President and Chief Diversity Officer, UConn Health
Serves as the Chief Diversity Officer (UConn Health) 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: 50%

In addition to the individuals listed with specific affirmative action duties, responsibility for affirmative action and equal employment opportunity reflected Dr. Bruce T. Liang Interim 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. Liang and members of his senior executive team devote significant 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 Dean Stephen Lepowsky, School of Dental Medicine, Barbara Kream PhD, Associate Dean of the Graduate School dedicate significant efforts 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 Interim 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 UConn Health.

Subsection (i)

UConn Health has established internal program evaluation mechanisms to continually audit, monitor, and evaluate programs in our affirmative action program. The Interim 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, and
3. Reviewing the affirmative action plan at least annually with the Equal Employment Officer providing an annual report to the Interim 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 2023 *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 Interim Chief Executive Officer and Executive Vice President for Health Affairs, Senior Executive Team, Human Resources, and Board of Directors 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 because 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. Additionally, OIE reviewed program goals set in the *Plan* determined OIE's focus and prioritization of projects.

Throughout the year, Associate Vice President Letissa Reid 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. Additionally, Associate Vice President Letissa Reid and Training and Search Compliance Specialist Katherine Kenyon:

1. Conducted educational opportunities regarding workplace issues for newly appointed managers, supervisors, and administrative staff who supervise employees and/or students.
2. 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.
3. Met with Human Resources to discuss employee training initiatives and collaborations in diversity recruitment, the search process, and sexual harassment.
4. Met with 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 to the School of Dental 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.
6. Presented implicit bias and diversity and inclusion training to faculty and fellows from the Dental Admissions Committee.
7. Presented OIE reporting and resources to Public and Population Health Leadership, Clinical Chairs and Center Directors, and School of Medicine associate deans.

During this Plan year, UConn Health was successful in making several diverse hires in several challenging areas.

In the Executive/Administrative groups:

- One White female hired as Assistant Vice President in Healthcare Compliance and Privacy
- Two Black males hired as University Directors, one in Custodial Services and one in the Area Health Education Center (AHEC)
- One Black female hired as a University Director in the Health Career Opportunity department.
- One Asian male hired as University Director in Pharmacy

In the Faculty job groups:

- One Hispanic male hired as an Associate Professor in Genetics and Genome Sciences and two Hispanic males hired as Assistant Professors in Molecular Biology & Biophysics and Neuroscience

- Two Hispanic females hired as Assistant Professors in Neurology, one in Psychiatry and one in Public Health Sciences
- One Two or More Race female hired as an Assistant Professor in Vascular Biology and Obstetrics and Gynecology

In the Nursing job groups:

- Five White males hired as Nurses in Internal Medicine, Cardiology, PACU, Electrophysiology and Neag Cancer Center
- One Two or More Race male hired as Staff Nurses in General Surgery

In the Clinical job groups:

- One Hispanic male hired as an Athletic Trainer for the Institute for Sports Medicine

In the Qualified Craft Worker group:

- One White female hired as a Qualified Craft Worker – Painter in the Carpentry & Paint department.

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 Chief Executive Officer and Executive Vice President for Health Affairs, 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.*

Through scheduled meetings with the Chief Executive Officer and Executive Vice President for Health Affairs and Interim Chief Executive Officer throughout the *Plan* year, Associate Vice President Reid apprised Dr. Liang of the progress toward goals and objectives established in the *Plan*. Furthermore, Associate Vice President Reid identified specific problems and provided recommendations for any necessary corrective action.

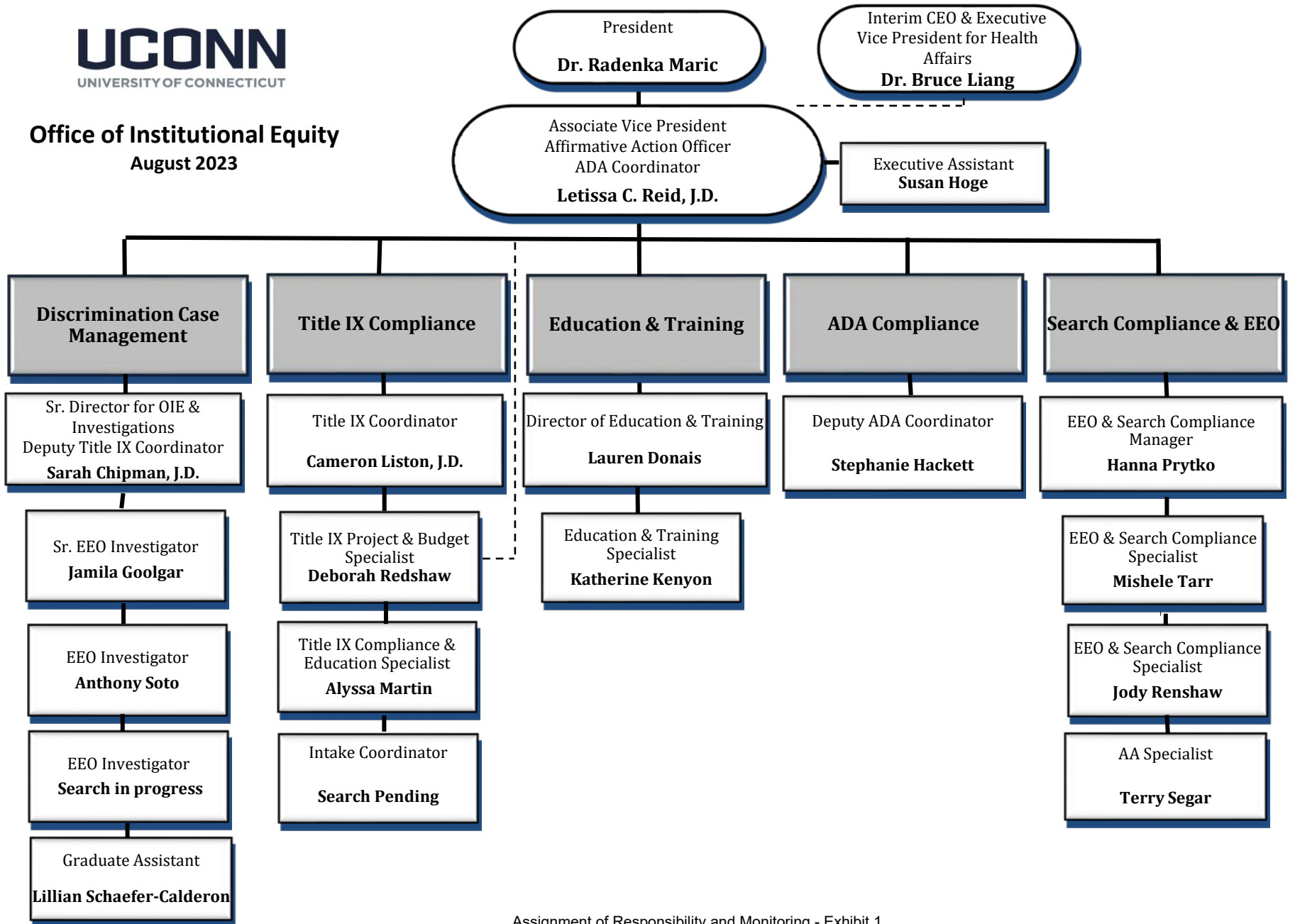
Dr. Liang also received briefings regarding all complaints investigated and/or adjudicated by the EEO Investigators of the Office Institutional Equity. He was notified of all decisions regarding complaints and received copies of all Findings and Recommendations. These meetings included discussions of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

Associate Vice President meets with Chief Executive Officer and Executive Vice President for Health Affairs to review and discuss the Affirmative Action Plan and the Executive Summary annually. During this Plan year, Letissa Reid, Associate Vice President met with Dr. Liang to review and discuss the Affirmative Action Plan and Executive Summary annually. The 2023 *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 #4 for the Executive Summary.**

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 September 16 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.

Office of Institutional Equity
August 2023



Name	Title	Department
Mary Chang	Professor/Visiting	Dermatology
Zita Lazzarini	Associate Professor	Public Health Sciences
Lenworth Ellis	Associate Professor	Occupational & Environmntl Medicine
Omar Ibrahim	Associate Professor/Clinical	Pulmonary
Marie Eugene	Associate Professor/Clinical	Neurology
Christopher Morosky	Associate Professor	OB-GYN
Hardeep Singh	Associate Professor/Clinical	Orthopaedic Surgery
Enrique Ballesteros	Head of Dept/Clinical	Path & Lab Med
Rocio Chang	Assistant Professor/Clinical	Psychiatry
Mina Boutrous	Assistant Professor/Clinical	Vascular Surgery
Lakshmi Kolandra	Senior Fellow	Neag Cancer Center Resident
Hynes Birmingham	Assistant Professor/Clinical	Emergency Medicine
Srimathi Manickaratnam	Associate Professor	Nephrology
Maria(Mayte) Restrepo-Ruiz	Assistant Professor	Public Health Sciences
Elizabeth Haskell	Quality Assurance Specialist	Clinical Effectiveness Admin
James Odom, Jr.	Director of Operation	Grounds
Michelle Lucco	Medical Assistant	Radiology
Leslie Bell	Clinical Practice Manager 2	Neag Cancer Center (JDH)
Kara Parker	Clinical Nurse Specialist	JHD-Pro Prac/Clinical Excellence
Maribeth Lineberry	Executive Assistant	Operating Room
Sarah Loschiavo	DNP, APRN-Nursing Director-Palliative Medicine	Nursing Administration
Jessica Underwood	Senior Director	Ancillary Services
Amanda Darcey	Clinical Nurse Specialist	JHD-Pro Prac/Clinical Excellence
Tiana Tran	Pharmacy Resident	Pharmacy
Catherine Trahiotis	Physical Therapist 2 -UHP	Rehab Services
LaVickie Soares	Medical Technologist 2	Clinical Laboratory
Mahmoud Omar	Staff Nurse CN2	Operating Room
Kimberly Hackett	Admin Program Coordinator	Neag Cancer Center (JHD)
Patrycja Luke	Admin Program Coordinator	Anesthesiology
Babitha Mathew	Lead Nurse Practitioner	Psychiatric Clinic
Kinsha Williams-Davis	Staff Nurse CN2	Neag Cancer Center (JHD)

Assignment of Responsibility and Monitoring - Exhibit 2

Mercy Sarpong	Medical Assistant	Medical/Surgery/Oncology Unit
Linda Barry MD	Director – HDI, Interim	UConn Health Disparities Institute
Co-Leaders:		
Genice Nelson	Nursing Director	Nursing Administration
Daniel Warriner	Chaplain	Spiritual Services
Sponsors:		
Caryl Ryan	COO/CNO John Dempsey Hospital	Hospital-Admin
Jeffrey Hines, MD	MD, AVP, Chief Diversity Officer	UConn Health
Executive Sponsor:		
Bruce Liang, MD	MD, Interim EVP and CEO	UConn Health

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? If 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 UCHC 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:

How would you rate the overall performance?

