

Identification of Problem Areas

Section 46a-68-87

The University, in compliance with this section, has reviewed each occupational category and position classification with significant numbers of persons employed to determine which experienced an increase or reduction in force. All of the University's personnel policies and practices were analyzed to identify those non-quantifiable aspects of the employment process that may impede or prevent the full and fair participation of minorities, women, older workers, and persons with disabilities in the employment process. An additional objective was to identify any systemic discrimination, which is defined as the use of tests, job qualifications, and other employment practices having the unintended effect of contributing to the adverse impact on minorities and women.

Summary of Hires

For this reporting period, CCSU established sixty-five (65) hiring goals, and experienced ninety-four (94) hires. Hiring occurred in the occupational categories of Executive Administrative, Associate Professor, Assistant Professor, Coaches, Professional Non-Faculty, Clerical All Titles, Secretary 2, Tech/Paraprofessional, Skilled Craft, Service Maintenance, Custodians, and Protective Services.

Of the ninety-four (94) hires that occurred during this reporting period, seventeen (17) or (18.1%) of all hires met established reachable hiring goals.

Additionally, in its commitment to diversify the workforce, the University hired twenty-three (23) members of underrepresented groups that did not meet established goals:

- One (1) diverse hire in the **Executive** category: One (1) AAIANHNPI Female.
- Seven (7) diverse hires in the **Assistant Professor** category: One (1) Black Male; Two (2) Black Females; One (1) AAIANHNPI Male; Three (3) AAIANHNPI Females.
- One (1) diverse hire in the **Coaching** category: One (1) Black Female.
- Ten (10) diverse hires in the **Professional/Non-faculty** category: Three (3) Black Females and Seven (7) Hispanic Females.
- One (1) diverse hire in the **Secretary 2** category: One (1) Black Female.
- Two (2) diverse hires in the **Custodian** category: Two (2) Hispanic Males.
- One (1) diverse hire in the **Protective Services** category: One (1) Hispanic Male.

Goal candidates or candidates from historically underrepresented groups were part of most searches throughout the reporting period.

Summary of Promotions

For this reporting period, CCSU established forty-three (43) promotional goals and experienced thirty-two (32) promotions. Promotions occurred in the occupational categories of Executive Administrative, Professor, Associate Professor, Professional Non-Faculty, and Service Maintenance.

Of the thirty-two (32) promotions that occurred during this reporting period, fourteen (14) or thirty-two-point six percent (32.6%) met established reachable promotional goals.

Additionally, in its commitment to diversify the University promoted five (5) members of underrepresented groups that did not meet established goals:

- One (1) diverse promotion in the Executive Administrative Category: One (1) Hispanic Female
- Three (3) diverse promotions in the **Associate Professor** category: Three (3) AAIANHNPI Males
- One (1) diverse promotion in the **Professional Non-Faculty** category: One (1) Hispanic Male

Aspects of Employment

1. EMPLOYMENT APPLICATIONS

For all positions in the Executive/Administrative, Faculty, and Professional/Non-Faculty categories, candidates apply by sending a resume, cover letter, and names of three professional references. This process enables prospective candidates to present extensive information about their candidacy to search committees, thereby enabling committees to review candidates with alternative experience or qualifications where possible. Advertisements state that the University may consider an equivalent combination of credentials and/or experience to meet the specified qualifications.

The University's procedure requires applicants to document race and gender information through the hiring electronic application process. Some applicants do not provide their race/gender information. However, the fact that this is an active choice instead of a passive choice has led candidates electing to omit information relating more to gender in the last reporting period. Many applicants are declining to respond to the option to select male or female.

CCSU continues to have a good response rate with the number of candidates who have elected to identify their race. However, the Department of Administrative Services (DAS) Job Aps System does have a large number of unknown race and sex responses for the classified positions.

The University utilizes the standard State of Connecticut application on the Department of Administrative Services (DAS) JobAps System for candidates applying for positions in all classified occupational categories. The DAS JobAps does not screen out candidates based on race, sex, age, disability, or any other protected class. The applicant provides information related to their demographics voluntarily; therefore, this information is not always available. This computerized system allows applicants to indicate they would prefer to be categorized as two or more race categories.

