



Affirmative Action Program for Minorities and Women



Montana State University Bozeman, MT

January 1, 2021 through December 31, 2021 Plan Year



Montana State University Bozeman
Bozeman, MT

Affirmative Action Plan for Minorities and Women

January 1, 2021 through December 31, 2021 Plan Year

AAP approved by: _____
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President

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I. Introduction

Montana State University Bozeman sets forth this Affirmative Action Plan (AAP) for the period of January 1, 2021 through December 31, 2021, reaffirming its commitment to the spirit and letter of affirmative action law, including those administered by the U. S. Department of Labor's Office of Federal Contract Compliance Programs (OFCCP). Through the implementation of this plan MSU Bozeman continues its efforts to comply with appropriate government regulations and to make the best possible use of personnel while contributing to the betterment of society and the community.

A. MSU Bozeman Profile

Mission Statement

As the state's land-grant university, Montana State integrates education, creation of knowledge and art and service to communities.

Vision

Montana State University will transform lives and communities in the people's interest.

Values

Excellence

We pursue exceptional outcomes.

Integrity

We commit to honesty, ethical behavior, and accountability.

Inclusion

We create a civil, supportive, and respectful environment where difference and diversity are sources of strength.

Collaboration

We believe that working together produces better outcomes.

Curiosity

We expect inquiry, exploration, creativity, and innovation.

Stewardship

We care for and conserve the human, economic, physical, and environmental resources entrusted to us.

Please visit <https://www.montana.edu/strategicplan/mission.html> for more information regarding MSU Bozeman and the MSU Strategic Plan.



B. History and Background of MSU Bozeman and Its Commitment to Equal Opportunity and Affirmative Action

MSU Bozeman is a unit of the Montana University System and is the land-grant University of the State of Montana. Under the 1972 revision of the Montana Constitution, the governance and control of the Montana University System is vested in the Board of Regents of Higher Education which has full power, responsibility, and authority to control the higher education system. The Board of Regents (Regents or BOR) has the responsibility for coordinating the delivery of publicly supported post-secondary education in Montana.

Accordingly, the Regents, with the Commissioner of Higher Education, sets the role and scope of each campus in the system, determines statewide educational needs, and provides leadership and support in meeting those needs.

Effective July 1, 1994, the Board of Regents combined units and created two universities of the Montana University System: The University of Montana and MSU Bozeman. The campuses of Montana State University are MSU Bozeman (Flagship Campus in Bozeman), MSU Bozeman Billings, MSU Bozeman-Northern, and Great Falls College MSU. At present, each of these units is responsible for developing and implementing its own Affirmative Action Plan (AA Plan or Plan). This is the Affirmative Action Plan for MSU Bozeman, Gallatin College and the Extension Service and the Montana Agricultural Experiment Station agencies.

Founded in 1893 as Montana State College, Montana State University Bozeman has become a comprehensive post-secondary educational institution with an enrollment of over 16,700 students and a total workforce of approximately 3,474, including tenurable and non-tenurable academic faculty, University executives and administrators, contract professional, classified FLSA exempt and non-exempt employees working in MSU Extension offices, Agricultural Research Centers, and Extended Nursing campuses across the state. MSU Bozeman offers a broad range of professional certificates and associate, baccalaureate and graduate degrees.

a. Human Rights and Commitments of the state of Montana

The Constitution of the State of Montana speaks directly to the equal opportunity and affirmative action commitments of the University:

We the people of Montana grateful to God for the quiet beauty of our state, the grandeur of our mountains, the vastness of our rolling plains, and desiring to improve the quality of life, equality of opportunity and to secure the blessings of liberty for this and future generations do ordain and establish this constitution.

Section 4. Individual dignity continues:

The dignity of the human being is inviolable. No person shall be denied the equal protection of the laws. Neither the state nor any person, firm, corporation, or institution shall discriminate against any person in the exercise of his civil or political rights on account of race, color, sex, culture, social origin or condition, or political or religious ideas.

Section 35 speaks directly to the state's obligations to those who have served in the Armed Forces:



The people declare that Montana servicemen, servicewomen, and veterans may be given special considerations determined by the legislature.

Finally, **Article X, Section 1** states the duties of the University as an educational provider:

Section 1. Educational goals and duties. *(1) It is the goal of the people to establish a system of education which will develop the full educational potential of each person. Equality of educational opportunity is guaranteed to each person of the state. (2) The state recognizes the distinct and unique cultural heritage of the American Indians and is committed in its educational goals to the preservation of their cultural integrity. (Emphasis added.)*

b. Non-Discrimination Policies of the Board of Regents and MSU Bozeman

The Non-Discrimination Policies and Discrimination Grievance Procedures is the document that codifies the University's commitment to equal opportunity and affirmative action. These policies have been revised numerous times since they were first written in 1976 in order to reflect changes in state and federal law and Regents policy. The most recent revision is available on the University's home page at: <http://www.montana.edu/equity/policies/index.html>.

c. History of Affirmative Action at the University

In 1975, several faculty women filed a complaint of sex discrimination against the University and the Regents. In February 1976, Federal Judge W.D. Murray found the University "guilty of sex discrimination in four specific cases and in a class action involving all female faculty working at MSU in 1976 and the three preceding years." The university prepared a Master Plan which was approved by the court which resulted in:

1. Improvement of the Affirmative Action Plan,
2. Inclusion of females in the decision-making apparatus of the University,
3. Correction of promotion and tenure criteria and policy to eliminate built-in sex discrimination, and
4. Correction of equal pay violations and payment of damages for past pay and promotion inequities.