- Exceptional Highly Successful Fully Successful Minimally Successful Unacceptable

Employee’s Signature

Date

Supervisor’s Signature

Date

2023

UConn HEALTH



AFFIRMATIVE ACTION EXECUTIVE SUMMARY

OFFICE OF INSTITUTIONAL EQUITY

UConn Health

2023 AFFIRMATIVE ACTION PLAN

UConn Health’s Affirmative Action Plan for Employment (*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 achieve equal employment opportunity.

The Office of Institutional Equity completes the annual *Plan* as required by Connecticut General Statute (CGS) §46a-68 and sections 46a-68-75 to 46a-68-114, inclusive, for submission to the Commission on Human Rights and Opportunities (CHRO) by September 30.

The *Plan*:

Establishes hiring, promotional, and program goals that promote affirmative action;

Illustrates the University’s efforts to achieve a workforce that is balanced and fully representational of the relevant labor market areas;

Quantitatively and qualitatively measures the University’s degree of success in accomplishing hiring, promotion, and program goals; and

Examines and eliminates policies and employment practices that adversely affects members of protected classes.

TABLE OF CONTENTS	
GOAL ACHIEVEMENT	2
PROGRAM GOALS	3
DATA DEFINITIONS	4
CURRENT WORKFORCE	5
WORKFORCE TYR & LYR	6
WORKFORCE BY EEO	8
2023 NEW HIRES	11
2023 APPLICANTS	13
SUMMARY	16

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.

HIRING AND PROMOTIONAL GOALS

A hiring or promotional goal is set when underutilization has been identified for a race/gender group in a job category, consisting of similar job titles. For each job category, a Utilization Analysis is conducted to compare UConn Health’s workforce to the availability in the relevant labor market. Labor market availability is determined through an analysis of statistical data from sources such as the US Census, IPEDS (Integrated Post-Secondary Education Data System), and the Department of Labor. The sources are weighted in accordance with their significance to the titles within job categories. When the percentage of a race/gender group in UConn Health’s workforce is less than the availability in the labor market, hiring goals are set.

Promotional goals are set in lieu of or in addition to hiring goals, based on the historical pattern of filling specific positions.

Because of the constantly changing labor market data and the UConn Health workforce, goals are updated annually in each Affirmative Action Plan.

Total Hiring Goal Achievement: 19.0%

Total Promotional Goal Achievement: 18.0%

- ◆ Hiring goal achievement decreased from 28.6% in 2022 to 19.0%*
- ◆ Promotional goal achievement decreased from 25.4% in 2022 to 18.0%
- ◆ The Service/Maintenance category had the highest combined goal achievement of 44.8%
- ◆ The Secretarial/Clerical category had the lowest combined goal achievement of 7.1%

**The latest (new) census data was available to calculate underrepresentation for hiring and promotional goals in the Availability Analysis in the 2022 Plan.*

Job Category	Hires	Goals Met	Percentage	Promotions	Goals Met	Percentage
Executive Managerial	20	6	30.0	28	5	17.9
Faculty	60	18	30.0	28	8	28.6
Professional	224	41	18.3	61	12	19.7
Secretarial/Clerical	120	6	5.0	50	6	12.0
Tech/Paraprofessional	127	26	20.5	21	4	19.0
Qualified Craft Worker	9	2	22.2	3	0	0.0
Service/Maintenance	29	13	44.8	3	0	0.0
Total	589	112	19.0	194	38	18.0

PROGRAM GOALS

Accomplished

- ◆ The Office of Institutional Equity (OIE) updated presentation slides and informational handouts used during presentations and programs to provide easier access to online materials through links and QR codes. OIE reviewed the Accessibility website and implemented improved navigation and updated informational materials (for example, guidance documents on planning accessible events). OIE also reviewed and updated information on the Title IX website regarding support services and processes.
- ◆ Due to the unforeseen medical leave of the primary staff member responsible for the training development, the goal was modified. The training was redesigned in a web-based format for all new employees. Video recordings of instructor led training provide effective self-paced modules included in the New Employee Orientation training series offered by the Department of Human Resources. All new employees are required to attend the New Employee Orientation on their first two days of employment. While all pedagogical, cognitive, affective and behavioral learning objectives were not able to be accomplished, new employees receive valuable training on their rights and of rights and responsibilities under the University's non-discrimination policies, internal and external reporting channels, remedies available to victims and concepts around addressing and preventing discrimination and harassment in their work environments.
- ◆ The Office of Diversity and Inclusion completed the collection of race/gender demographic data for the entire UConn Health workforce. The collected data has been distilled to the unit and department level in a dashboard available for academic administration and management. As the dashboard is being utilized more widely, progress toward strategic goals can be readily tracked.

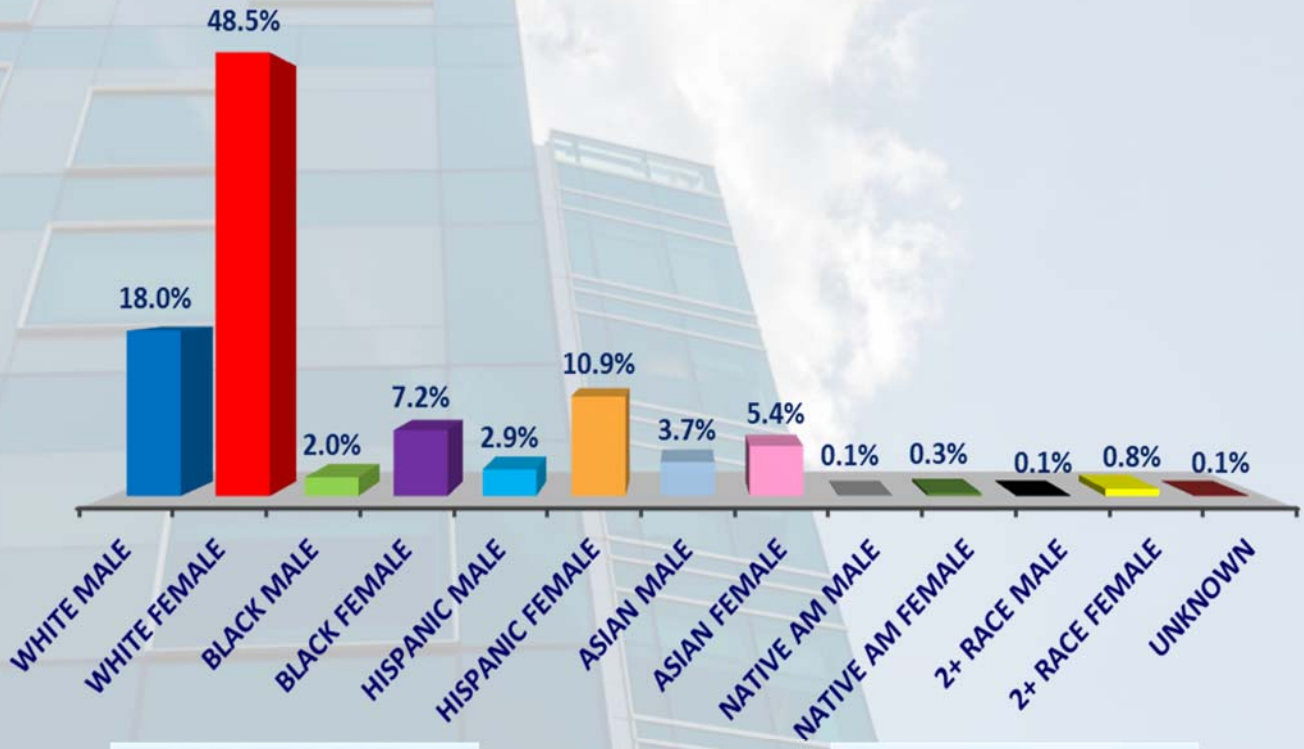
Future Goals

- ◆ The Office of Institutional Equity (OIE) will provide enhanced informational materials for managers and supervisors, focused on responding to employee concerns relating to University and UConn Health non-discrimination policies and related processes. This comprehensive approach will allow channels of communication to be open and strengthen relationships within the University. To make this approach as accessible as possible, OIE will redesign the current web-based contact form used by the University community to report concerns relating to University and UConn Health non-discrimination policies and related processes, request informational materials and programs, or submit accessibility-related inquiries.
- ◆ To better serve the UConn Health community, the Office of Diversity and Inclusion will utilize ChimeData to improve internal data analysis. ChimeData offers data collection and reporting services to acute care hospital members. The provided data will help UConn Health analyze how its inpatient and outpatient services compare against other hospitals. Demographic data from local and national hospitals will be compared to the entire workforce by unit level and will include all the departments. The data will also assist UConn Health in tracking how its workforce demographics mirror patients. The dashboard will provide administration and management with the ability to evaluate data down to unit levels within UConn Health, allowing for tracking progress on strategic goals. Regularly updated data will allow UConn Health to develop, implement and deploy interventions earlier.
- ◆ The Office of Diversity and Inclusion will deliver implicit bias and microaggression training to all academic and non-academic units. This training will provide more in-depth content to supplement the current OIE anti-discrimination training offered. The focus of this training will be continuously evolving to address the changing landscape relative to anti-harassment and anti-discrimination related issues.