2. JOB QUALIFICATIONS AND JOB SPECIFICATIONS

Executive/Administrative

The positions in this occupational category are unclassified and highly specialized in that each one is a one-of-a-kind position, and each involves major areas of higher education administration. Recruitment for these positions is difficult because extensive qualifications are required. The educational expectation is usually a doctorate or terminal degree. This requirement may reduce the number of underrepresented group candidates. However, the University does advertise for and considers comparable alternative credentials and experience to improve access to recruit diverse applicants.

Faculty

Job requirements for faculty members are usually demanding. The applicants must possess doctorates, have all requirements for their doctorates completed except for their dissertations (All but Dissertation—ABD status), or other terminal degrees in order to meet accreditation standards for the school and/or discipline. Since obtaining the Association to Advance Collegiate Schools of Business (AACSB) accreditation, the School of Business is hiring faculty members who have graduated from an AACSB accredited schools, as it is part of its accrediting requirement.

Search committees seek applicants who meet not only the minimum qualifications but generally also the preferred qualifications, as they are usually areas of need for their department. The quality

of the applicants' credentials significantly influences the selection of the final candidates. Setting high levels of educational and experiential qualifications may limit the number of applicants who are members of underutilized classes. Recent statistics published in the *National Center for Education Statistics* (NCES, 2021) indicate that in 2020-21, 19.3% of all doctorates were awarded to African Americans, 19.2% to Hispanics, 6.7 % to Two or More, 26.4% to Asian Americans, and less than 1% to American Indians.

Collective bargaining salary caps, a high course load, and limited funded resources to support research decreases the University's ability to attract qualified diverse candidates. The University has regularly considered candidates who have not yet obtained a terminal degree. When such a candidate shows promise, the University offers employment contingent upon obtaining the appropriate degree by the time of appointment, although in a few disciplines where the demand is intense, the University has allowed longer periods to facilitate obtaining the terminal degree.

The American Association of University Professors (AAUP) Minority Recruitment and Retention Committee (MRRC) plays a role in assisting the University to diversify its faculty and retain underutilized group members. The MRRC supports the University's recruitment efforts by supporting the improvement of non-tenured minority members' credentials and awarding individual grants for research to assist in the retention of non-tenured minority faculty. In addition, faculty who attend professional conferences in their disciplines are asked to actively recruit minority candidates and provide a list of conference attendees for use in future recruiting efforts.

Demanding job qualifications, substantial educational requirements, and work experience requirements have limited the number of minority persons qualified to interview. The Vice President for Equity & Inclusion and/or the Equity and Inclusion Associates address these and other factors during search committee charge meetings. The search charge meetings highlight the job qualifications, the evaluation and interview process, and hiring goals.

Coaching

The Coaching category consists of Coach A, Coach 1-4, and Athletic Trainers. The University develops job descriptions in consultation with the AAUP. The positions in this occupational category are unclassified and highly specialized in that each one is a one-of-a-kind position depending on the sport and each requires successful coaching experience at the collegiate level, typically at the Division 1 or 2 level. Searches are conducted for all full-time and part-time positions to ensure compliance with equal opportunity and contract requirements. This would allow the University to move part-time coaches to full-time positions when the need arose.

Professional/Non-Faculty

The Professional/Non-Faculty category consists of administrative faculty members in ranks Administrator I through Administrator VI. The administrative faculty supports all aspects of the University with the exception of those areas designated as academic--teaching. These professionals are utilized throughout the University, including but not limited to the divisions of Student Affairs, Institutional Advancement, Academic Affairs, Administrative Affairs, Fiscal Affairs, Registrar's Office, Recruitment and Admissions Office, the Center for Community Engagement & Social Research, and Information Technology Services.

The job qualifications for each administrative faculty position are detailed in a job description reviewed by the State University Organization of Administrative Faculty (SUOAF/AFSCME) union and management. For the most part, all positions require a minimum of a Bachelor's degree, with many

positions requiring a Master's degree and several years of relevant administrative experience including experience in a higher education setting.