All reports or any concerns about conduct that may be discriminatory, may violate the University's policies against discrimination and harassment, and/or conduct that may be retaliatory should be reported to the Office of Institutional Equity.

The University's Title IX Coordinator is:

**Kyleen Breslin -
Managing Director and Title IX Coordinator**

Office of Institutional Equity
303 Montana Hall
Montana State University
P.O. Box 172430
Bozeman, MT 59717-2430

Tel: (406) 994-3947

E-mail: oie@montana.edu

Web: <http://www.montana.edu/equity/>

The University's 504 Coordinator for employees is:

**Janet Simon -
MSU ADA Coordinator for Faculty and Staff**

University Human Resources
47 Renne Library
Montana State University
P.O. Box 172525
Bozeman, MT 59717-2440

Tel: (406) 994-2629

Fax: (406) 994-1969

E-mail: adacoordinator@montana.edu

Web: https://www.montana.edu/hr/disability_accommodation/index.html

II. Reaffirming Commitment to Equal Employment Opportunity

MSU is committed to equal employment opportunity for all employees and applicants in all terms and conditions of employment and will actively carry out all Federal and state regulations and executive orders.

Waded Cruzado, President of MSU Bozeman, has designated the Chief Human Resource Officer (CHRO) as the Equal Employment Opportunity Administrator (EEO Administrator). The CHRO oversees the plan development, modification, implementation, and reporting requirements and conducts management updates. The EEO Administrator also assures that the university periodically examines its selection process to further the principles of equal employment opportunity.

MSU Bozeman is committed to equality of opportunity in all aspects of employment, including the recruitment, selection, training, compensation, benefits, discipline, promotion, transfer, layoff and termination, and that such activities are free of illegal discrimination based upon race, color, national origin (ancestry), sex, sexual preference/orientation, gender identity, gender expression, transgender, marital or parental status, age, creed, religion or political beliefs, mental or physical disability, genetic information or status as a veteran. Further, in accordance with Section 86.9 of the regulations implementing Title IX of the Education Amendments of 1972 ("Title IX"), it is the policy of MSU Bozeman not to discriminate on the basis of sex in admission to any education program or activity administered by this institution. This policy extends to employment, admission, and access to programs and activities. Also, in accordance with Titles VI and VII of the Civil Rights Act of 1964 (respectively, "Title VI" and "Title VII") and other applicable state and local laws, it is the policy of MSU Bozeman not to discriminate on the basis of race, color, religion, national origin, creed, service in the uniformed services (as defined in state and federal law), veteran's status, sex, age, political ideas, marital or family status, pregnancy, physical or mental disability, genetic information, gender identity, gender expression, or sexual orientation to any education program or activity administered by this institution or in any aspect of employment.



A. Internal Dissemination of EEO Policy 41 C.F.R. § 60-1.42

MSU Bozeman posts equal employment opportunity notices that comply with 41 C.F.R. § 60-1.42(a) in conspicuous places (including websites) available to employees, applicants for employment, and representatives of each labor union which represents MSU Bozeman employees.

B. External Dissemination of EEO Policy 41 C.F.R. § 60-1.41; 41 C.F.R. § 60-1.5

1. In solicitations or advertisements for employees placed by or on its behalf, MSU Bozeman complies with the following method regarding the dissemination of its equal employment opportunity clause:

a. MSU Bozeman states expressly in the solicitations or advertising that all qualified applicants will receive consideration for employment without regard to race, color, national origin (ancestry), sex, sexual preference/orientation, gender identity, gender expression, transgender, marital or parental status, age, creed, religion or political beliefs, mental or physical disability, genetic information or status as a veteran. 41 C.F.R. § 1.41(a). When pictures are included in these media, where feasible, efforts will be made to include pictures of individuals of diverse sex, race, and national origin.

2. In addition, MSU Bozeman incorporates by reference the equal employment opportunity and affirmative action clauses into each of its covered Government contracts and subcontracts, including Government bills of lading, transportation requests, contracts for deposit of Government funds, and contracts for issuing and paying U.S. savings bonds and notes and such other contracts and subcontracts as required by law, purchase orders, lease agreements, Government contracts, and other covered contracts (and modifications thereof if not included in the original contract) in accordance with 41 C.F.R. § 60-1.4 (a) – (c) (unless exempted under 41 C.F.R. § 60-1.5).

C. Establishment of Responsibility for Implementation of the Plan 41 C.F.R. § 60-2.17(a)

a. Identification and Responsibilities of EEO Administrator

Overall responsibility for MSU Bozeman's plan rests with the EEO Administrator. The EEO Administrator ensures that the plan complies with all applicable laws, orders and regulations, including but not limited to, Executive Orders 11246, 13496, and their progeny. Specifically, the designated representative's duties include:

1. Developing, maintaining and, where appropriate, modifying MSU Bozeman's plan to ensure compliance with the EEO/AA law.
2. Developing, and where appropriate, modifying procedures for effectively communicating the plan and its elements both internally and externally.
3. Advising on EEO/AA progress, reporting potential EEO/AA problem areas, and assisting management in finding equitable solutions, where feasible, to any identifiable EEO/AA problem areas.
4. Evaluating the effectiveness of MSU Bozeman's plan on a regular basis, and reporting to management.