THE DATA—DEFINITIONS

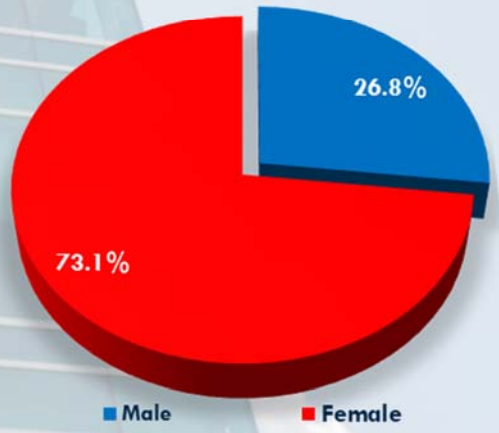
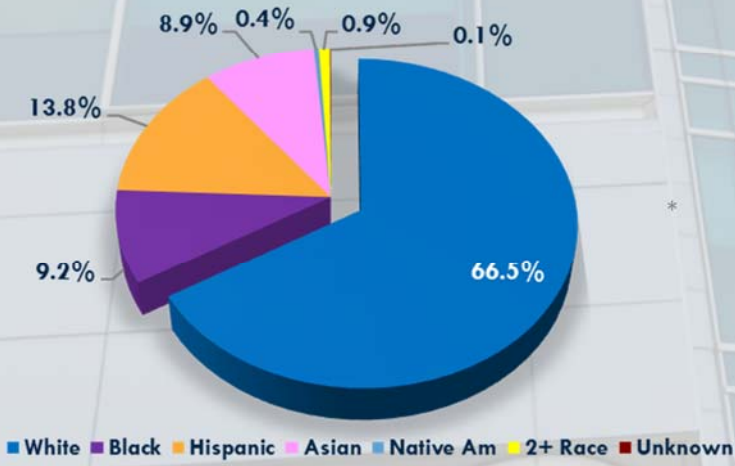


THE WORKFORCE



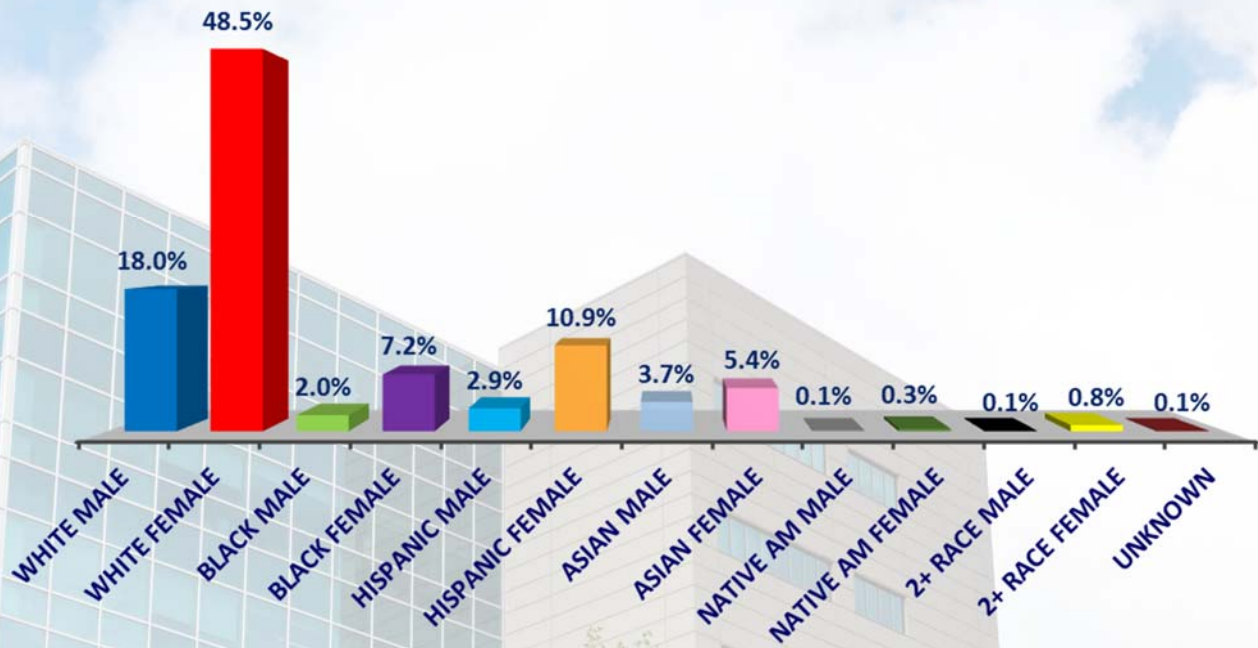
Total Minority* = 33.5%

Female = 73.1%
Male = 26.8%



- The combined workforce** totals 3727 employees.
 - 78.6% are Staff
 - 15.8% are Faculty
 - 5.7% are Executive/Managerial
- 66.5% of the workforce is white, which is the largest group.
- Females are 73.1% of the workforce, with white females as the largest group at 48.5%.
- Native Americans, Two or more races, Asian and black employees are the smallest groups.
- Total minority* workforce is 33.5%, increasing from 31.1 in 2022 and 28.3 in 2021.

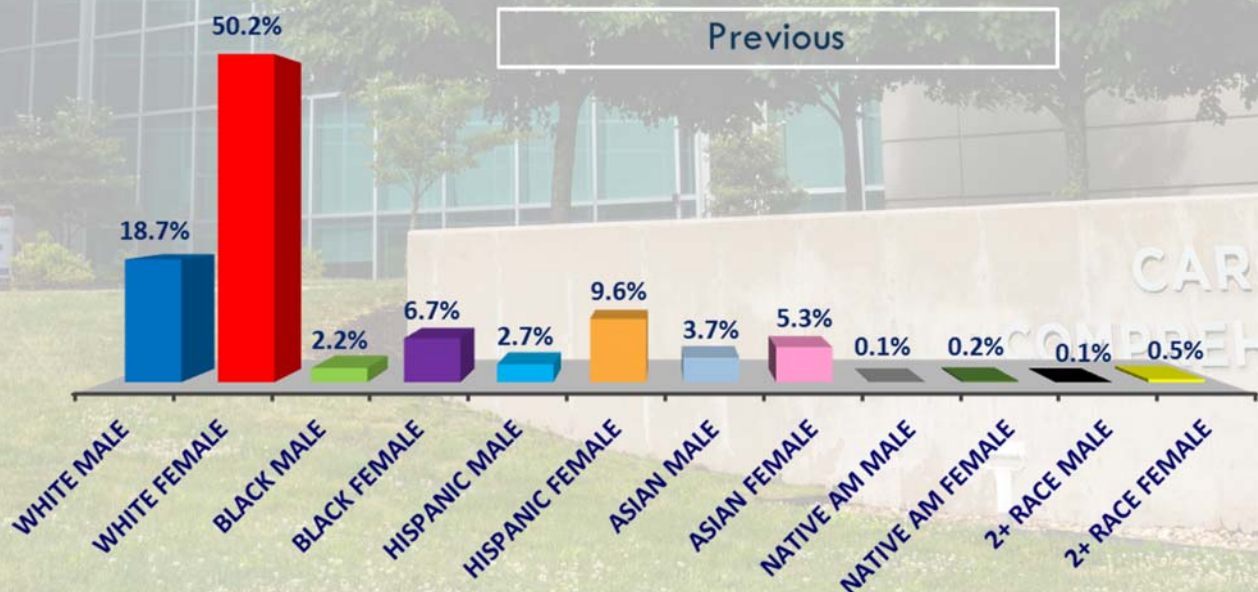
THE WORKFORCE – PREVIOUS AND CURRENT YEAR



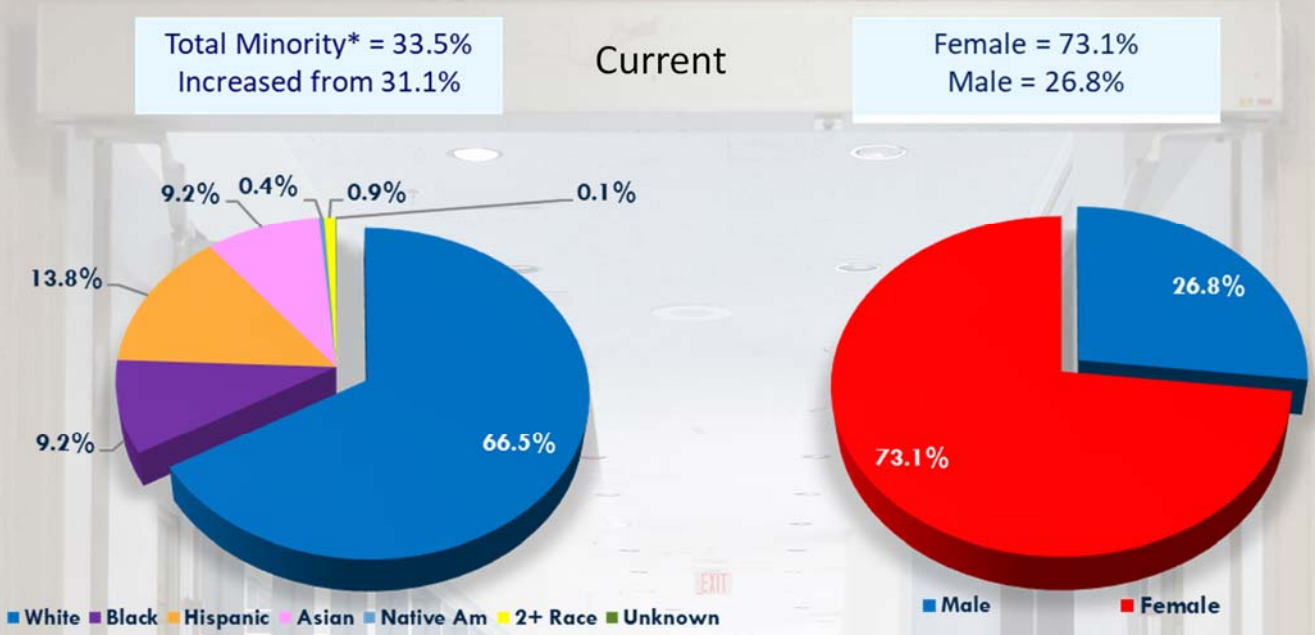
The total workforce* increased from 3517 (2022) to 3727, an increase of 5.8%.

