Annual Report Affirmative Action 2019

March 31, 2020

Washtenaw Community College

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Executive Summary

Introduction
It is the policy of Washtenaw Community College to provide equal employment opportunity to all WCC employees and applicants for employment. It is the express policy of Washtenaw Community College that the college shall not discriminate any person based on religion, race, color, national origin, age, sex, height, weight, disability, veteran status, sexual orientation, gender identity, gender expression, or any other protected status per state and federal statutes. *WCC Board of Trustee policy – 5010 Affirmative Action Policy.*

Through employment practices and procedures, the college will seek and employ the best-qualified personnel and provide equal opportunities during the employment process, without discrimination to any of the protected classes as listed above. In relation with this, the college will also maintain an Affirmative Action program to ensure that the college's employment of women and minorities is aligned with the employed population of Washtenaw County. *WCC Board of Trustee policy – 5010 Affirmative Action Policy.*

The Associate Vice President Human Resources is responsible to the President for the management of the Affirmative Action Program and coordinating the total effort, including review of the overall program, making periodic audits to measure effectiveness, documenting results, offering and providing advice, and for giving counsel and assistance regarding equal opportunity matters.

2019-2020 Action-Oriented Initiatives
The following actions were taken by the Human Resources department, hiring managers, and search committees, in continued support of our diversity and affirmative action initiatives.

The Human Resources department, in alliance with the Executive/Administrative Staff, reassessed the human resources policies and practices with a diversity lens, to heighten inclusive recruitment and selection practices that support WCC's focus on building a diverse workplace. The focus was on four main areas:

> **Strategic Recruitment Efforts:** The Human Resources Generalist, in collaboration with the hiring managers, identified diverse sources and methods to reach a greater pool of diverse candidates. While national and regional recruiting sites were used, there was also focus and recruiting of passive job seekers. Our Generalist and hiring managers personally contacted and recruited potential applicants, based on identified affiliations and contacts, through LinkedIn, Glassdoor, and WCC Social Media. In addition to these, other recruiting sources included Indeed, Higher Ed Jobs, and Diversity & Inclusion Spotlight. All recruiting sources listed have become our standard recruiting package, which in some cases, yielded over a 45% diverse applicant pool.

> The Human Resources department, along with faculty and staff, have connected with and recruited potential candidates through internal and external job fairs, and continue to partner with internal and external stakeholders to increase awareness and continue outreach efforts. We've had continued success in participating in the Michigan State Diversity Career Fair, in which our faculty and staff assisted HR in recruiting efforts.

Reduction of Bias in the Selection Process: Continuing effort was made to work towards increased and enhanced workplace diversity by promoting Diversity & Implicit Bias and Fair Hiring Practices training, for all search committee participants. In addition to this required training, voluntary training was offered to faculty and staff to further enhance understanding, including Unconscious Bias in the Workplace, Confronting Bias: Thriving Across our Differences, Mindfully Exploring Social Identity and Implicit Bias for College Instructors. In all, we had approximately 150 faculty and staff participate in this targeted training.

Focused Review of Underutilized Areas: Directed focus was placed on recruitment and selection process in those areas that have been identified as underutilized. The Human Resources Generalist worked directly with the hiring manger to ensure that all processes ensured a fair and equitable search. Topics discussed and actions taken included: identifying and appointing a diverse selection committee; developing interview questions that focused on job qualification and requirements, eliminating possible bias; recognizing additional applicant sourcing options with greater outreach that the standard package; and discussing internal candidates and the ability to increase a diverse candidate pool.

WCC Commitment to Diversity & Inclusion in Recruitment and Selection: The job site and postings were enhanced to reiterate our commitment to the recruitment, selection, and success of faculty and staff, with focus on inclusive and gender sensitive language. Language as listed below was listed on our WCC job website, as well as regional and national recruiting sources, that advertised our job postings. The language also represented the commitment of our hiring managers and search committee members, to ensure diversity and inclusion in the recruitment process.

- *Washtenaw Community College seeks to recruit and retain a diverse workforce as a reflection of our commitment to service our diverse community and to build on the success of our students, faculty and staff.*
- *Washtenaw Community College is committed to creating an inclusive, welcoming environment.*
- *Washtenaw Community College is an Affirmative Action/Equal Opportunity Employer.*

Comparative Analysis

The attached report identifies the representation of minority and female employees, by employment classification, in relation to the total workforce (full-time and part-time), in addition to full-time new hires, transfers, promotions and separations. Employee data utilized in this report was based on a one-year period running January 16, 2019 through January 16, 2020.