5. Overseeing audit and reporting systems that periodically measure the effectiveness of the total affirmative action program. 41 C.F.R. § 2.17 (d)(1)-(4), identifying need for remedial action, and determining the degree to which objectives have been achieved.
6. Acting as MSU Bozeman's representative and liaison with any government agencies regarding this plan.
7. Monitoring MSU Bozeman's policies and procedures with regard to terms and conditions of employment to attempt to ensure compliance with affirmative action obligations.
8. Auditing the content of electronic policies, as appropriate, to ensure compliance information is posted and up to date.
9. Keeping management up to date on the latest developments in the areas of EEO and affirmative action.
10. Serving as a liaison between MSU Bozeman and organizations, such as minority organizations and women's organizations.
11. Communicating EEO/AA policies with all personnel, including management, to ensure that MSU Bozeman's policies and the need for their support are understood at all levels.
12. Auditing training programs, hiring, and promotion patterns.

b. Responsibilities of MSU Bozeman's Leadership

MSU Bozeman's Leadership, which shall include all levels of management, including, but not limited to: Provost, Vice Presidents, Associate Vice Presidents, Deans, Department Heads and Chairs, Directors and Managers share responsibility for the plan, including but not limited to the following:

1. Assisting in auditing plan progress, including identifying problem areas, formulating solutions, establishing appropriate goals, and developing necessary training programs.
2. Preparing oversight of personnel procedures and decision within area of responsibility to ensure qualified individuals are treated in a nondiscriminatory manner in hiring, promotion, transfers, and termination actions.
3. Reviewing the job performance of each employee to assess whether personnel actions are justified based on the employee and his or her duties.
4. Reviewing position descriptions of the jobs in the manager's area or department to see that they adequately reflect the job to be performed.
5. Assisting subordinates and upper management in the prevention of harassment.

III. Identification of Areas of Discussion 41 C.F.R. § 60-2.17(b)

MSU Bozeman will conduct periodic reviews of mission critical workforce factors in a number of ways, including performing an in-depth analysis of its total employment process to determine whether and where impediments to equal employment opportunity exist. These analyses include:

1. The workforce by organizational unit and job group of minority or female utilization and distribution;
2. Personnel activity to determine whether there are selection disparities;
3. Compensation systems to determine if there are sex-, race-, or ethnicity-based disparities;
4. Selection, recruitment, referral, and other personnel procedures to determine whether they result in employment or placement disparities of minorities or women; and,
5. Any other areas that might impact the success of the affirmative action program. 41 C.F.R. § 2.17 (b)(1)-(5), including, for example, MSU Bozeman's review of:
 - a. The workforce composition by race and sex to compare it to the availability of these groups;
 - b. MSU Bozeman's applicant flow compared to the availability for the protected groups;
 - c. A comparison of hires to applicants pertaining to minorities and women;
 - d. Compensation system(s) to determine whether there are sex-, race-, or ethnicity-based disparities;
 - e. Selection forms, such as applications for employment, to ensure they comply with federal and state employment laws;
 - f. Processes to ensure there are no artificially created barriers or restrictive seniority provisions; and,
 - g. Training opportunities to ensure they are available to minorities and women.Identification of problem areas are discussed in next section titled Narrative Discussion of goals.

IV. Narrative Discussion of Goals

The Montana State University Bozeman plan has 3417 employees, including 261 minorities and 1925 women. The following goals exist for minorities and/or women:

- 100 - Executive / Administrative / Managerial - This group consists of 57 employees, of whom 3 are minorities and 19 are females. There is a goal of 17% for minorities and a goal of 55% for females.
- 200 - Instructors - This group consists of 550 employees, of whom 28 are minorities and 342 are females. There is a goal of 14% for minorities, but there is no need to set a placement goal at this time for females.
- 220 - Professors - This group consists of 195 employees, of whom 10 are minorities and 55 are females. There is a goal of 9% for minorities and a goal of 55% for females.
- 230 - Associate Professors - This group consists of 183 employees, of whom 22 are minorities and 87 are females. There is no need to set a placement goal at this time for minorities, but there is a goal of 55% for females.
- 240 - Assistant Professors - This group consists of 129 employees, of whom 9 are minorities and 72 are females. There is a goal of 17% for minorities, but there is no need to set a placement goal at this time for females.
- 250 - All Other Faculty - This group consists of 203 employees, of whom 13 are minorities and 129 are females. There is a goal of 29% for minorities and a goal of 71% for females
- 300 - Directors - This group consists of 148 employees, of whom 7 are minorities and 72 are females. There is a goal of 18% for minorities, but there is no need to set a placement goal at this time for females.
- 310 - Program Managers - This group consists of 157 employees, of whom 12 are minorities and 105 are females. There is no need to set a placement goal at this time for minorities or females.
- 320 - IT / Engineering Professionals - This group consists of 144 employees, of whom 10 are minorities and 36 are females. There is a goal of 12% for minorities, but there is no need to set a placement goal at this time for females.
- 330 - Research Associates / Scientists - This group consists of 327 employees, of whom 33 are minorities and 176 are females. There is a goal of 16% for minorities, but there is no need to set a placement goal at this time for females.
- 340 - Administrative Professionals - This group consists of 209 employees, of whom 8 are minorities and 181 are females. There is a goal of 11% for minorities, but there is no need to set a placement goal at this time for females.
- 350 - Coaches - This group consists of 29 employees, of whom 4 are minorities and 7 are females. There is no need to set a placement goal at this time for minorities or females.