The recruitment and selection process mandated by the SUOAF/AFSCME collective bargaining agreement requires that any vacancy or promotional opportunity must be posted internally so that bargaining unit members of the Connecticut State Colleges and Universities (CSCU) are afforded the opportunity to apply before external recruitment can be initiated. The bargaining unit member must apply within ten (10) working days of the vacancy notification and participate in the recruitment and selection process if they meet the qualifications of the position. While this process facilitates promotional opportunities, it may result in a limited pool of candidates and limited opportunity to achieve affirmative action goals.

SUOAF/AFSCME and Minority Recruitment and Mentoring Committee (MRMC) funds are used to enhance the professional development of minority employees during the first through sixth (1-6) years of their appointment. Recruitment and retention are achieved by sponsoring workshops to mentor these employees; distributing recruitment directories; funding advertisement in minority publications and websites; and supporting other professional development activities, including attendance at professional conferences and tuition assistance. These efforts provide significant assistance to the University in diversifying its applicant pools, supporting retention activities, and preparing minority group members for advancement. Employees promoted to higher-level positions or jobs within the SUOAF/AFSCME collective bargaining union also qualify for these funds.

Clerical/Secretarial

The State of Connecticut, Department of Administrative Services (DAS) sets job qualifications and specifications for these classified positions. DAS now advertises all classified positions on the JobAps System and no longer offer civil services exams. Recruitment for clerical/secretarial positions is often difficult because it is defined by the regulatory framework within which recruitment and selection must be conducted. If candidates are on the SEBAC and/or re-employment lists, the University gives them an opportunity to interview and offer them the position. During the reporting period there were no employees on the SEBAC or re-employment lists.

Technical/Paraprofessional

Positions within this category are specialized and require experience and/or education in specific types of work. The Department of Administrative Services (DAS) now advertises all classified position on the JobAps System and no longer offer civil services exams. Vacancies are unpredictable and periodic in this occupational category.

Skilled Crafts

The specific qualifications for positions in this category may prevent some underutilized class members from applying for employment opportunities if they do not have the requisite skills. Management makes information available to its employees regarding education, skills, and experience needed for each job in the career ladder. In addition, the Connecticut Employees Union NP-2 "Independent" bargaining agreement, Article 14, Vacancies, section four requires that "each vacancy shall first be filled by transfer from within the agency. If the vacancy cannot be filled by transfer within the agency, then it shall be filled by promotion from within the agency. Any employee who is seeking a transfer or promotion to another position within the agency shall be given preference over new hires unless he/she is not qualified to perform the job." In the collective bargaining agreement agency is defined to mean any state university or community college within

the Connecticut State Colleges and Universities. Affirmative action gains through external hires are compromised when vacancies within this category are generally filled by transfer or promotion.

Several factors affect the University's recruitment efforts in this category. Salary rates in this occupational category are not competitive with the local job market. Consequently, local minority skilled crafts workers are able to earn more in the private sector than at the University. The jobs in this category have traditionally been held by males, creating less opportunity for female skilled crafts workers. Until recently females have been entering the skilled crafts field at a lower rate. The University has not been able to hire as many females since the available applicant pool has been too small. Nevertheless, the University uses in-house training opportunities to develop internal pools of minority group members where possible.

Service/Maintenance

Custodians:

The Connecticut Employees Union NP-2 "Independent" bargaining agreement, Article 14, Vacancies, Section four requires that "provided that no employee has recall rights, each vacancy shall first be filled by transfer from within the agency. If the vacancy cannot be filled by transfer within the agency, then it shall be filled by promotion from within the agency. Any employee who is seeking a transfer or promotion to another position within the agency shall be given preference over new hires unless he/she is not qualified to perform the job." Agency in the contract has been redefined to mean any state university or community college within the Connecticut State Colleges and Universities. If the union member seeking a promotion or transfer is not qualified, the above noted requirements are not applicable. These contractual requirements can serve to limit the University's ability to recruit minority group members for positions in this category.

