

## **PROGRAM GOALS AND TIMETABLES**

### **Section 46a-68-44**

In the previous filing this section was in compliance. There were no proposals or recommendations.

The University of Connecticut Health Center has established program goals pursuant to analyses conducted in the preceding section, *Section 46a-68-43, Identification of Problem Areas*. Program goals are established to remove any disparity or adverse impact on the race/sex groups in each occupational category.

The UCHC did not identify any employment policy or practice that adversely affects any protected candidates including the physically disabled or older persons.

Program goals established in this section address selection devices having an adverse impact on protected race/sex groups.

#### **ADVERSE IMPACT TEST NUMBER 1**

An analysis of adverse impact indicates that we should intensify our recruitment efforts to attract more persons of disadvantaged groups as applicants. We will continue to monitor and identify recruitment methods and sources that show a record of success in producing a qualified applicant pool and will review job specifications as needed for any barriers that may impede fair employment opportunities for all groups.

As part of the intensified recruitment effort, the Health Center will work with departments and search committees to develop detailed written recruitment plans with specific targeted strategies for recruitment of qualified goal applicants. A search committee process will be developed that will enforce such written recruitment plans. This process will be applied to all faculty and director and above positions. For all categories recruitment efforts will also include identification of face to face networking opportunities. The results of these activities will be tracked for focus on methods and sources that show a record of success.

The UCHC has a process for review of applicants prior to release to the hiring managers to assure that there are qualified goal applicants in the pool, and if not, that good faith efforts to recruit qualified goal applicants have been conducted. As a program goal, this process will be reviewed and critiqued for improvement. The Assistant Director for Employment Services and Compensation has the responsibility for the review of all recruitment methods on an on going basis to insure good faith efforts have been made.

The Assistant Director of Employment Services and Compensation and the employment services staff as well as the Office of Diversity and Equity (regarding the search process) is responsible for the above goal of continued monitoring or recruitment methods and review of job specifications. These goals will be achieved throughout the plan year and reviewed for progress on a quarterly basis by the Affirmative Action team.

The timetable for this program goal is by the end of the current plan year.

## **ADVERSE IMPACT TEST NUMBER 2**

The majority of position classifications at the University of Connecticut Health Center are unclassified and do not require an applicant to take an examination to be considered for employment or promotional opportunities. Of the Health Center's 3,539 full time employees only 1,271 or 36% are in classified positions. In addition, of the number of persons employed in classified positions only 7 % are in positions that require an examination. Many of the, incumbents that are in classified positions requiring examinations have been in those positions for a significant number of years.

The Assistant Director of Employment Services and Compensation checked with DAS and the first date of a freeze of exams was in May 2008 and it is continuing. She was informed that due to the current budget situation that they are currently reviewing those exams that are open and will put additional classes on hold. She has also reviewed the listing of active examinations and there are no classifications that are used at the Health Center on that list.

The results of this test (pass rate) showed adverse impact in the secretarial/clerical EEO category for Black Male, Black Female, Hispanic Female and Other Female.

As these are classified positions, we will continue our program goal to work with the Department of Administrative Services in developing a recruitment plan to increase the numbers of male and minority applicants to take the exams. Per the regulations we will request DAS to professionally review the examination in question to assess its validity or devise a new examination. If such examination is found to be invalid the agency shall adopt a program goal to discontinue use of the exam and to request the personnel division to discontinue use of the exam and to request the personnel division to discontinue any such employment list and construct a new valid examination.

The Assistant Director of Employment Services and Compensation is responsible for this program goal.

The timetable for this program goal is by the end of the current plan year.

## **ADVERSE IMPACT TEST NUMBER 3**

The results of this test (interview rate) show impact in the secretarial/clerical EEO category. The Health Center can verify that all eligible candidates were contacted for an interview. We will continue our goal to work with the Department of Administrative Services to develop a plan to increase the numbers of qualified male and minority applicants.

As a program goal the Health Center will continue to make future hires from groups that are disadvantaged.

The Assistant Director of Employment Services and Compensation is responsible for the above goal. The timetable will be within the current plan year.

#### **ADVERSE IMPACT TEST NUMBER 4**

For adverse impact test four (interview/hire rate) there was improvement in the percentage of qualified goal applicants interviewed for all EEO categories except for EEO categories Professional/Non- Faculty and Service Maintenance. In both categories there are instances when the collective bargaining unit agreement may dictate who must be interviewed and selected.