- 360 - All Other Professionals - This group consists of 484 employees, of whom 39 are minorities and 308 are females. There is a goal of 14% for minorities, but there is no need to set a placement goal at this time for females.
- 400 - Clerical and Secretarial - This group consists of 135 employees, of whom 10 are minorities and 131 are females. There is no need to set a placement goal at this time for minorities or females.
- 500 - Technical and Paraprofessional - This group consists of 132 employees, of whom 12 are minorities and 96 are females. There is no need to set a placement goal at this time for minorities or females.
- 600 - Skilled Crafts - This group consists of 55 employees, of whom 1 is a minority and 1 is a female. There is a goal of 5% for minorities, but there is no need to set a placement goal at this time for females.
- 700 - Service / Maintenance - This group consists of 280 employees, of whom 40 are minorities and 108 are females. There is a goal of 19% for minorities, but there is no need to set a placement goal at this time for females.

MSU Bozeman will use alternate recruitment sources when necessary to attract more qualified external applicants. In those instances where statistical adverse impact is indicated, MSU Bozeman will take action as outlined in the Action-Oriented Programs Section to monitor and eliminate any problem areas, as well as other similar actions.

Individuals appointed as visiting faculty, post-doctoral research associates, or other non-tenure track positions labeled EEO-6 category 3, are included as part of the workforce summaries, but placement goals are not established for this group. By definition, the positions are of a limited duration.

Placement goals are not set for job groups in the graduate student/student assistant category because student appointments are related solely to academic programs and are not part of the normal hiring procedures.

V. Development & Execution of Action-Oriented Programs 41 C.F.R. § 60-2.17(c)

MSU Bozeman has programs designed to eliminate any problem areas, should they exist, in accordance with §60-2.17(b), and to help achieve specific affirmative action goals. MSU Bozeman also makes a good-faith effort to remove identified barriers, expand employment opportunities, and produce measurable results. These programs may include the following items:

1. Conducting periodic reviews of job descriptions attempting to ensure they accurately reflect job-related duties and responsibilities.
2. Reviewing job qualifications by department and job title for job-relatedness and using job performance criteria as positions are recruited for or other personnel activities take place.
3. Making job vacancy announcements including qualifications available to recruiting sources and to all members of management involved in the recruiting, screening, selection, and promotion processes.
4. Making good-faith efforts to select the most qualified candidates. MSU Bozeman will make good faith efforts to remedy any statistically significant underutilization of minorities and women it identifies. Accordingly, MSU Bozeman commits to evaluating the total selection process to ensure that decisions are made in a nondiscriminatory manner through:
 - a. Reviewing the job applications and other pre-employment forms to ensure information requested is job-related;
 - b. Evaluating selection methods that may have a disparate impact to ensure that they are job-related and consistent with business necessity;
 - c. Providing assistance, such as training and guidance on proper interviewing techniques and EEO training, to employees, management, and supervisory staff, including, but not limited to, those who are involved in the recruitment, selection, discipline and other related processes, so that personnel actions remain neutral; and
 - d. Reviewing selection techniques and employment standards.
5. Employing appropriate methods to attempt to improve recruitment and increase the flow of qualified minorities and women applicants in its recruiting process, including a number of the following actions:
 - a. Including the phrase at a minimum, "Equal Opportunity Employer, Veterans/Disabled Employer" in printed employment advertisements;
 - b. Placing help-wanted advertisements, when appropriate, in minority news media and women's interest media;
 - c. Disseminating information on job opportunities to organizations representing minorities, women, and employment development agencies when job opportunities occur;



- d. Requesting employment agencies to refer qualified minorities and women.
 - e. Considering special employment programs designed to deal with underutilization. Business conditions and other feasibility matters remain the key factor in any decision to develop/implement such programs.
 - f. Participating in job fairs, career days, youth-motivation programs and other programs that foster exposure for qualified minorities and women whenever feasible and appropriate.
 - g. Encouraging minorities and women to participate in University sponsored activities and programs.
6. MSU Bozeman reviews promotion criteria and procedures so that job qualifications form the basis for the promotional decisions without regard to race, color, national origin (ancestry), sex, sexual preference/orientation, gender identity, gender expression, transgender, marital or parental status, age, creed, religion or political beliefs, mental or physical disability, genetic information or status as a veteran. MSU Bozeman will monitor promotion rates for minorities and women and, when necessary, may employ one or more of the following procedures:
- a. Maintaining an inventory of current minority and women employees.
 - b. Providing job training, job-related courses or certificate programs.
 - c. Reviewing work specifications and job qualifications to ensure job- relatedness.
 - d. Reviewing promotion decisions for possible impact on women or minorities.
 - e. Informing employees about educational programs and other opportunities available to improve their employment prospects.
 - f. Reviewing seniority practices for possible impact on women and minorities.
 - g. Reviewing MSU Bozeman-sponsored social and recreational activities to ensure non-discriminatory participation and availability.
 - h. Ensuring that all employees are given equal opportunity for promotion. This is achieved by:
 - 1. Generally posting or otherwise announcing most promotional opportunities.
 - 2. Assisting employees in identifying promotional opportunities, training and educational programs to encourage and enhance professional growth.
 - 3. Evaluating job requirements for promotion.