The composition of the workforce has not changed significantly since last year but some race groups saw larger changes than last year. Increases and decreases to individual race groups ranged from 0.1% to 2.4%:

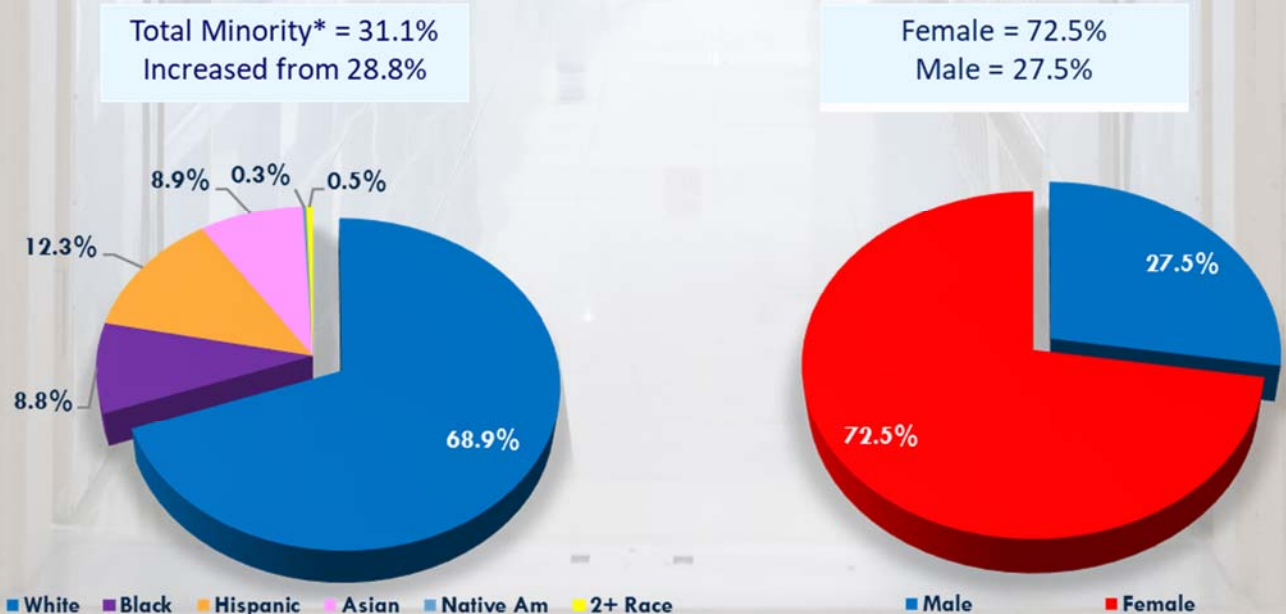
- Hispanic increased from 12.3% to 13.8%
- 2+ Races increased from 0.7% to 1.8%
- Black increased from 8.9% to 9.2%
- Asian increased from 9.0% to 9.1%
- Native American increased from 0.3% to 0.4%
- White decreased from 68.9% to 66.5%



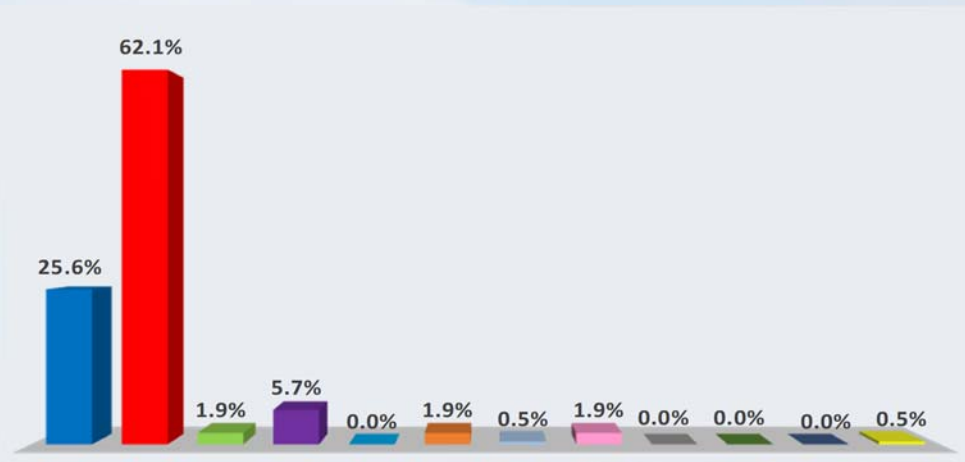
THE WORKFORCE— PREVIOUS AND CURRENT YEAR



- The total minority* workforce increased from 22.8% to 23.9%
 - Has been increasing at approximately 1.0—2.0% annually for the last five years
 - The Hispanic category has experienced the largest and steadiest growth annually
 - All other groups have minor fluctuations annually
- Females have historically made up more than 70% of the workforce.
 - Females are:
 - 78.8% of Staff
 - 72.0% of Executive/Management
 - 45.2% of Faculty

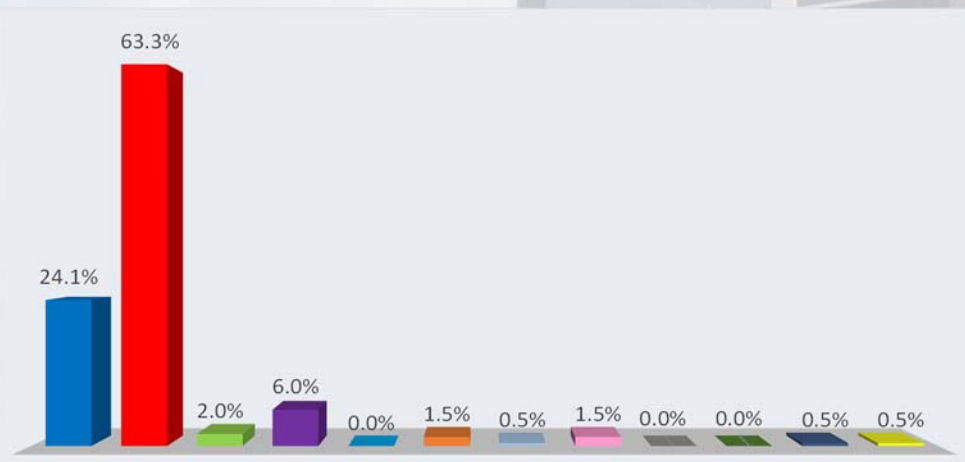


WORKFORCE ANALYSIS EXECUTIVE PAST AND PRESENT



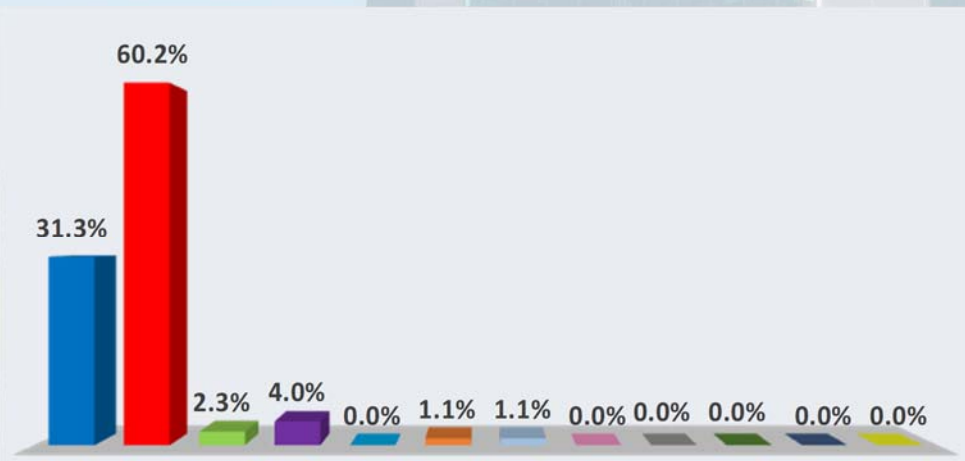
	Male	Female	Total
White	54	131	185
Black	4	12	16
Hispanic	0	4	4
Asian	1	4	5
Native Amer	0	0	0
2+ Race	0	1	1
Total	59	152	211

28.0% male 72.0% female
12.9% minority**



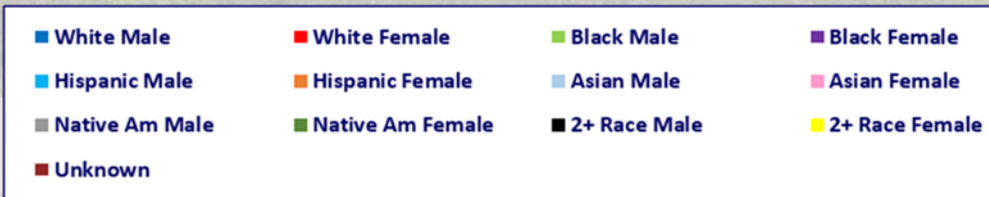
	Male	Female	Total
White	48	126	174
Black	4	12	16
Hispanic	0	3	3
Asian	1	3	4
Native Amer	0	0	0
2+ Race*	1	1	2
Total	54	145	199

