

Annual Report Affirmative Action 2020

February 23, 2021



Washtenaw Community College

Prepared by the Office of Human Resources

Table of Contents

Executive Summary **Pages 2-4**

Total Full time Workforce **Page 5**

Discrete Ethnicity/Minority Distribution **Page 6**

Employment Activity Analysis **Page 7**

Full time Data – Utilized **Page 8**

Full time Data – Under Utilized **Page 9**

Total Part time Workforce **Page 10**

Appendix **Pages 11-12**

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.

2020-2021 Staffing Levels

The effects of the pandemic had a substantial impact on the college's staffing level. While our focus remained committed to the employment needs in online instruction and student support areas, the shift to remote operations and the uncertainty of a "return to normal" compelled the college to re-evaluate our staffing needs, especially with full time Independent Staff and part time support positions. This evaluation, along with retirements and a hiring freeze, resulted in a six (6) percent reduction (less 32 employees) in our full time workforce and a 31% reduction (less 140 employees) with our part time support staff.

Diversity in faculty recruiting and hiring is the commitment of human resources and with each instructional area of the college. Conversely, the hiring of faculty this past year was entirely concentrated on finding qualified and available online instructors. While we increased the number of part time faculty, temporary faculty were placed in the full time vacancies. Temporary faculty are not included in this report. As you will see, the diversity representation among faculty remained unchanged from last year. However, it is the college's intent, to post, recruit and fill these full time faculty vacancies this summer, following our established guidelines for diversity and inclusion in recruitment and selection.

Despite the challenges that we faced in 2020, there is positive news to report. As we continued with the recruiting and hiring of positions that were in place prior to our move to remote operations, we applied our strategic recruitment process and diversity training that was identified as an initiative for this past year. This resulted in a continuing trend of increase in our diversity representation of new hires and promotions. The Action-Oriented Initiatives listed below explain this in more detail.

2020-2021 Action-Oriented Initiatives

Strategic Recruitment Efforts: Human Resources and our hiring managers placed enhanced focus on diverse sources and methods to reach a greater pool of diverse candidates. Adjustments were made to our advertising budget to utilize proven diversity recruiting resources and packages such as the Chronicle Careers Diversity Booth (through the Chronicles of Higher Education); Higher Education Diversity and Education advertising and outreach; Diversity Jobs.com; and Michigan Higher Education Recruiting Consortium (through Michigan State University). We also focused heavy recruiting efforts on LinkedIn by making connections specifically for various positions, including the Dean of Students, Director of Advising and Success Coach, and Campus Resource Officer, as well as joining groups such as Leaders in Higher Education and the International Higher Education Teaching and Learning Association, that focus specifically on diversity hiring in education. This resulted in greater than a 50% minority candidate pool for several of our posted positions and a 44% minority representation with our full time new hires. It is equally important to note that we had 42% minority representation with our full time promotions as well. Our minority representation with full time new hires and promotions reflect a five year increase trend, in which we have grown diversity hiring by 18% and diversity promotions by 13%.

We intend to use this same recruiting strategy with our 2021 Faculty Hiring Campaign.

Consistency in Recruiting and Hiring Process and Reduction of Bias in the Selection Process: Continuing effort was made in guiding hiring supervisors in applying a consistent process in the recruiting, interviewing, and hiring of new employees. An online hiring process and toolkit was created for all hiring managers to utilize for both full time and part time hiring. This includes guidelines for applicant review and minority underutilized areas, selection and charge of a search committee, and an interview process focused on diversity and inclusion.

In addition to this, training on bias and fair hiring practices was required for all search committee participants. Approximately 20 search committee members attended training on the following topics: Unconscious Bias, Diversity and Bias in the Search Committee Process, and Diversity in the Workplace.

WCC Commitment to Diversity & Inclusion:

Through the Teaching and Learning Center and Human Resources, continued training and exploration of diversity in the workplace remains our focus. Over the past three years, we have experienced a considerable increase in the amount of training and webinars offered as well as the number of participating faculty and staff. With an average of approximately 40 sessions per year, and over 600 employees participating annually, the training has been delivered primarily via webinar or “on demand” recordings, but were also held in person when were able to do so. Here is a sampling of the session offered for 2020-2021:

- *Coping with the Impact of Racial Injustice*
- *Dismantling Systemic Racism in the Classroom*
- *Diversity in the Workplace*
- *Examining Systems of Advantage*
- *Knowing Your Status: Examining Privilege*
- *Out & Outstanding: Intro to LGBTQ+ in the Workplace*
- *Racial Macroaggressions*
- *Racism & Structural Inequity in America- What Role does Higher Ed have to Play*

- *Recognizing Race-Related Stress*
- *Starting a Conversation about Race*

Dr. Bellanca announced the college's commitment to diversity and inclusion in her Winter semester remarks and we look forward to kicking off expanded training starting in March 2021.

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, promotions, and separations. Employee data utilized in this report was based on a one-year period running January 16, 2020 through January 16, 2021.

