

EMU

AAP Executive Summary

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Introduction

This report summarizes the 2021 Eastern Michigan University (EMU) Affirmative Action Plans (AAP) for Women and Minorities, Veterans, and Individuals with Disabilities (IWDs). Transactions, which represent the summaries included in this report, were reflective of personnel transactions from September 20, 2020 through September 19, 2021.

Eastern Michigan University is required to practice affirmative action as governed by our status as a federal contractor. The Office for Federal Contract Compliance Programs (OFCCP) ensures that businesses with contracts of at least \$10,000 with the Federal government do not discriminate and that they take affirmative action in hiring.

This mission creates a number of different (and detailed) requirements, such as:

- The development of a written affirmative action plan
- The creation of an internal audit and reporting system
- The posting of several notices of non-discrimination and employees' rights under the laws as overseen by the OFCCP

The Affirmative Action Audit is presented to the Board of Regents annually in accordance with federal requirements as a federal contractor. The audit gives an overview and provides an analysis of the University's workforce with special emphasis on the percentages of women, minorities, veterans, and individuals with disabilities as compared to the labor market.

Purpose

The purpose of Eastern Michigan University's Affirmative Action Plan is to reaffirm the University's continuing commitment to the principles of affirmative action and equal opportunity employment. Because Eastern Michigan University has a number of contracts with the federal government, it is required by **Executive Order 11246 (as amended)** to develop and implement an affirmative action plan. This plan must have "a set of specific and result-oriented procedures to which the contractor commits [itself] to apply every good faith effort... to achieve prompt and full utilization of minorities and females, at all levels and all segments of [its] workforce where deficiencies exist" (41 CFR 60-2.10).

The first step in achieving this goal is an analysis of the utilization of females and members from underrepresented groups to determine areas of underutilization. Underutilization means that the number of persons from these groups is significantly less than would be reasonably expected given the availability of qualified females and members of underrepresented groups in the recruitment area. If underutilization is found, the institution must make a serious good-faith effort to develop and implement procedures and practices that are designed to increase the number of females and minorities in areas where they are

underutilized. Hiring goals must be established for females and minorities in those job groups where they are underrepresented.

EMU Workforce and Comparisons

As of the data capture date for the September 19, 2021 AAP, EMU had a total of 1,481 employees with 776 (52%) female employees and 340 (23%) minority employees (as defined by federal laws/regulations) included in the plan. As one of the diagnostic components of Eastern Michigan University's AAP, and to conform to applicable regulations, the University has completed a profile of the workforce at the Ypsilanti, Michigan establishment. The organizational profile is an overview of the staffing patterns at this establishment, and is used to determine whether there are areas in the workforce where individuals are underrepresented or concentrated by gender or race.

EMU Total Workforce					
<i>As of September 19, 2021 (percentages rounded from nearest .50)</i>					
		Females		Minorities	
	Total	#	%	#	%
Faculty/Instructional	613	312	51%	132	22%
Staff	838	464	55%	208	25%
Total	1,481	776	52%	340	24%
<i>Note: Regular & full time; not seasonal or temporary</i>					

Minority Groups- % of Total Workforce					
Black/African American	Hispanic	Asian	American Indian/Alaskan Native	Native Hawaiian/Pacific Islander	Two or More Races
15.79%	2.52%	3.63%	.59%	.04%	1.52%

Summary of Changes Since Last Affirmative Action Plan:

- The total employee population decreased from 1,556 to 1,481. (5%).
- The percentage of total employees who identified as female was relatively static at approximately 52%.
- The percentage of total employees who identified as minorities per federal laws/regulations increased from 21.4% to 23.5%.

Student to Workforce Race and Ethnicity Comparison*

EMU	Total	White	Total Minorities
Total Workforce (as of 9/19/2021)	1,481	76%	24%
Total Students (as of Fall 2021)	15,370	61%	39%

Employment Activities

The University has analyzed personnel activities to determine whether and where impediments to equal employment opportunity exist and whether there are significant selection disparities by race/ethnicity or gender. These activities include applicant flow, recruitment, hires, promotions, terminations, and other personnel actions.