33.7% male 66.3% female
9.8% minority**



	Male	Female	Total
White	55	106	161
Black	4	7	11
Hispanic	0	2	2
Asian	2	0	2
Native Amer	0	0	0
2+ Race*	0	0	0
Total	61	115	176

34.7% male 65.3% female
8.5% minority**

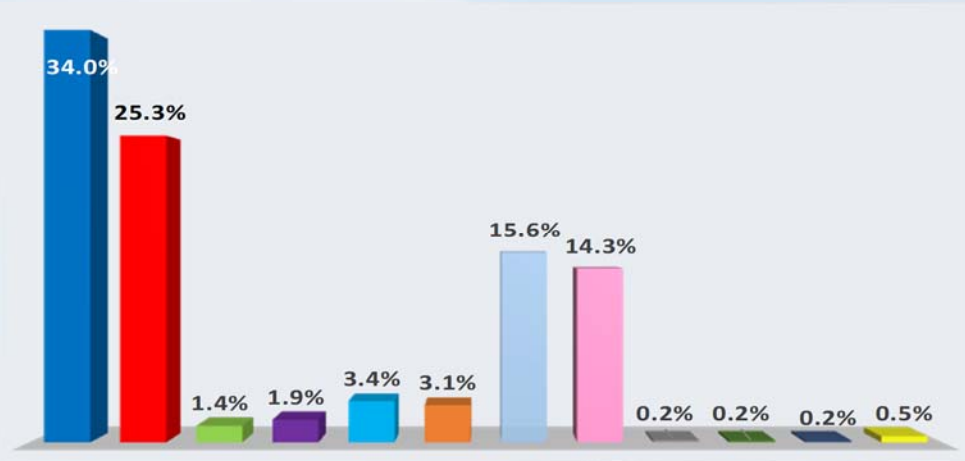


Data as of May 31, 2023

WORKFORCE ANALYSIS

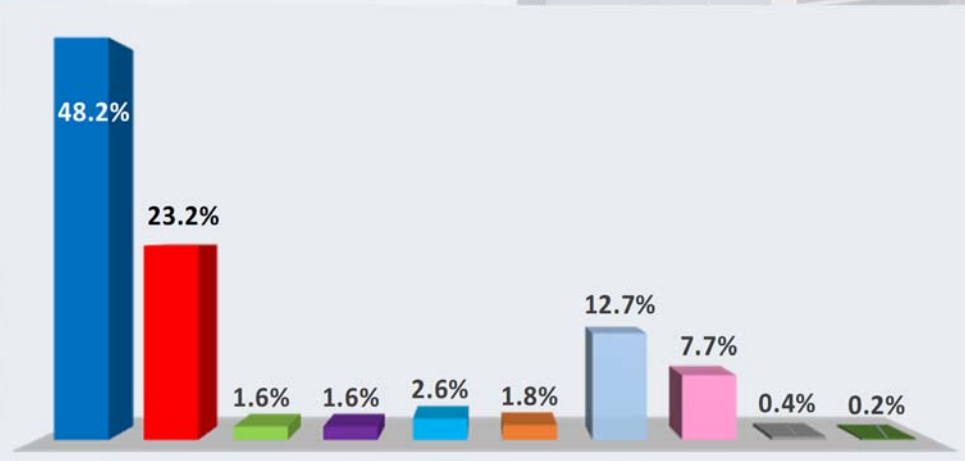
FACULTY

PAST AND PRESENT



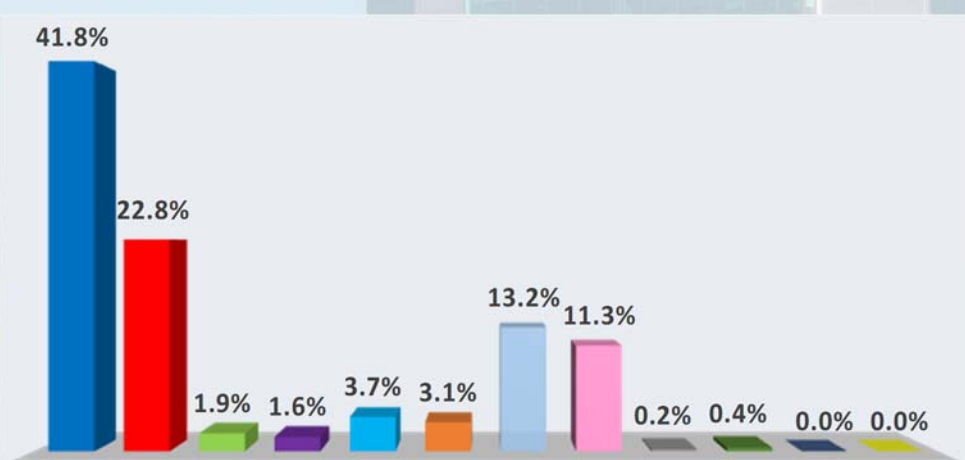
	Male	Female	Total
White	200	149	349
Black	8	11	19
Hispanic	20	18	38
Asian	92	84	176
Native Amer	1	1	2
2+ Race	1	3	4
Total	322	266	588

54.8% male 45.2% female
40.6% minority**



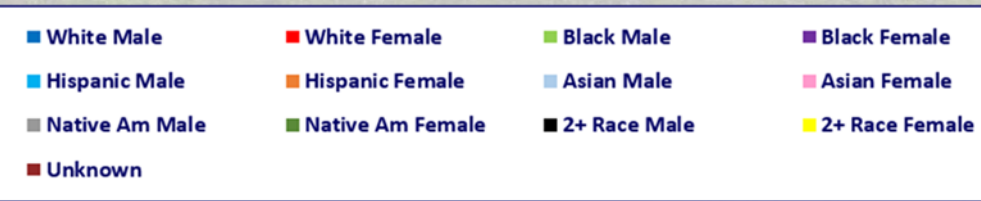
	Male	Female	Total
White	201	148	349
Black	9	11	20
Hispanic	20	16	36
Asian	84	79	163
Native Amer	0	2	2
2+ Race*	1	1	2
Total	315	257	572

61.6% male 38.4% female
33.1% minority**



	Male	Female	Total
White	215	117	332
Black	10	8	18
Hispanic	19	16	35
Asian	68	58	126
Native Amer	1	2	3
2+ Race*	0	0	0
Total	313	201	514

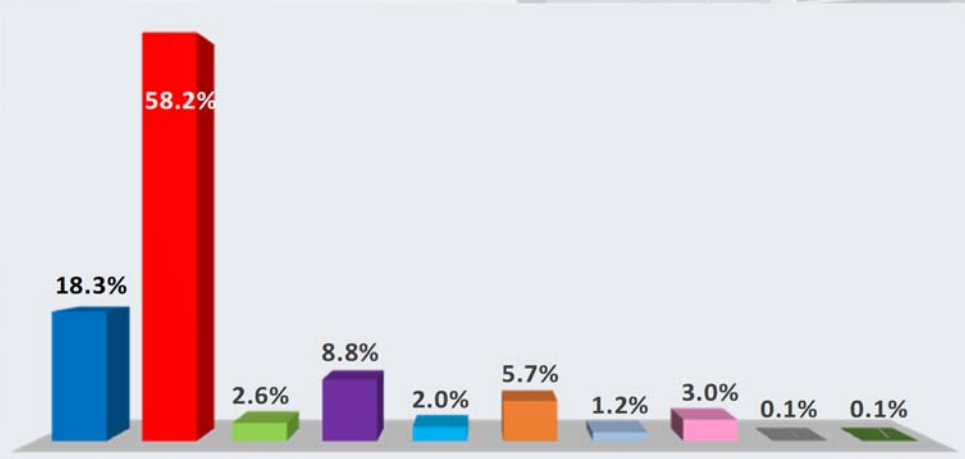
60.9% male 39.1% female
35.4% minority**



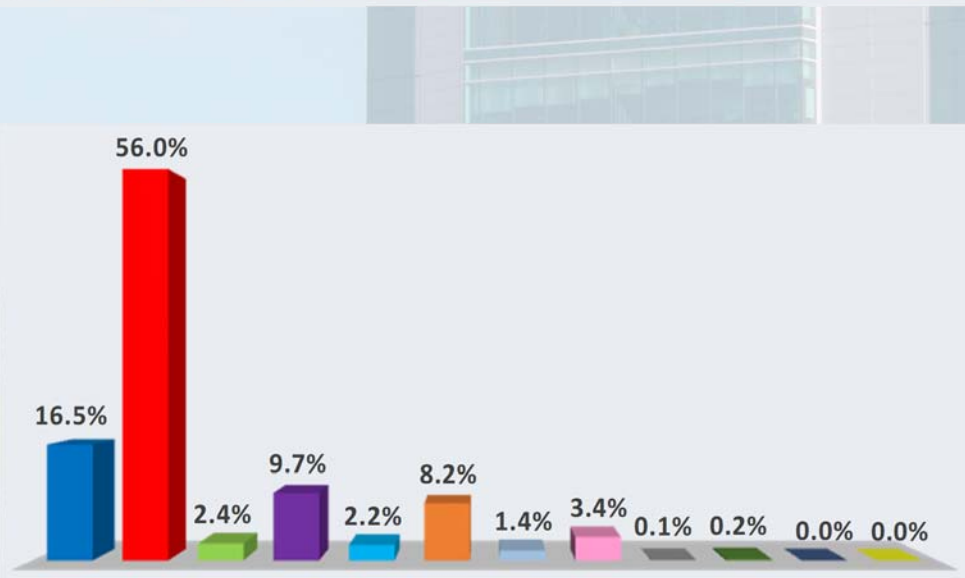
Data as of May 31, 2023



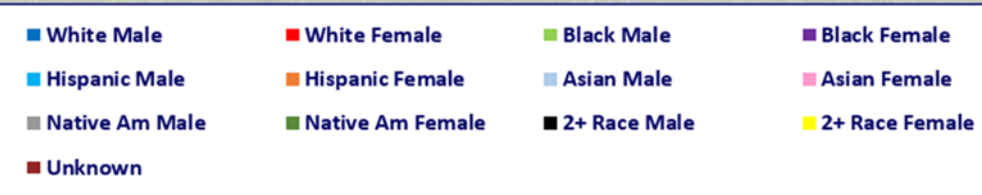
	Male	Female	Total
White	416	1527	1943
Black	64	245	309
Hispanic	88	383	471
Asian	46	115	161
Native Amer	2	11	13
2+ Race	3	25	15
Unknown	0	0	3
Total	619	2306	2912
21.3% male		79.2% female	
33.5% minority**			