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:

2020 Full time Workforce Data Job Categories	Minority Percent (%)	Female Percent (%)
Executive/Administrator	26%	57%
Professional/Managerial	21%	68%
Independent/Technical	40%	50%
Faculty	25%	52%
Custodial/Maintenance	34%	25%
OPTA	28%	87%
Totals	26%	59%

Minority Includes: American Indian; Asian; Black; Hispanic; Other (2+ races)

Source: HRIS Report Run Date: 01/16/2021

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

Analysis/Observations

- The total number of full-time employees decreased by 6% (-32) during 2020-2021. This decrease is primarily due to the adjustment in staffing levels as a result of the pandemic.
- The overall minority staff composition was unchanged during the 2020 Affirmative Action reporting period.
- The overall female staff composition was unchanged, exceeding the county workforce benchmark (50%) by nine percent.
- A review of minority composition by job category showed increases in Full-time Executive/Administrative, Independent/Technical and Custodial/Maintenance. Full-time Faculty was unchanged.
- Both OPTA and Professional/Managerial Staff experienced a decrease in minority representation during 2020-2021.

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	538	0.4%	3.2%	15.6%	2.4%	4.5%	73.8%	0.2%
Washtenaw County	367,601	0.4%	9.0%	11.9%	4.9%	4.0%	69.9%	0.1%

Source: HRIS Report Run Date: 01/16/2021; Washtenaw County Population Estimates 2019 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 nearly 16% versus the county's workforce of nearly 12% for African Americans.
- The college trails the county statistics with regard to the employment of Asian and Hispanic Americans by almost 6% and 2.5% 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	538	74%	26%	59%
Washtenaw County	367,601	70%	30%	50%
WCC Students	11,165	66%	33%	56%

Source: HRIS Report Run Date: 01/16/2021; Washtenaw County Population Estimates 2019 U.S. Census; WCC Students - Washtenaw Community Students - Source 2020 Fall Student Profile

Analysis/Observations

- The college continues to have opportunity to ensure that its faculty and staff are representative of its student population. Plans are currently in place to recruit for permanent faculty positions that were not filled during the reporting period. The college will focus on diversity recruiting/hiring during the Summer 2021 Faculty Hiring Campaign.

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	2	1	50%	2	100%
Professional/Managerial	3	2	67%	3	100%
Independent/Technical	0	0	0%	0	0%
Faculty	0	0	0%	0	0%
Custodial/Maintenance	4	1	25%	0	0%
OPTA	0	0	0%	0	0%
Totals	9	4	44%	5	56%

Source: HRIS Report Run Date: 01/17/2020-01/16/2021

New Hire Analysis/Observations

- Total number of minority new hires (44%), in all but one job category, outpaced the relevant benchmark for minority (30%) representation. This figure (44%) is significantly higher than the past four years' average (29%) in total minority representation.

PROMOTIONS Job Categories	Total Employees	Total Minority	% Minority	Total Female	% Female
Executive/Administrator	0	0	0%	0	0%
Professional/Managerial	5	2	40%	2	40%
Independent/Technical	1	1	100%	1	100%
Faculty	0	0	0%	0	0%
Custodial/Maintenance	3	2	67%	0	0%
OPTA	3	0	0%	3	100%
Totals	12	5	42%	6	50%

Source: HRIS Report Run Date: 01/17/2020-01/16/2021

Promotions Analysis/Observations

- Full time promotions (42% minority) outpaced the relevant benchmark for minority (30%) representation while consistently maintaining a high career path ratio.

SEPARATIONS Job Categories	Total Employees	Total Minority	% Minority	Total Female	% Female
Executive/Administrator	3	0	0%	1	33%
Professional/Managerial	28	12	43%	19	68%
Independent/Technical	5	1	20%	4	80%
Faculty	8	1	13%	2	25%
Custodial/Maintenance	4	1	25%	1	25%
OPTA	4	2	50%	4	100%
Totals	52	17	33%	31	60%

Source: HRIS Report Run Date: 01/17/2020-01/16/2021

Separations Analysis/Observations – 88% of faculty separations were due to retirement. Other bargaining unit job categories also experienced high voluntary rates.

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 46 departments reviewed, 27 were identified as utilized in 2020.

Department Name	Total Employees	Total Minority	Percentage Minority
Behavioral Sciences	7	5	71%
Support Services & Student Advocacy	6	4	67%
Curriculum and Assessment	5	3	60%
Recruitment & Student Enrollment	6	3	50%
Custodial Services	31	15	48%
Counseling & Career Planning	13	6	46%
Arts & Sciences - Admin	5	2	40%
Unified Testing	5	2	40%
Buildings Maintenance	10	4	40%
Campus Security	13	5	38%
Financial Aid - Admin	8	3	38%
Mathematics & Engineering Studies	14	5	36%
Advanced Manufacturing Department	6	2	33%
Enrollment Services	6	2	33%
Comp Science & Information Tech Dept	7	2	29%
Mechanical Systems	7	2	29%
English & College Readiness	15	4	27%
Business	8	2	25%
Physical Sciences	12	3	25%
Transportation Technologies	12	3	25%
Nursing	12	3	25%
Landscape & Grounds	12	3	25%
Advanced Tech & Public Srvc Careers	5	1	20%
Career Transitions	5	1	20%
UA - Lessons UA Sprinkler Fitters	5	1	20%
Human Resources Management	10	2	20%
Children's Center	15	3	20%

Source: HRIS Report Run Date: 01/16/2021
 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 46 departments reviewed, 19 were identified as underutilized in 2020.