All others in the category excluding Custodians:

The collective bargaining agreement that governs these positions requires that all vacant positions be filled first by employees with recall rights and then by transfers from within the union members. Positions can be filled by the promotion of union members within the University when those with recall rights or by transfers do not fill the position. If the union member seeking a promotion or transfer is not qualified, the above noted requirements are not applicable. These contractual requirements can serve to limit the University's ability to recruit underutilized group members for positions in this category.

Protective Services

The recruitment of females, especially minority females, into positions traditionally held by males, such as police officer is difficult statewide. Recruitment and hiring generally occurs at the level of protective services trainee. The University continues to attempt to attract females to apply to positions in this occupational category. All candidates, other than transfers, must attend the police academy and pass the requirements there in order to remain employees within this category.

3. RECRUITMENT PRACTICES

The University continued to use established recruitment efforts for the Executive/Administrative, Faculty, and Professional/Non-Faculty occupational categories. Further, all search committees were required to increase their recruitment efforts to include professional websites that target underrepresented groups. Previous recruitment strategies, such as the extension of searches,

professional network contacts, and recruitment initiatives of the MRRC and MRMC continued through the reporting period.

The University utilized strategies by advertising on contracted recruitment resources, posting job announcements on the DAS and CCSU websites. Also, CSCU e-mails announcements to campus departments to recruit for positions in unclassified occupation categories.

The Office of Human Resources continually seeks new recruitment sources for classified positions to address the need to recruitment more woman and minorities in the following areas: Service/Maintenance, Skilled Craft, and Protective Services.

4. PERSONNEL POLICIES

The University examined its personnel policies to identify those non-quantifiable aspects of the employment process, which may impede or prevent the full and fair participation of underrepresented race/sex group members in the employment process and, as a result, made modifications where appropriate. Those personnel policies that are determined by collective bargaining obligations may be changed only through that process.

5. ORIENTATION

New faculty members attend a comprehensive orientation session at the start of each academic year. The AAUP/MRRC may provide mentors to new minority faculty members to assist them in their adjustment to the University, and the SUOAF/MRMC hosts an orientation luncheon for new minority employees in the Professional/Non-Faculty category. The Human Resources Office provides orientation for employees in the Executive Administrative, Professional Non-Faculty and all classified occupational categories. The Office of Equity & Inclusion (OEI) participated in orientation programs in order to provide new employees with information regarding policies related to equal employment opportunity/affirmative action, sexual harassment, and the internal grievance (discrimination complaint) procedure during the reporting period. The Office of Equity and Inclusion will continue to participate in new employee orientations.

The Human Resources Office directs all new employees to the Central Connecticut State University sign up portal of the HR website. This website is dedicated to providing new employees information regarding the University including: the Mission Statement, Statement on Affirmative Action/Equal Employment Opportunity, the Nondiscrimination in Education and Employment Policy, Sexual Misconduct Policy (including sexual harassment), Health and Life Insurance information, as well as personnel policies relating to compensation, attendance, and career mobility. This website is regularly updated to reflect changes in policies and procedures.

6. TRAINING

The University fosters and encourages employees to participate in training programs, which will assist in their job responsibilities and their professional growth. The University provides in-house training in computer skills, data collection, and record maintenance, as well as makes available information on in-service training offered by the Department of Administrative Services (DAS). In addition, the Human Resources Office staff provide training on a variety of topics related to supervision, performance evaluations, the Americans with Disabilities Act (ADA), and the Family Medical Leave Act (FMLA). Through programs such as tuition reimbursement, tuition waivers, and collective bargaining agreements, employees have the opportunity to pursue other training options, including college courses. Diversity, Sexual Harassment and Title IX mandatory trainings are included in the Internal Communication Section in the plan.

7. COUNSELING

Career counseling is available in the Human Resources Department, the Office of Equity and Inclusion (OEI) and Career Services. For personal counseling, the University has an Employee Assistance Program (EAP) for referrals and services. More information is included in the Career Mobility Section in the plan.