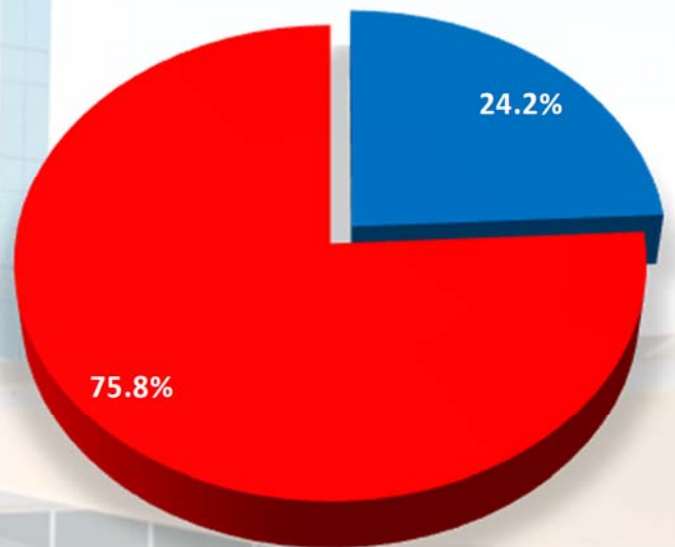
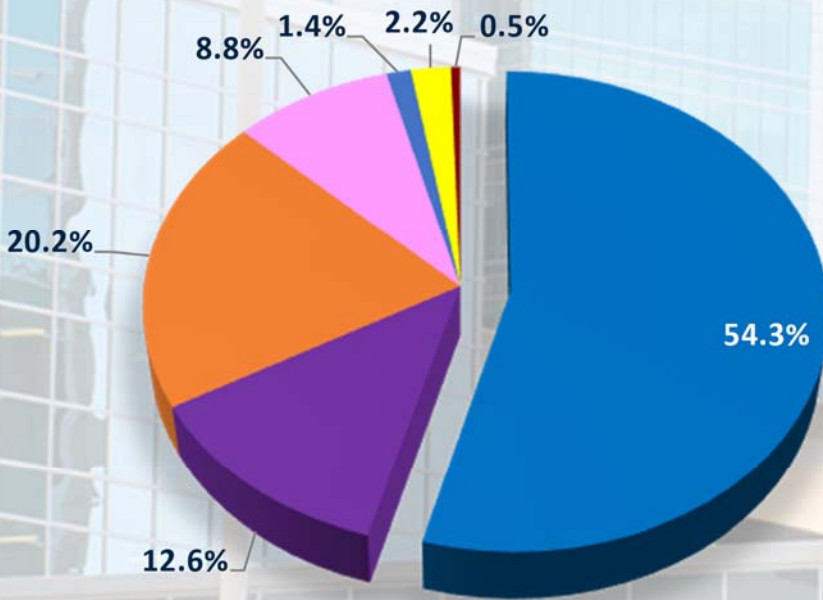
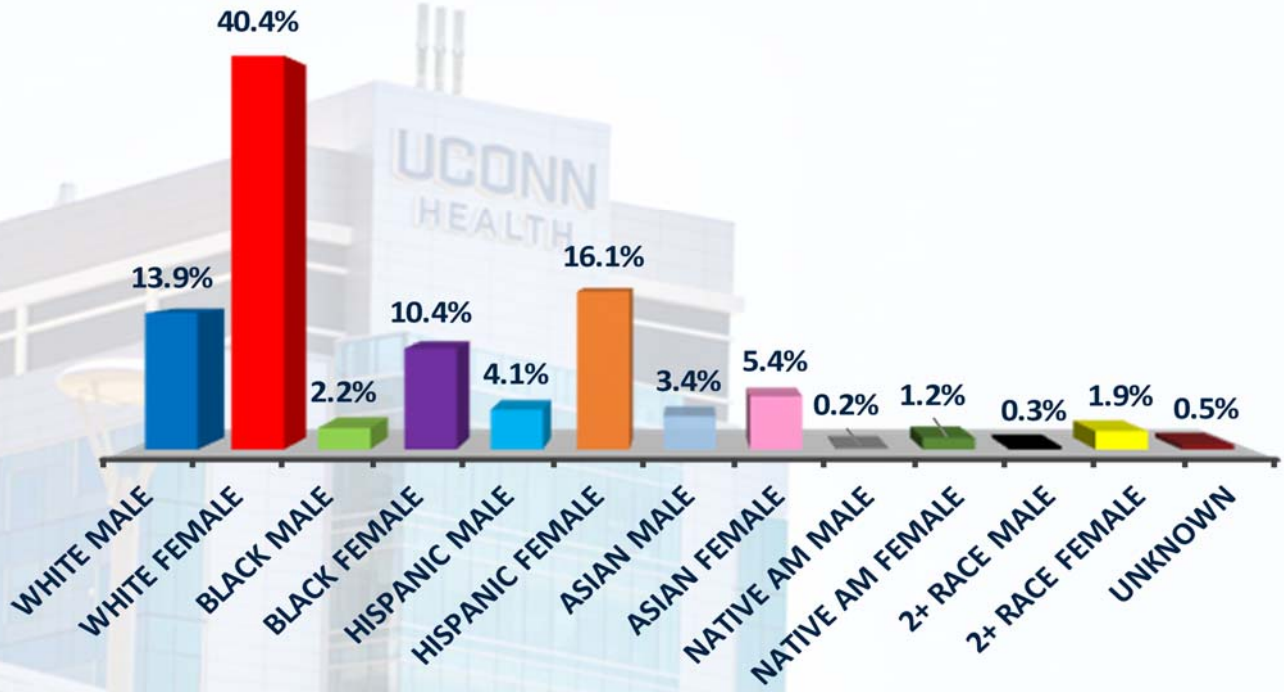
	Male	Female	Total
White	410	1491	1901
Black	63	212	275
Hispanic	75	320	395
Asian	46	106	152
Native Amer	2	6	8
2+ Race*	1	14	15
Total	597	2149	2738
23.6% male		76.4% female	
27.2% minority **			



	Male	Female	Total
White	504	1710	2214
Black	74	295	398
Hispanic	68	250	355
Asian	43	103	146
Native Amer	2	6	8
2+ Race*	0	0	0
Total	691	2664	3055
22.6% male		77.4% female	
27.5% minority**			

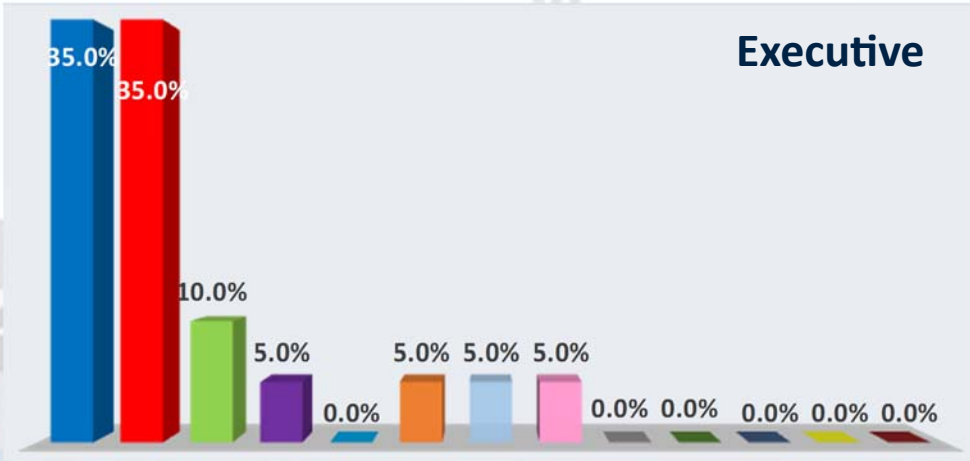


Data as of May 31, 2023



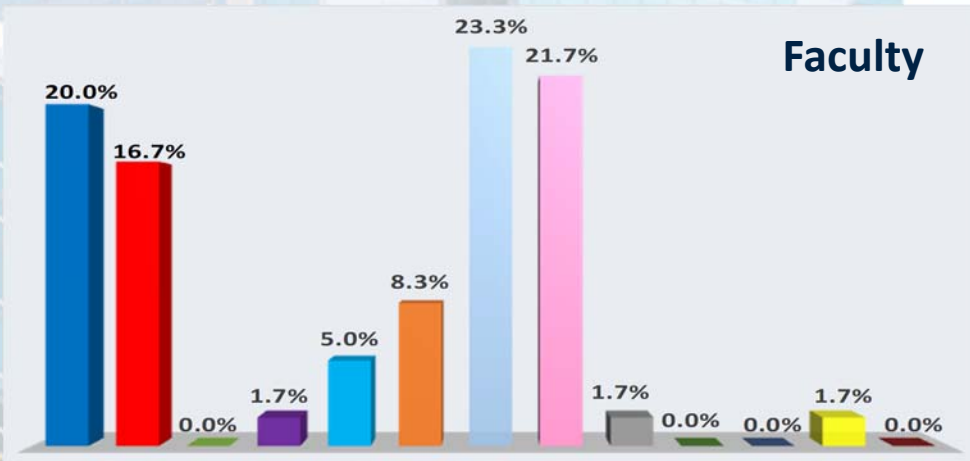
■ White ■ Black ■ Hispanic ■ Asian ■ Native Am ■ 2+ Race ■ Unknown ■ Male ■ Female

- ◆ New hires for the 2022 Plan year totaled 589 an increase from 517 in 2022, a 15.0% increase.
- ◆ The new hires were predominately white, 54.3% and female, 75.8% and similar in composition to the current workforce.
- ◆ White females made up the majority of the new hires, with 40.4%.
- ◆ The minority** new hires were 45.0%, an increase from 41.0% in 2022, with the Black, Hispanic and Native American race/gender categories higher than the current workforce composition.
- ◆ Unknown race/gender hires were 0.5%.