VI. Internal Audit and Reporting System 41 C.F.R. § 60-2.17(d)

1. MSU Bozeman's EEO Administrator maintains an internal audit system to oversee MSU Bozeman's Affirmative Action Plan and assess progress. The EEO Administrator is responsible for ensuring that the formal AAP documents are developed and prepared and for the effective AAP implementation; however, responsibility is likewise vested with each department manager and supervisor, depending upon the specific responsibility. The audit system is designed and implemented to measure the effectiveness of the total affirmative action program [41 C.F.R. § 2.17 (d)(1)-(4)], including:
 - a. Monitoring records of all personnel activity, including promotions, terminations, and compensation, at all levels, to ensure the nondiscriminatory policy is carried out,
 - b. Requesting internal reporting on a scheduled basis as to the degree to which equal employment opportunity and organizational objectives are attained,
 - c. Reviewing reports at all levels of management; and
 - d. Advising top management of the program's effectiveness and submitting recommendations to improve unsatisfactory performance. 41 C.F.R. § 2.17 (d)(1)- (4).
2. MSU Bozeman reviews various employment decisions, such as hiring decisions, promotions, and terminations. MSU Bozeman maintains summary data where necessary and feasible and conducts regular reviews at least annually.
3. There is no "de facto" (in practice without being officially established) segregation. Further, MSU Bozeman ensures that facilities, as broadly defined in 41 C.F.R. § 60- 1.8, provided for employees are provided in such a manner that segregation on the basis of race, color, national origin (ancestry), sex, sexual preference/orientation, gender identity, gender expression, transgender, marital or parental status, age, creed, religion or political beliefs, mental or physical disability, genetic information or status as a veteran cannot result, provided that separate or single-user restrooms and necessary dressing or sleeping areas shall be provided to ensure privacy between the sexes.
4. MSU Bozeman complies with required records retention provisions set forth in 41 C.F.R. §60- 1.12 and elsewhere in the applicable OFCCP regulations, and maintains a) employment applications; b) summary data of applicant flow by identifying, at least, total applicants, total minority applicants, and total female applicants, where necessary and feasible, and conducts regular reviews at least annually; c) applicant flow showing the name, race, sex, date of application, job title, interview status, and the action taken for all individuals applying for job opportunities, and the relevant applicant/hire decisions; d) summary data of external job offers and hires, promotions, resignations, terminations, and layoffs by job group and by sex and minority group identification; e) and records pertaining to its compensation system.

5. Provide needed reports to managers and supervisors regarding the results of the audit as well as MSU Bozeman's overall progress in the area of EEO/AA. Any recommended actions should be made as well. Reports shall be made to senior management on at least a biennial basis.

VII. Policy with Respect to Religion/National Origin 41 C.F.R. § 60-50.1 et seq.

Pursuant to the guidelines prohibiting discrimination on the basis of religion or national origin, 41 C.F.R. § 60-50.1, et seq., MSU Bozeman hereby reaffirms that it does not discriminate against employees, or applicants for employment, because of religion or national origin. MSU Bozeman takes affirmative action to seek to ensure that employees or applicants for employment are treated without regard to their religion or national origin in all aspects of the terms and conditions of employment, such as upgrading, demotion, transfer, recruitment, recruitment advertising, layoff, termination, rates of pay (or other forms of compensation), and selection for training.

MSU Bozeman has reviewed its employment practices and determined that its employees, including those who belong to religious or ethnic groups, have received fair consideration for job opportunities. Based upon its review, and depending upon the circumstances, MSU Bozeman will undertake appropriate actions, which may include one or more of the following activities:

1. Issuing a policy directive to employees reaffirming the MSU Bozeman's obligation to provide equal employment opportunity without regard to religion or national origin. This policy will be communicated in such a manner as to foster understanding, acceptance, and support among executives, managers, supervisors, and other employees, and to encourage such persons to take the necessary action to aid MSU Bozeman in meeting its obligations.
2. Developing internal procedures to seek to ensure that MSU Bozeman's obligation to provide equal employment opportunity, without regard to religion or national origin, is being fully implemented. Specifically, employment activities are reviewed by the EEO Administrator.
3. Informing management annually of its commitment to equal employment opportunity, without regard to religion or national origin.
4. Enlisting the assistance and support of recruitment sources for this commitment.

MSU Bozeman acknowledges its responsibility to make reasonable accommodations for the religious observances and practices of its existing or prospective employees under the terms of Title VII of the Civil Rights Act of 1964. An accommodation for religious purposes will be denied should MSU Bozeman determine that it would have to suffer undue hardship. During this accommodation evaluation, the following factors will continue to be considered by MSU Bozeman:



1. Business necessity;
2. Financial costs and expenses; and
3. Resulting personnel problems.

VIII. Organizational Profile

Contractors and subcontractors are required to include an organizational profile of their workforce in their AAPs using either a “workforce analysis” or “organizational display” that provides detailed data reflecting staffing patterns within the establishment. 41 C.F.R. § 60-2.11. An organizational profile shows the staffing pattern within a contractor’s establishment. This profile assists an employer in identifying where, in the workforce of its site which is the subject of this AAP, women or minorities are underrepresented or concentrated. A workforce analysis is used in this AAP, which lists each job title from the lowest paid to the highest paid within each department or similar organizational unit.