Note: The college experienced a 6.4% (-39 employees) reduction in full-time workforce during the reporting period. The majority of this change is the result of information technology moving to Ellucian Managed Services. While the college's IT staff had considerable minority representation, it should be noted that the minority representation of Ellucian Managed Services on WCC's campus is also substantial at 30%.

Total Full time Workforce

One feature of an Affirmative Action annual report is to examine the workforce by organizational structure and functional job groups. This executive summary collapses WCC's job groups into six (6) major functional employment bands:

2019 Full time Workforce Data Job Categories	Minority Percent (%)	Female Percent (%)
Executive/Administrator	23%	55%
Professional/Managerial	22%	68%
Independent/Technical	39%	56%
Faculty	25%	51%
Custodial/Maintenance	33%	26%
OPTA	29%	87%
Totals	**26%**	**59%**

Minority Includes: American Indian; Asian; Black; Hispanic; Other (2+ races)
Source: HRIS Report Run Date: 01/16/2020

2018 Full time Workforce Data Job Categories	Minority Percent (%)	Female Percent (%)
Executive/Administrator	22%	48%
Professional/Managerial	23%	63%
Independent/Technical	38%	55%
Faculty	22%	53%
Custodial/Maintenance	35%	25%
OPTA	26%	85%
Totals	**25%**	**58%**

Minority Includes: American Indian; Asian; Black; Hispanic; Other (2+ races)
Source: HRIS Report Run Date: 01/16/2019

ANALYSIS/OBSERVATIONS
- The total number of full-time employees decreased by 6.4% (-39) during 2019-2020. This decrease is primarily due to the IT transition to Ellucian Managed Services.
- The college increased its overall minority staff composition to 26% during the 2019 Affirmative Action reporting period. This is equal to the minority representation of the Washtenaw County workforce.
- The college increased its overall female staff composition to 59%, which exceeds the county workforce benchmark (50%) by nine percent.
- A review of minority composition by job classification showed increases in Full-time Faculty, Executive/Administrative, Independent Technical and OPT.
- Both Custodial/Maintenance and Professional/Managerial Staff experienced a decrease in minority representation during 2019.

Discrete Ethnicity/Minority Distribution

The table below outlines the employment of FT WCC staff by discrete ethnicity/minority groups.

Ethnicity Distribution	Total	American/Indian	Asian	Black	Hispanic	Other	White	Non-Disclosed
WCC Employees	570	.4%	4%	16%	3%	4%	74%	0%
Washtenaw County	370,963	.5%	9.7%	12.3%	4.8%	3.5%	70%	0%

Source: HRIS Report Run Date: 01/16/2020; Washtenaw County Population Estimates July 1, 2018 U.S. Census.

ANALYSIS/OBSERVATIONS

- A review of discrete minority/ethnicity distribution at WCC shows the college outpaces the county's workforce in the employment of African Americans where the college has a workforce composition of 16% versus the county's workforce of 12% for African Americans.
- The college trails the county statistics with regard to the employment of Asian and Hispanic Americans by 5% and 2% respectively.

Workforce/County/WCC Student Population Analysis

The table below displays a comparison of the WCC workforce minority and female composition and the current WCC student population.

	Total	White Percent (%)	Minority Percent (%)	Female Percent (%)
WCC Employees	570	74%	26%	59%
Washtenaw County	370,963	70%	30%	50%
WCC Students	12,045	68%	33%	53%

Source: HRIS Report Run Date: 01/16/2020; Washtenaw County Population Estimates July 1, 2018 U.S. Census; WCC Students - Washtenaw Community Students - Source 2019 Fall Student Profile

ANALYSIS/OBSERVATIONS

- The college continues to have opportunity to ensure that its faculty and staff are representative of its student population.

Employment Activity Analysis

The tables below provide a comparison of employment activities (new hires, promotions, separations) across the six (6) major employee groups.

New Hire Job Categories	Total Employees	Total Minority	% Minority	Total Female	% Female
Executive/Administrator	5	3	60%	1	20%
Professional/Managerial	11	5	45%	7	64%
Independent/Technical	2	0	0%	1	50%
Faculty	6	3	50%	4	67%
Custodial/Maintenance	2	1	50%	0	0%
OPTA	8	2	25%	8	100%
Totals	**34**	**14**	**41%**	**21**	**62%**

Source: HRIS Report Run Date: 01/16/2019-01/16/2020

ANALYSIS/OBSERVATIONS

- Total number of minority new hires (41%), in all but one job category, outpaced the relevant benchmark for minority (30%) representation. This figure (41%) is significantly higher than the past three years' average (25%; 2016, 2017, 2018) in total minority representation.