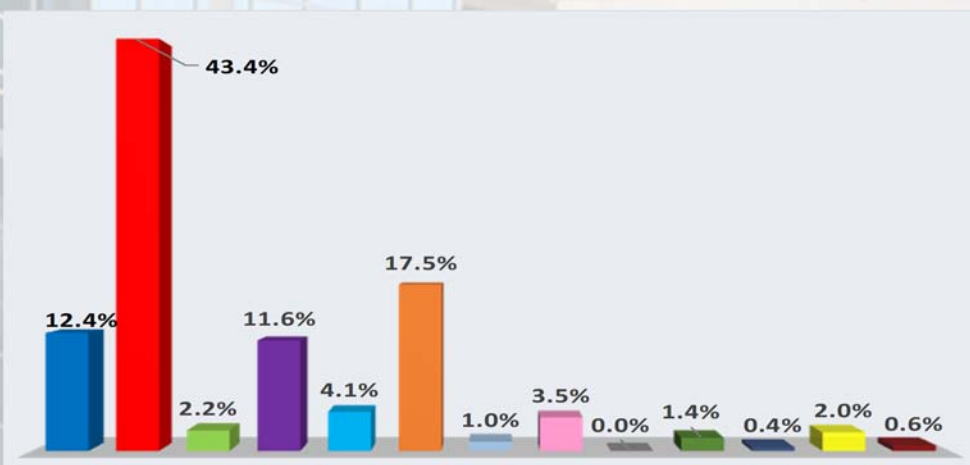
	Male	Female	Total
White	7	7	14
Black	2	1	3
Hispanic	0	1	1
Asian	1	1	2
Native Amer	0	0	0
2+ Race	0	0	0
Total	10	10	20

50.0% male 50.0% female
30.0% minority



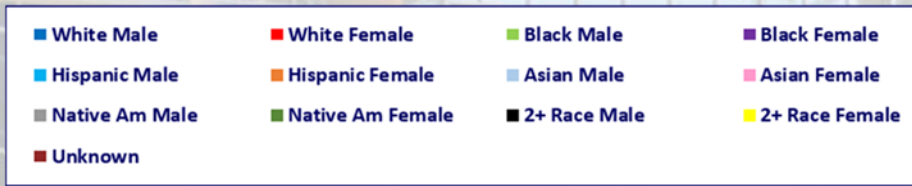
	Male	Female	Total
White	12	10	22
Black	0	1	1
Hispanic	3	5	8
Asian	14	13	27
Native Amer	1	0	1
2+ Race	0	1	1
Total	30	30	60

50.0% male 50.0% female
63.3% minority



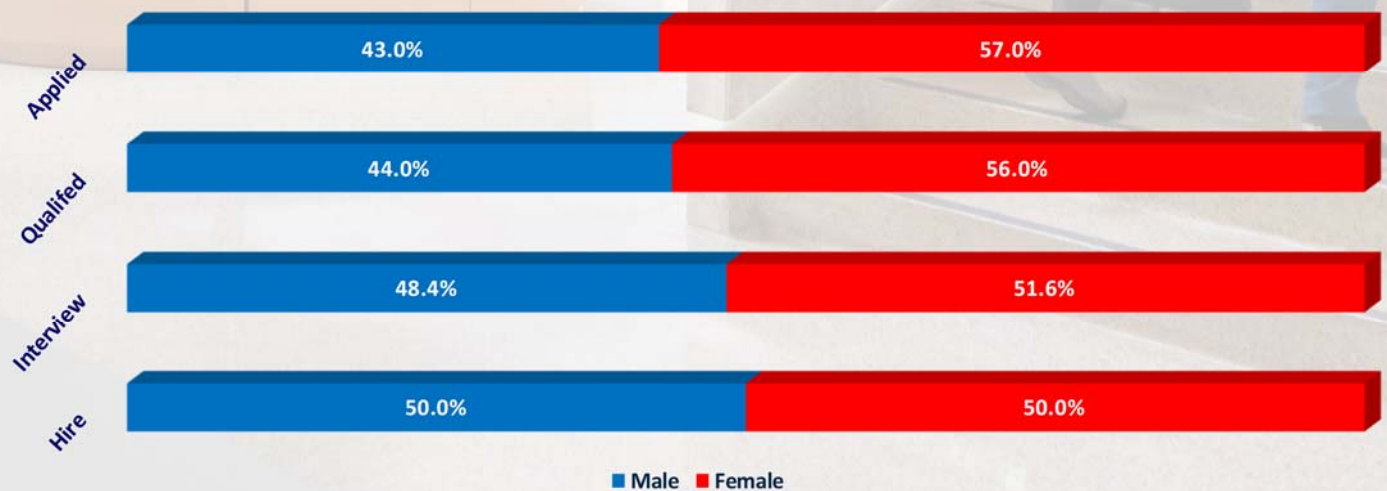
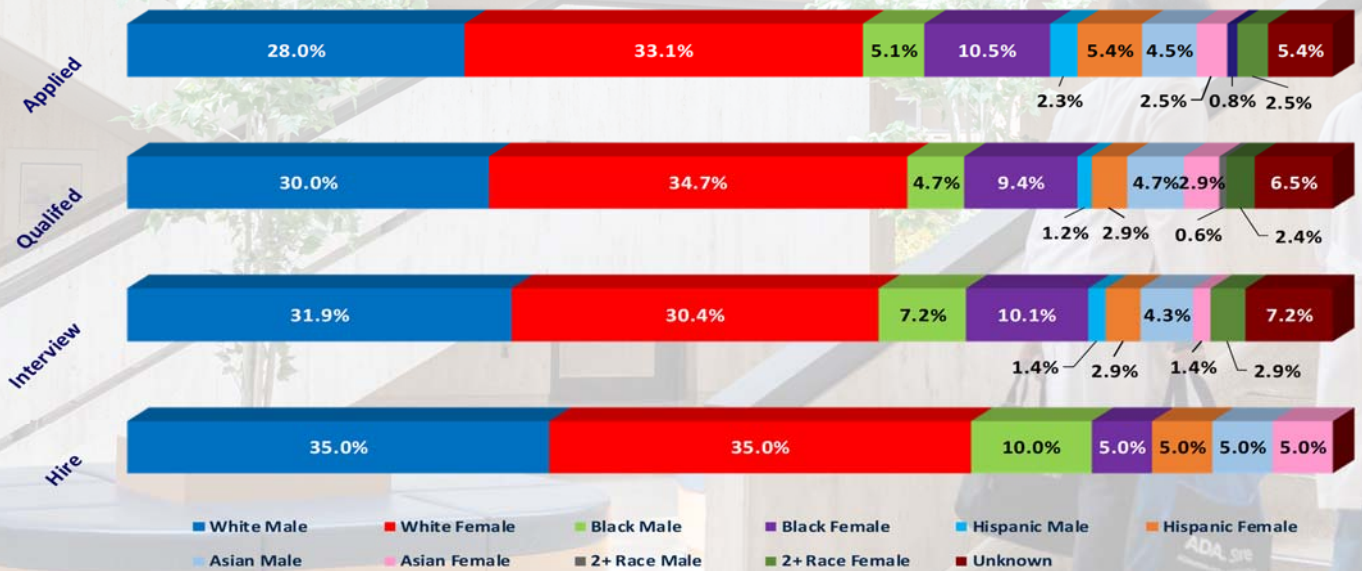
	Male	Female	Total
White	63	221	284
Black	11	59	70
Hispanic	21	89	110
Asian	5	18	23
Native Amer	0	7	7
2+ Race	2	10	12
Unknown	0	3	3
Total	142	444	589