Employment Activities <i>(September 20, 2020 to September 19, 2021)</i>				
Total Workforce	Employed Rate (9/20/21)	New Hire Rate	Separation Rate	Promotion Rate
Total	1,481	117	188	136
Females	776 52%	68 58.12%	100 53.19%	61 44.85%
Minorities	340 24%	49 41.88%	43 22.87%	31 22.79%

Females

Strengths:

- The termination rate for females decreased significantly from 61.18% of all separations to 53.19% of all separations.
- New hire rate for females (58.12%) continues to be higher than the incumbency rate (52%). The new hire rate also exceeds the separation rate of 53.19%.

Challenges:

- The percentages of females promoted decreased from 54.22% to 44.85%.
- As will be further described in the plan goals, there are certain job groups where our hire rate lags availability.

Minorities

Strengths:

- There was a significant improvement over the prior plan year in the new hire rate for minority candidates from 20% in the prior year to 41.88% in the current year. It is specifically worth pointing out that the University met its goal attainment objectives in three of the four job groups identified for minorities: Instructional Professionals, Academic Professionals, and Health Professionals.
- The promotion rate (22.79%) and the separation rate (22.87%) are proportional to the overall incumbency rate (23%).

Challenges:

- As will be further described in the plan goals, there are certain job groups where our hire rate lags availability.
- The promotion rate for minorities (22.79%) was slightly lower than the promotion rate for minorities in the previous plan year (24.1%).

Placement Goals

EMU has established placement goals where the actual representation of females or minorities in a job group is less than would be reasonably expected based on calculated availability. Placement goals are used to measure progress toward achieving equal employment opportunity. EMU places each job in one of 22 job groups.ⁱ There are 2 job groups with placement goals for minorities and 1 job group with placement goals for females.

The job groups with placement goals for minorities are as follows:

Job Group#	Job Group Name	Total Employees	Total Minority Employees	Utilization%	Availability%
200	Instructional Professionals (Lecturers/Faculty)	613	132	21.53	28.48
301	Academic Professionals	104	14	13.46	31.15

The job group with placement goals for women is as follows:

Job Group#	Job Group Name	Total Employees	Total Female Employees	Utilization%	Availability%
702	Maintenance & Grounds Wkrs.	29	1	3.45	25.14

EMU has established affirmative action placement goals and programs to address any areas of underutilization, and will continue to make a good faith effort to achieve the established goals by implementing action-oriented programs noted in the Next Steps section.

Employment of Veterans and Individuals with Disabilities (IWDs)

Effective March 24, 2014, the U.S. Department of Labor's Office of Federal Contract Compliance Programs (OFCCP) issued Final Rules that made significant changes to affirmative action programs for veterans and individuals with disabilities. The OFCCP established an overall hiring benchmark of 6.7% for veterans, and a 7% utilization goal for the employment of qualified IWDs for each job group in the University's workforce. EMU failed to meet the established benchmark for Veterans during the plan year not hiring any individuals who identified as veterans. The utilization goal for IWDs was obtained in 0 job groups of the 22 job groups used in this plan.

During this plan year, the University hired 4 applicants who identified as "Individuals with Disabilities". Of the 22 job groups, 11 job groups are represented by employees with a known disability.

Next Steps

In an effort to continue our progress towards attracting a workforce inclusive of Minorities, Females, Veterans, and IWDs, EMU will focus on the following action-oriented recommendations to correct any problem areas identified in the annual Affirmative Action Plans for Females and Minorities, Veterans, and IWDs.

- Increased compliance focus on monitoring, documenting and assessing recruitment and outreach. Specific areas of focus will be:
 - Recruitment and outreach efforts in partnership with organizations that support veterans and individuals with disabilities;
 - Recruitment and outreach efforts in partnership with organizations that support minorities and women with a particular focus on the job groups with placement goals.
- Incorporate diversity touchpoints throughout the recruitment process to ensure pools contain a diverse pool of qualified applicants.
- Development and deployment of internal training efforts to eliminate unconscious bias and encourage practices which support the attraction and recruitment of candidates from underutilized groups.
- Dissemination of affirmative action data to key leaders and search committees in order to affectively recruit to those job groups and divisions where placement goals exist.

ⁱ In some prior years, EMU has split out instructional employees by discipline. By doing so, several job groups were created that had a statistically insignificant sample size. In future years, we may opt to group instructional disciplines as separate job groups if the structure can be designed in a way that would yield statistically reliable information.