Department Name	Total Employees	Total Minority	Percentage Minority
Welding & Fabrication Dept	6	1	17%
Business Administration	6	1	17%
Campus Services	6	1	17%
Marketing	6	1	17%
Advancement	6	1	17%
Financial Services	15	2	13%
Humanities, Languages, & the Arts	8	1	13%
Social Sciences	8	1	13%
Health & Applied Technology - Admin	8	1	13%
Admissions	8	1	13%
Student Records	10	1	10%
Distance Learning - Admin	12	1	8%
Communications, Media & Theatre Arts	5	0	0%
Budget Admin	5	0	0%
Human Social Science - Admin	6	0	0%
United Association - Administration	6	0	0%
Life Sciences	9	0	0%
Digital Media Arts	10	0	0%
Library	10	0	0%

Source: HRIS Report Run Date: 01/16/2021
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.
- Higher engagement of diverse and inclusive recruitment strategies – continue to 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.

2020 Part time Workforce Data Job Categories	Total Employees	Total Minority	% Minority	Total Female	% Female
Part Time Support NC*	83	37	45%	32	39%
Part Time Independent	145	51	35%	88	61%
Part Time Support C*	58	11	19%	44	76%
Student Work Study	7	4	57%	3	43%
Student General Fund	18	8	44%	9	50%
Part Time Faculty	1530	274	18%	698	46%
Totals	1841	385	21%	874	47%

Source: HRIS Report Run Date: 01/16/2021

*(NC) Non-Clerical; (C) Clerical

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

Analysis/Observations

- A review of minority composition by job category showed increases in Part Time Faculty; Part Time Support NC*; Part Time Independent; Student Work Study; Student General Fund.
- Two-thirds of part time job categories outpaced the total student benchmark for minority (33%) representation, (Part Time Support NC* 45%; Part Time Independent 35%; Student Work Study 57%; Student General Fund 44%). Continued opportunity with part time faculty to provide a representation equal to the student population.

Appendix

2020 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	2	0	0	1	0	0	1	0	0	0	0	0	0	0	0
Professional/Managerial	3	0	0	2	0	0	1	0	0	0	0	0	0	0	0
Independent/Technical	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Faculty	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Custodial/Maintenance	4	0	0	0	0	0	0	0	0	0	1	0	0	3	0
OPTA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Totals	9	0	0	3	0	0	2	0	0	0	1	0	0	3	0
<i>Percentage</i>	<i>44%</i>	<i>0%</i>	<i>0%</i>	<i>33%</i>	<i>0%</i>	<i>0%</i>	<i>22%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>11%</i>	<i>0%</i>	<i>0%</i>	<i>33%</i>	<i>0%</i>

2020 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	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Professional/Managerial	5	0	0	0	0	0	2	0	0	0	1	0	1	1	0
Independent/Technical	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0
Faculty	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Custodial/Maintenance	3	0	0	0	0	0	0	0	0	0	2	0	0	1	0
OPTA	3	0	0	0	0	0	3	0	0	0	0	0	0	0	0
Totals	12	0	0	0	0	1	5	0	0	0	3	0	1	2	0
<i>Percentage</i>	<i>42%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>8%</i>	<i>42%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>25%</i>	<i>0%</i>	<i>8%</i>	<i>17%</i>	<i>0%</i>

Appendix

	Total Employees	Female							Male						
		American/Indian	Asian	Black	Hispanic	Other	White	Non-Disclosed	American/Indian	Asian	Black	Hispanic	Other	White	Non-Disclosed
2020 Separations Ethnicity Distribution (detail) by Job Category															
Executive/Administrator	3	0	0	0	0	0	1	0	0	0	0	0	0	2	0
Professional/Managerial	28	0	2	6	1	0	10	0	0	0	3	0	0	6	0
Independent/Technical	5	0	0	0	1	0	3	0	0	0	0	0	0	1	0
Faculty	8	0	1	0	0	0	1	0	0	0	0	0	0	6	0
Custodial/Maintenance	4	0	0	1	0	0	0	0	0	0	0	0	0	3	0
OPTA	4	0	0	0	1	1	2	0	0	0	0	0	0	0	0
Totals	52	0	3	7	3	1	17	0	0	0	3	0	0	18	0
<i>Percentage</i>	<i>33%</i>	<i>0%</i>	<i>6%</i>	<i>13%</i>	<i>6%</i>	<i>2%</i>	<i>33%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>6%</i>	<i>0%</i>	<i>0%</i>	<i>35%</i>	<i>0%</i>