A program goal will be established to critique the interview process to determine the viability of the procedure. This will include the goal of requiring all members of search committees to be trained in basic objective and job related equal employment opportunity candidate evaluation and selection procedure.

Another program goal for the coming year is to add to the website, tools for hiring managers to evaluate the most important aspects of a position so that they can develop interview questions that are relevant to the open position.

The Assistant Director of Employment Services and Compensation is responsible for the above goal. The timetable will be within the current plan year.

#### **ADVERSE IMPACT TEST NUMBER 5**

The results of this test show that there is adverse impact in all EEO Job Group categories.

A review of the personnel actions in the Faculty EEO category indicates that there is no adverse impact at the higher levels of this category : Head of Department, Professor, and Associate Professor. The faculty process is governed by the by-laws of the University of Connecticut School of Medicine. Candidates are reviewed for promotion based upon weighted factors that include teaching, research, patient care and other professional activities. Adverse impact showed at the Assistant Professor and Instructor levels.

All other EEO Categories that continue to show adverse impact ( Professional, Secretarial/Clerical, Technical/Paraprofessional, Skilled Craft and Service/Maintenance ) in most of the job groups. A program goal will be set to scrutinize candidate recruitment, evaluation and selection processes to determine what factors have contributed to this imbalance and to devise appropriate remedial measures.

The Assistant Director of Employment Services and Compensation is responsible for the above goal. The Office of Diversity and Equity is also responsible for this goal as it relates to implementation of the search process for faculty, director and above positions. The timetable will be within the current plan year.

## **ADVERSE IMPACT TEST NUMBER 6**

Adverse impact appears in one or more job groups in all EEO categories. All reductions in each occupational category are detailed in the *Section 46a-68-42 -Employment Process Analysis*.

All non-voluntary terminations are carefully reviewed by the Labor Relations unit of Human Resources prior to implementation to ensure that no discrimination or contract violations have occurred. All voluntary terminations from every EEO category are offered an exit interview upon termination. Exit interviews can be completed on-line and may be done anonymously if the candidate wishes. All are reviewed by the Human Resource Officers to identify any problems/issues. A review of the exit surveys shows that the three top reasons people Additionally, a face to face exit interview is conducted to solicit any additional information that an employee may want to give. Feedback as appropriate is given to the departments on the exit interviews. A review of the completed exit interviews did not indicate any issues of disparity with the employment process.

A program goal will be set regarding a plan to review and mitigate any findings of disparity as indicated by the results of this adverse impact test. The Assistant Director for Employment Services and Compensation will be responsible for this program goal.

The timetable for this program goal is one year.

The Assistant Director for Employment Services and Compensation has the responsibility for review of the hiring process and will continue the review throughout the plan year.

Pursuant to *Section 46a-68-44*, subsection (c) the University of Connecticut Health Center has or will consider the feasibility of implementing one or more of the measures to combat disparities in the workforce. The measures that have been considered, and/or implemented include:

- The establishment of recruitment and training programs pursuant to Section 5-200 (a) of the Connecticut General Statutes;
- the creation or cancellation of positions or position classifications or the filling of vacancies therein;
- continuous recruitment of applicants pursuant to Section 5-216 (b) of the Connecticut General Statutes;
- the continuance or cancellation of employment lists pursuant to Section 5-216 (c) of the Connecticut General Statutes;
- compensation for performance of duties of the higher job classification in accordance with Section 5-209 of the Connecticut General Statutes;
- extension of employment lists pursuant to Section 5-217 of the Connecticut General Statutes;
- alternation of examination process pursuant to Section 5-218 of the Connecticut General Statutes;
- consideration of volunteer experience in partial fulfillment of training and experience requirements pursuant to Section 5-219 of the Connecticut General Statutes;
- making open competitive appointments rather than promotional appointments, pursuant to Section 5-228 of the Connecticut General Statutes; where promotional appointments from the internal labor market area would perpetuate underutilization;
- appointments pursuant to Section 5-234 (a) of the Connecticut General Statutes;
- appointments pursuant to Section 5-234 (b) of the Connecticut General Statutes;

- use of provisional, temporary, emergency and intermittent appointments pursuant to Section 5-235 of the Connecticut General Statutes; in an affirmative manner;
- special training courses for employees pursuant to Section 5-265 of the Connecticut General Statutes;
- upward mobility training pursuant to Section 4-61u and 4-61w of the Connecticut General Statutes;
- use of job sharing arrangements and flex time;
- daycare;
- request for review and alteration of job specifications where they have an adverse impact on protected classes.