Promotions Job Categories	Total Employees	Total Minority	% Minority	Total Female	% Female
Executive/Administrator	3	0	0%	2	67%
Professional/Managerial	9	1	11%	7	78%
Independent/Technical	3	1	33%	3	100%
Faculty	3	0	0%	0	0%
Custodial/Maintenance	1	1	100%	1	100%
OPTA	9	6	67%	7	78%
Totals	28	9	**32%**	20	**71%**

Source: HRIS Report Run Date: 01/16/2019-01/16/2020

ANALYSIS/OBSERVATIONS

- Full time promotions (32% minority; 71% female) outpaced the relevant benchmark for minority (30%) and female representation (50%) while consistently maintaining a high career path ratio.

Separations Job Categories	Total Employees	Total Minority	% Minority	Total Female	% Female
Executive/Administrator	6	3	50%	1	17%
Professional/Managerial	33	9	27%	12	36%
Independent/Technical	8	1	13%	6	75%
Faculty	6	2	33%	2	33%
Custodial/Maintenance	4	4	100%	0	0%
OPTA	12	2	17%	10	83%
Totals	**69**	**21**	**30%**	**31**	**45%**

Source: HRIS Report Run Date: 01/16/2019-01/16/2020

ANALYSIS/OBSERVATIONS – 66% of Independent separations were IT staff; 83% of faculty were retirements; 88% OPT and 75% Custodial/Maint were voluntary resignations.

Full time Data – Utilized

The table below shows areas with five or more full-time employees reviewed for minority representation. Those departments with more than 20% minority representation have been traditionally recognized as utilized. With a total of 44 departments reviewed, 26 were identified as utilized (60 percent) in 2019.

Department Name	Total Employees	Total Minority	Percentage Minority
Behavioral Sciences	7	5	71%
Curriculum and Assessment	5	3	60%
Counseling & Career Planning	15	8	53%
Job Seekers ES Wagner Peyser Federal	6	3	50%
Custodial Services	30	14	47%
Recruitment & Student Enrollment	7	3	43%
Unified Testing	5	2	40%
Buildings Maintenance	10	4	40%
Advanced Manufacturing Department	8	3	38%
Human Resources Management	12	4	33%
Campus Security	15	5	33%
Advanced Tech & Public Srvc Careers	7	2	29%
Marketing	7	2	29%
Landscape & Grounds	11	3	27%
English & College Readiness	15	4	27%
Children's Center	15	4	27%
Business	8	2	25%
Financial Aid - Admin	8	2	25%
Mechanical Systems	8	2	25%
Nursing	12	3	25%
Transportation Technologies	13	3	23%
Adult Transitions - Admin	5	1	20%
Career Transitions	5	1	20%
Design & Construction Services	5	1	20%
UA - Lessons UA Sprinkler Fitters	5	1	20%
Mathematics & Engineering Studies	15	3	20%

Source: HRIS Report Run Date: 01/16/2019-01/16/2020
Notes: Departments with five (5) or more employees

Full time Data – Under Utilized

The table below shows areas with five or more full-time employees reviewed for minority representation. Those departments with less than 20% minority representation have been traditionally recognized as underutilized. With a total of 44 departments reviewed, 18 were identified as underutilized in 2019.

Department Name	Total Employees	Total Minority	Percentage Minority
Welding & Fabrication Dept	6	1	17%
Business Administration	6	1	17%
Budget Admin	6	1	17%
Campus Services	6	1	17%
Advancement	6	1	17%
Physical Sciences	12	2	17%
Enrollment Services	25	4	16%
Health & Applied Technology - Admin	7	1	14%
Financial Services	15	2	13%
Humanities, Languages, & the Arts	8	1	13%
Social Sciences	8	1	13%
Computer Sci & Information Tech Dept	9	1	11%
Distance Learning - Admin	12	1	8%
Communications, Media & Theatre Arts	6	0	0%
Human Social Science - Admin	7	0	0%
Life Sciences	9	0	0%
Library	10	0	0%
Digital Media Arts	11	0	0%

Source: HRIS Report Run Date: 01/16/2019-01/16/2020
Notes: Departments with five (5) or more employees

Continued Focus

The Human Resources department will continue our diversity initiatives with focus on the following actions:

- Continued focus on underutilized areas- review selection committee make-up to ensure diversity representation, identify diversity-recruiting sources, and work with hiring supervisor to identify diverse applicants.
- Engagement of diverse and inclusive recruitment strategies – increase advertisement of job openings and candidate recruiting through diverse sources and methods including expanded community partnerships, and diversity job fair opportunities.
- Staff Training/Education – continue to raise awareness and education in workforce diversity with hiring committees through training and other hiring tools.