8. DISCRIMINATION COMPLAINT PROCESS

All employees have access to discrimination complaint process and grievance procedures through their collective bargaining agreements and the Connecticut State Colleges and Universities (CSCU) Personnel Policies. The CCSU Nondiscrimination in Education and Employment Policy and the CCSU Procedures and Timetables for Processing of Discrimination and Sexual Harassment Complaints are available on the OEI's website: <https://www.ccsu.edu/OEI>.

9. EVALUATION

The University conducts employee evaluations pursuant to collective bargaining agreements or the CSCU Personnel Policies. The performance of the unclassified Management/ Confidential staff is evaluated on an annual basis. An analysis of all personnel evaluations is reported on Form 42A3 in Section XII, Employment Analyses.

10. LAYOFFS

The University did not experience any layoffs during this reporting period.

11. TERMINATION

The University has not experienced any problems in this area of the personnel process. The University actively engages employees who are leaving the University in an exit survey to inform the University of matters resulting in the separation of employees. The results of the exit surveys are included in the Employment Analyses Section of the Plan.

SUMMARY OF PROBLEM AREAS

Employment Applications:

The University's procedure requires applicants to document race and gender information through the hiring electronic application process. Some applicants do not provide their race/gender information. However, the fact that this is an active choice instead of a passive choice has led candidates electing to omit information relating more to gender in the last reporting period. Many applicants are declining to respond to the option to select male or female and they select "decline to respond". The CHRO approved form for applicant flow does not have a column for "decline to respond" under gender. We recognize that applicants provide this information voluntarily.

Recruitment Practices:

The SUOAF collective bargaining process that requires positions to be posted for 10 days throughout the CSCU system and only open to current permanent or probationary SUOAF employees may limit the University's ability to achieve affirmative action goals. During this reporting period, Two (2) White Males, Two (2) White Females and One (1) Black Male were hired through this process. Three (3) White Females and One (1) Hispanic Male were promoted through this process. The Office of Equity & Inclusion (OEI) staff will continue to work with hiring managers to make changes to the

process to assure that accurate data is collected on the SUOAF positions and a valid selection process is followed. The Office of Human Resources will continue to monitor and collect the applicant data and report it to OEI.

In the Skilled Crafts category, the contract clause states that in all non-competitive maintenance positions the vacancies are to be filled by seniority from within the Connecticut State Colleges and Universities (CSCU). Other factors that affect this occupational category include starting salaries that are not competitive compared with the local labor markets.

In the Service Maintenance, when the position does not require State of Connecticut examinations, the University will expand and identify new advertising and recruitment sources. Additionally, the custodian and skilled craft area are also areas that need improvement in their diversification of applicants specifically to attract more females to apply. This will be addressed by ensuring diversified recruitment sources are utilized for all open-competitive positions. During this reporting period, One (1) White Male, One (1) White Female, and One (1) Hispanic Male were promoted through rights through this bargaining unit.

The University recognizes that additional recruitment efforts are necessary in the Protective Services category in order to attract more females. There is a requirement that applicants must be POST certified to be eligible for appointment to protective services positions creates an additional barrier. When possible, the University will consider filling the position at the trainee level. During this reporting period the University hired One (1) Hispanic Male as a Protective Services Trainee. The University will continue to recruit qualified female candidates.

Age and Disability:

Pursuant to this section, the agency examined all aspects of the employment process to determine if any employment policy or practice might impede or prevent the full and fair participation of the physically disabled and older persons in the workforce.

The University reviewed its unclassified job descriptions to eliminate the establishment of artificial barriers to disabled applicants and search committees are instructed regarding the use of permissible and non-permissible questions. Further, the Office of Equity & Inclusion (OEI) and the Office of Human Resources reviewed all job advertisements to eliminate any references that could be construed as discriminatory based on age or disability. The University's web page, www.ccsu.edu, provides an accessibility map of the campus. The University developed a mobile app, myCCSU (<https://www.ccsu.edu/myccsu-mobile-app>) to assist students with accessibility, safety, news, and events.

The University's Student Wellness Services are resources for persons who may need any type of assistance or accommodations. Human Resources will continue to monitor all employment transactions for compliance with personnel policies as well as state and federal regulations.