Table VIII.1 Organizational Profile by Unit Summary

Plan Date: 10/15/2020

Organization Profile Summary										
Unit	Total	Male Female	White	Black	Hispanic	Asian	Native Hawaiian	Native American	Two or More	Minority
Academic Technology & Outreach	20	7	6	0	0	0	0	1	0	2
		13	12	0	0	0	0	0	1	
Admin & Finance	144	42	41	0	1	0	0	0	0	9
		102	94	0	3	3	0	1	1	
Admin & Finance - Auxiliaries	266	141	125	1	8	2	0	3	2	35
		125	106	0	7	10	0	0	2	
Admin & Finance - Facilities	212	155	146	0	5	1	0	0	3	15
		57	51	1	2	0	0	2	1	
Athletics	67	48	44	3	0	0	1	0	0	7
		19	16	0	0	0	0	1	2	
College of Agriculture	440	199	185	0	5	7	0	0	2	41
		241	214	0	12	9	0	3	3	
College of Arts & Architecture	128	61	58	0	1	0	0	0	2	6
		67	64	0	1	2	0	0	0	
College of Educ Hlth & Human Dev	171	44	40	1	0	1	0	1	1	10
		127	121	0	2	3	0	1	0	
College of Engineering	229	143	131	1	3	5	0	1	2	16
		86	82	0	2	1	0	1	0	
College of Letters & Science	426	204	189	1	5	2	1	4	2	32
		222	205	0	4	8	0	3	2	
College of Nursing	157	14	12	0	0	0	0	1	1	8
		143	137	0	1	2	0	2	1	
Extension Service	163	50	50	0	0	0	0	0	0	6
		113	107	0	1	0	1	2	2	
Gallatin College	89	35	34	0	0	0	0	0	1	4
		54	51	0	1	0	0	0	2	
Jabs College of Business	78	36	33	0	0	2	0	0	1	6
		42	39	0	1	2	0	0	0	
Library Services	52	18	17	0	1	0	0	0	0	3
		34	32	0	2	0	0	0	0	
Museum of the Rockies	37	15	14	0	0	0	0	0	1	1
		22	22	0	0	0	0	0	0	
President	194	113	104	1	3	1	0	0	4	16
		81	74	0	2	1	0	1	3	
Provost	113	27	27	0	0	0	0	0	0	5
		86	81	0	2	1	0	0	2	
Research	210	88	81	0	2	1	0	1	3	18
		122	111	0	2	5	0	3	1	
Student Success	221	52	46	0	1	1	0	1	3	21
		169	154	1	6	3	0	3	2	

Table VIII.2 Job Group Profile Summary

Plan Date: 10/15/2020

Job Group Profile Summary										
Job Group	Total	Male Female	White	Black	Hispanic	Asian	Native Hawaiian	Native American	Two or More	Minority
100 - Executive / Administrative / Managerial	57	38	37	0	0	0	0	1	0	3
		19	17	0	1	1	0	0	0	
200 - Instructors	550	208	198	1	3	0	1	0	5	28
		342	324	0	10	5	0	1	2	
220 - Professors	194	139	130	0	0	7	0	0	2	10
		55	54	0	0	1	0	0	0	
230 - Associate Professors	183	96	85	1	3	4	0	2	1	22
		87	76	0	2	8	0	1	0	
240 - Assistant Professors	129	57	54	0	1	1	0	0	1	9
		72	66	0	1	3	0	1	1	
250 - All Other Faculty	204	75	70	0	3	0	0	0	2	13
		129	121	0	4	0	0	3	1	
300 - Directors	148	76	71	0	0	0	0	1	4	7
		72	70	0	1	1	0	0	0	
310 - Program Managers	159	54	52	0	0	0	0	2	0	12
		105	95	0	0	4	1	1	4	
320 - IT / Engineering Professionals	144	108	102	0	1	2	0	0	3	10
		36	32	0	2	1	0	0	1	
330 - Research Associates / Scientists	327	151	137	1	6	5	0	2	0	33
		176	157	0	7	6	0	3	3	
340 - Administrative Professionals	209	28	27	0	0	1	0	0	0	8
		181	174	1	2	1	0	1	2	
350 - Coaches	29	22	19	2	0	0	1	0	0	4
		7	6	0	0	0	0	0	1	
360 - All Other Professionals	482	174	161	2	3	0	0	4	4	39
		308	282	0	5	6	0	9	6	
400 - Clerical and Secretarial	135	4	4	0	0	0	0	0	0	10
		131	121	0	5	3	0	1	1	
500 - Technical and Paraprofessional	132	36	31	0	3	1	0	0	1	12
		96	89	0	3	0	0	2	2	
600 - Skilled Crafts	55	54	53	0	0	0	0	0	1	1
		1	1	0	0	0	0	0	0	
700 - Service / Maintenance	280	172	152	1	12	2	0	1	4	40
		108	88	1	8	10	0	0	1	

*See Appendix Table A.1 for Organization - Job Title details.