20.2% male 79.8% female
43.6% minority



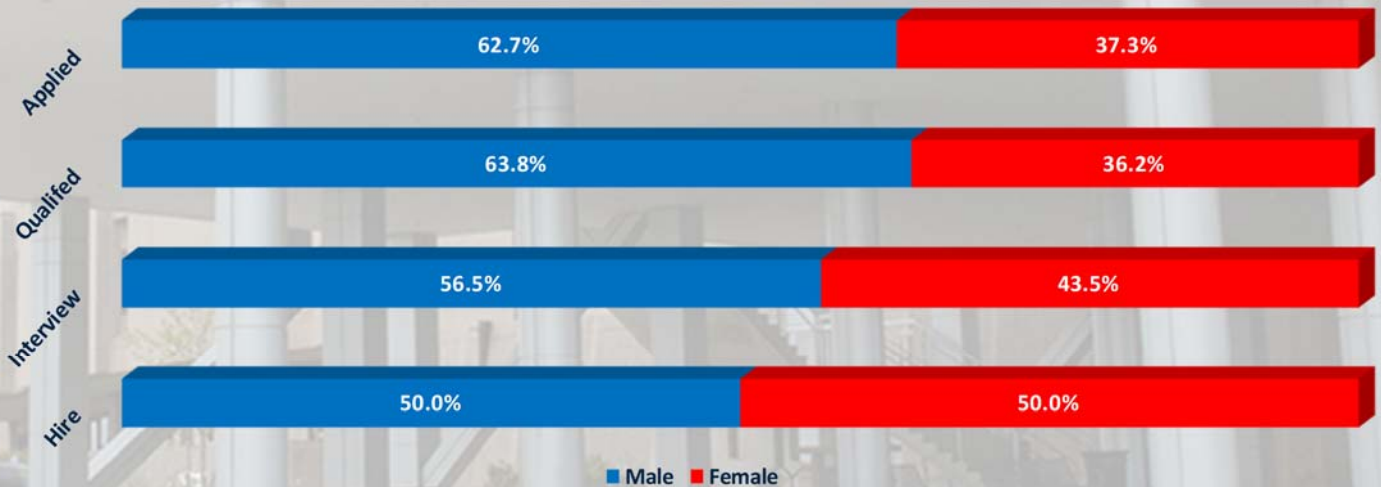
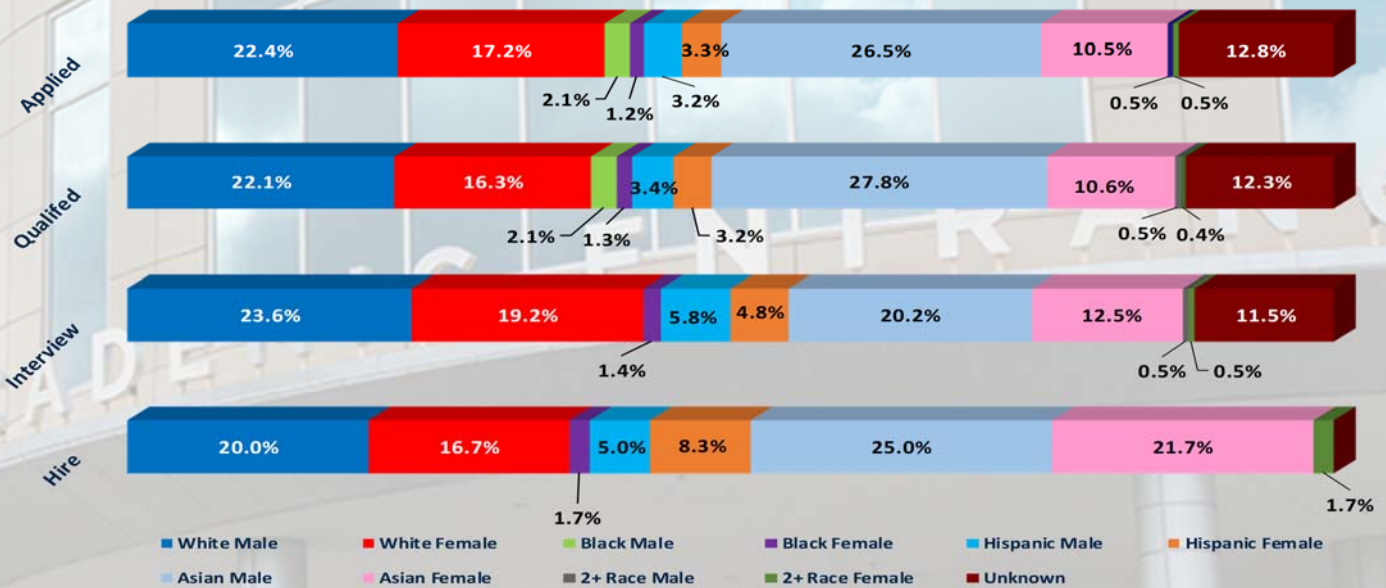
Executive

	Applied	Qualified	Interview	Hire
Total	354	170	69	20
White Male	99	51	22	7
White Female	117	59	21	7
Black Male	18	8	5	2
Black Female	37	16	7	1
Hispanic Male	8	2	1	0
Hispanic Female	19	5	2	1
Asian Male	16	8	3	1
Asian Female	9	5	1	1
2+ Race Male	3	1	0	0
2+ Race Female	9	4	2	0
Unknown	19	11	5	0
Male	144	70	31	10
Female	191	89	33	10



Faculty

	Applied	Qualified	Interview	Hire
Total	857	791	208	60
White Male	192	175	49	12
White Female	147	129	40	10
Black Male	18	17	0	0
Black Female	10	10	3	1
Hispanic Male	27	27	12	3
Hispanic Female	28	25	10	5
Asian Male	227	220	42	15
Asian Female	90	84	26	13
2+ Race Male	4	4	1	0
2+ Race Female	4	3	1	1
Unknown	110	97	24	0
Male	468	443	104	30
Female	279	251	80	30

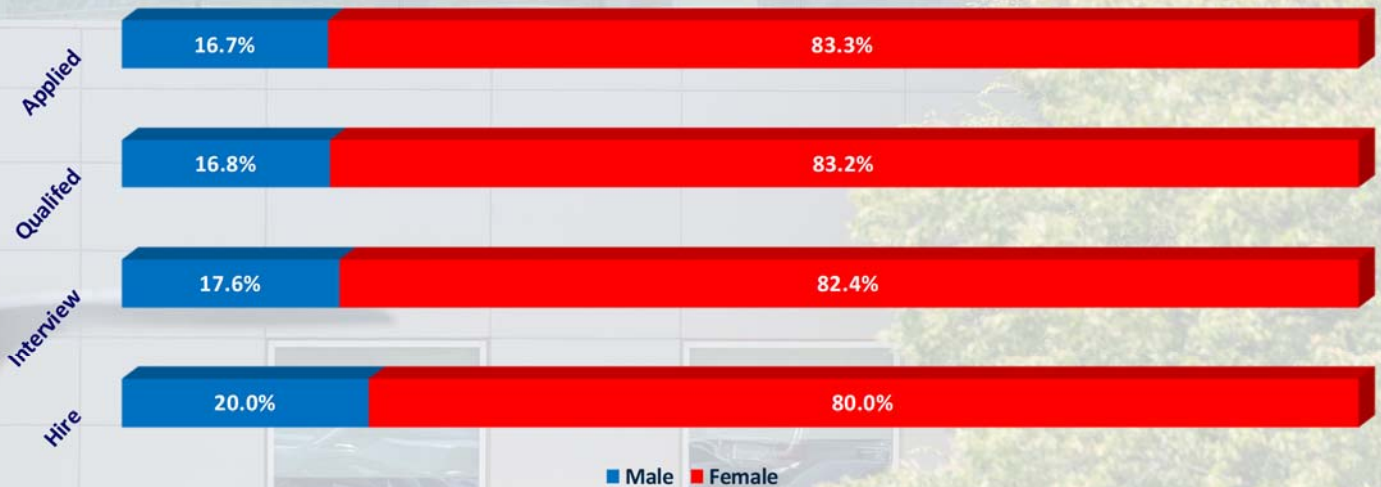
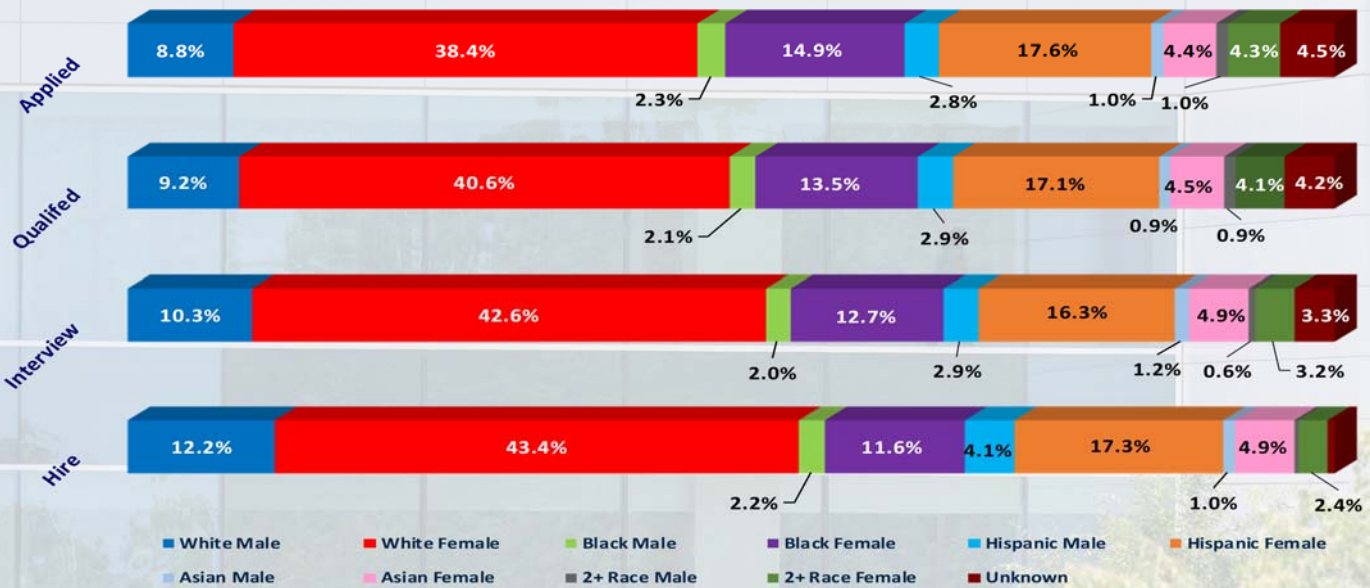


2023 APPLICANTS

June 1, 2022 - May 31, 2023

Staff

	Applied	Qualified	Interview	Hire
Total	9236	5638	1864	509
White Male	810	521	192	62
White Female	3549	2291	794	221
Black Male	213	120	38	11
Black Female	1373	759	236	59
Hispanic Male	262	165	54	21
Hispanic Female	1625	963	303	88
Asian Male	95	50	22	5
Asian Female	403	253	92	25
2+ Race Male	91	53	11	2
2+ Race Female	398	229	60	12
Unknown	417	234	62	3
Male	1471	909	317	101
Female	7348	5404	1802	506



IN SUMMARY