Total Part time Workforce

The tables below provide a comparison of total part time workforce across the six (6) part time employee groups for the past two (2) years. The total number reflects any active part time staff during the plan year, including staff brought in by the United Association and other limited and short-term employees.

2019 Part time Workforce Data Job Categories	Total Employees	Total Minority	% Minority	Total Female	% Female
Part Time Support NC*	**111**	43	39%	33	30%
Part Time Independent	**142**	46	32%	90	63%
Part Time Support C*	**89**	19	21%	72	81%
Student Work Study	**53**	29	55%	34	64%
Student General Fund	**56**	20	36%	32	57%
Part Time Faculty	**1440**	250	17%	654	45%
Totals	**1891**	**407**	**22%**	**915**	**48%**

Source: HRIS Report Run Date: 01/16/2020
*(NC) Non-Clerical; (C) Clerical

2018 Part time Workforce Data Job Categories	Total Employees	Total Minority	% Minority	Total Female	% Female
Part Time Support NC*	**63**	21	33%	18	29%
Part Time Independent	**144**	44	31%	83	58%
Part Time Support C*	**138**	35	25%	97	70%
Student Work Study	**32**	18	56%	19	59%
Student General Fund	**62**	24	39%	34	55%
Part Time Faculty	**1568**	284	18%	750	48%
Totals	**2007**	**426**	**21%**	**1001**	**50%**

Source: HRIS Report Run Date: 01/16/2019
*(NC) Non-Clerical; (C) Clerical

ANALYSIS/OBSERVATIONS

- Part time student general fund (36%; 57%) outpaced the total student benchmark for minority (33%) and female representation (53%). Continued opportunity with part time faculty to provide a representation equal to the student population.

Appendix

2019 New Hire Ethnicity Distribution (detail) by Job Category

	Total Employees	Female							Male						
		American/Indian	Asian	Black	Hispanic	Other	White	Non-Disclosed	American/Indian	Asian	Black	Hispanic	Other	White	Non-Disclosed
Executive/Administrator	5	0	1	0	0	0	0	0	0	0	1	1	0	2	0
Professional/Managerial	11	0	1	2	0	0	4	0	0	0	1	1	0	2	0
Independent/Technical	2	0	0	0	0	0	1	0	0	0	0	0	0	1	0
Faculty	6	0	0	2	0	1	1	0	0	0	0	0	0	2	0
Custodial/Maintenance	2	0	0	0	0	0	0	0	0	0	1	0	0	1	0
OPTA	8	0	0	1	0	1	6	0	0	0	0	0	0	0	0
Totals	34	0	2	5	0	2	12	0	0	0	3	2	0	8	0
Percentage		0%	6%	15%	0%	6%	35%	0%	0%	0%	9%	6%	0%	24%	0%

2019 Promotions Ethnicity Distribution (detail) by Job Category

	Total Employees	Female							Male						
		American/Indian	Asian	Black	Hispanic	Other	White	Non-Disclosed	American/Indian	Asian	Black	Hispanic	Other	White	Non-Disclosed
Executive/Administrator	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0
Professional/Managerial	11	0	0	0	0	0	9	0	0	0	0	1	0	1	0
Independent/Technical	3	0	0	1	0	0	2	0	0	0	0	0	0	0	0
Faculty	3	0	0	0	0	0	0	0	0	0	0	0	0	3	0
Custodial/Maintenance	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0
OPTA	9	0	1	1	0	3	2	0	0	1	0	0	0	1	0
Totals	28	0	1	2	0	4	13	0	0	1	0	1	0	6	0
Percentage		0%	4%	7%	4%	14%	46%	0%	0%	4%	0%	4%	0%	21%	0%

Appendix

2019 Separations Ethnicity Distribution (detail) by Job Category	Total Employees	Female							Male						
		American/Indian	Asian	Black	Hispanic	Other	White	Non-Disclosed	American/Indian	Asian	Black	Hispanic	Other	White	Non-Disclosed
Executive/Administrator	6	0	0	0	0	0	1	0	0	1	2	0	0	2	0
Professional/Managerial	33	0	2	2	1	0	7	0	0	1	0	1	2	17	0
Independent/Technical	8	0	0	1	0	0	5	0	0	0	0	0	0	2	0
Faculty	6	0	0	0	0	0	2	0	0	0	2	0	0	2	0
Custodial/Maintenance	4	0	0	0	0	0	0	0	0	1	3	0	0	0	0
OPTA	12	0	2	1	0	1	8	0	0	0	0	1	0	2	0
Totals	69	0	2	4	1	1	23	0	0	3	7	1	2	25	0
Percentage		0%	3%	6%	1%	1%	33%	0%	0%	4%	10%	1%	3%	36%	0%