IX. Placement Goals

Contractors and subcontractors must compare the percentage of minorities and women in each job group with the availability for those job groups as calculated in this AAP. 41 C.F.R. § 60-2.13 to 60.2.15. When the percentage of minorities or women in a job group is less than would be reasonably expected given their availability, contractors are required to establish placement goals, which also serve as reasonably attainable objectives to measure progress toward achieving equal employment opportunity. 41 C.F.R. § 60-2.16.

Contractors may use a number of methods to determine whether their actual employment percentage of minorities and/or females is lower than would reasonably be expected, including the need to set a placement goal when:

- 1) there is “any difference” between the availability percentage and the employment percentage;
- 2) actual employment is less than 80 percent of calculated availability (which is the expected representation); or,
- 3) the difference between the actual and expected employment is statistically significant. Any reasonable method, as long as it is uniformly applied, is acceptable to the OFCCP.

Placement goals are established as a percentage equal to the calculated availability and serve as objectives or targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire affirmative action program work. 41 C.F.R. § 60-

2.16. Although a contractor is required to make good faith efforts to meet its goals, the goals are not allowed under law to be quotas (with the exception of a few circumstances, such as when there is a court order to remedy prior unlawful discrimination.)

See Appendix Tables A.5 and A.6 for representation data by Unit.

Table IX.1 Placement Goals by Job Group

Plan Date: 10/15/2021

Placement Goals	Group Size	Employment (%) Female	Employment (%) Minority	Availability (%) Female	Availability (%) Minority	Placement Goals Needed Female	Placement Goals Needed Minority	Annual Goal (%) Female	Annual Goal (%) Minority
100 - Executive / Administrative / Managerial	57	33	5	55	17	Yes (1)	Yes (2)	55	17
200 - Instructors	550	62	5	44	14	No (1)	Yes (1)		14
220 - Professors	194	28	5	55	9	Yes (1)	Yes (1)	55	9
230 - Associate Professors	183	48	12	55	10	Yes (1)	No (1)	55	
240 - Assistant Professors	129	56	7	47	17	No (1)	Yes (1)		17
250 - All Other Faculty	204	63	6	71	24	Yes (1)	Yes (1)	71	24
300 - Directors	148	49	5	42	18	No (1)	Yes (1)		18
310 - Program Managers	159	66	8	49	10	No (1)	No (1)		
320 - IT / Engineering Professionals	144	25	7	26	12	No (1)	Yes (1)		12
330 - Research Associates / Scientists	327	54	10	47	16	No (1)	Yes (1)		16
340 - Administrative Professionals	209	87	4	78	11	No (1)	Yes (1)		11
350 - Coaches	29	24	14	35	10	No (1)	No (2)		
360 - All Other Professionals	482	64	8	65	14	No (1)	Yes (1)		14
400 - Clerical and Secretarial	135	97	7	93	6	No (2)	No (1)		
500 - Technical and Paraprofessional	132	73	9	63	13	No (1)	No (1)		
600 - Skilled Crafts	55	2	2	3	5	No (2) *	Yes (2)		5
700 - Service / Maintenance	280	39	14	39	19	No (1)	Yes (1)		19

(1) - Two Standard Deviations, (2) - 80% Rule, * Underutilized by less than a whole person

*The establishment of a 'Placement Goal' does not amount to an admission of impermissible conduct. It is neither a finding of lawful discrimination nor a finding of a lack of a good faith affirmative action efforts. Nor does the establishment of a Placement Goal permit unlawful discrimination. Rather the establishment of a 'Placement Goal' is a technical targeting term used exclusively by affirmative action planners who seek to apply good faith efforts to increase in the future the percentage employment of minorities and women in the workforce.

X. Progress Toward Goals Report

Contractors and subcontractors must maintain its current affirmative action plan (AAP) and documentation of good faith efforts and must preserve its AAP and documentation of good faith efforts for the immediately preceding AAP year. 41 C.F.R. § 60-1.12 (b).

One of the key components to the effective implementation of an AAP is the acknowledgement of progress toward the goals established in the utilization analysis of the preceding year. As such, this is one of the items requested by OFCCP during a routine compliance evaluation.

To compare progress toward goals, the contractor must measure the employment activity that has occurred during the plan year. The variable here is opportunities which are defined by OFCCP as total placements (hires plus promotions) into the job group.

Table X.1 Progress Towards Goals

Plan Date: 10/15/2020

Progress Towards Goals				Prior Year Goal - Female (%)	Prior Year Goal - Minority (%)	# of Opportunities - Female	# of Opportunities - Minority	% of Opportunities - Female	% of Opportunities - Minority	Goal Met - Female	Goal Met - Minority
Job Group	Total HC	Female HC	Minority HC								
100 - Executive / Administrative / Managerial	57	19	3	55	21	3	0	38	0	N	N
200 - Instructors	550	342	28		12	104	27	63	16		N
220 - Professors	194	55	10	47	11	10	0	62	0	N	N
230 - Associate Professors	183	87	22	58		15	4	48	13	N	
240 - Assistant Professors	129	72	9		28	4	3	33	25		N
250 - All Other Faculty	204	129	13		29	8	2	47	12		N
300 - Directors	148	72	7		18	2	0	33	0		N
310 - Program Managers	159	105	12			37	3	86	7		
320 - IT / Engineering Professionals	144	36	10	35		4	2	15	8	N	
330 - Research Associates / Scientists	327	176	33		29	49	10	52	11		N
340 - Administrative Professionals	209	181	8			38	2	83	4		
350 - Coaches	29	7	4	31	20	1	2	20	40	N	N
360 - All Other Professionals	482	308	39		24	62	8	70	9		N
400 - Clerical and Secretarial	135	131	10			24	2	92	8		
500 - Technical and Paraprofessional	132	96	12		14	31	1	79	3		N
600 - Skilled Crafts	55	1	1			0	3	0	30		
700 - Service / Maintenance	280	108	40			23	17	31	23		

XI. Disparity Analysis

Contractors and subcontractors are required to include personnel activity (applicant flow, hires, terminations, promotions, and any other personnel actions) to determine whether there are selection disparities. 41 C.F.R. § 60-2.17 (b) (2).

The Disparity Analysis is a tool to measure the statistical relationship between two selected groups. The following report identifies whether the rates of those hired, promoted, or terminated are similar without regard to race or gender.

Disparity Analysis - Hires

Plan Date: 10/15/2020

200 - Instructors											
Favored vs Non-Favored	Total Hires	Total Apps	Total Unknowns	Favored Hires	Favored Apps	Non-Favored Hires	Non-Favored Apps	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Female vs Male	165	2566	214	103	1213	44	1139	8.49	3.86	4.57	Yes
White - Hispanic	165	2566	243	138	1779	6	128	7.76	4.69	1.37	No
White - Black	165	2566	243	138	1779	0	82	7.76	0	2.8	Yes
White - Asian	165	2566	243	138	1779	1	217	7.76	0.46	4.14	Yes
White - Native American	165	2566	243	138	1779	3	21*	7.76	14.29	0	No
White - Hawaiian	165	2566	243	138	1779	0	0*	7.76			
White - Two or More	165	2566	243	138	1779	2	94	7.76	2.13	2.17	Yes

240 - Assistant Professors											
Favored vs Non-Favored	Total Hires	Total Apps	Total Unknowns	Favored Hires	Favored Apps	Non-Favored Hires	Non-Favored Apps	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Female vs Male	9	331	21	6	133	2	177	4.51	1.13	1.81	No
White - Hispanic	9	331	24	6	172	0	17	3.49	0	0.84	No
White - Black	9	331	24	6	172	0	11	3.49	0	0.69	No
White - Asian	9	331	24	6	172	2	94	3.49	2.13	0.65	No
White - Native American	9	331	24	6	172	0	1*	3.49	0	0.21	No
White - Hawaiian	9	331	24	6	172	0	0*	3.49			
White - Two or More	9	331	24	6	172	0	12	3.49	0	0.72	No

250 - All Other Faculty											
Favored vs Non-Favored	Total Hires	Total Apps	Total Unknowns	Favored Hires	Favored Apps	Non-Favored Hires	Non-Favored Apps	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Male vs Female	5	89	4	2	29	2	56	6.9	3.57	0.63	No
White - Hispanic	5	89	6	4	60	0	5	6.67	0	0.62	No
White - Black	5	89	6	4	60	0	0*	6.67			
White - Asian	5	89	6	4	60	0	16	6.67	0	1.03	No
White - Native American	5	89	6	4	60	0	0*	6.67			
White - Hawaiian	5	89	6	4	60	0	0*	6.67			
White - Two or More	5	89	6	4	60	0	2	6.67	0	0.4	No

300 - Directors											
Favored vs Non-Favored	Total Hires	Total Apps	Total Unknowns	Favored Hires	Favored Apps	Non-Favored Hires	Non-Favored Apps	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Female vs Male	4	159	7	2	76	2	76	2.63	2.63	0	No
White - Hispanic	4	159	11	4	125	0	5	3.2	0	0.45	No
White - Black	4	159	11	4	125	0	3*	3.2	0	0.35	No
White - Asian	4	159	11	4	125	0	5	3.2	0	0.45	No
White - Native American	4	159	11	4	125	0	2*	3.2	0	0.29	No
White - Hawaiian	4	159	11	4	125	0	0*	3.2			
White - Two or More	4	159	11	4	125	0	8	3.2	0	0.56	No

310 - Program Managers											
Favored vs Non-Favored	Total Hires	Total Apps	Total Unknowns	Favored Hires	Favored Apps	Non-Favored Hires	Non-Favored Apps	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Female vs Male	20	290	12	18	177	2	101	10.17	1.98	2.59	Yes
Asian - White	20	290	14	1	8	18	237	12.5	7.59	0.54	No
Asian - Hispanic	20	290	14	1	8	0	11	12.5	0	1.06	No
Asian - Black	20	290	14	1	8	0	6	12.5	0	0.91	No
Asian - Native American	20	290	14	1	8	0	5*	12.5	0	0.87	No
Asian - Hawaiian	20	290	14	1	8	0	0*	12.5			
Asian - Two or More	20	290	14	1	8	1	9	12.5	11.11	0.11	No

Disparity Analysis - Hires

Plan Date: 10/15/2020

320 - IT / Engineering Professionals											
Favored vs Non-Favored	Total Hires	Total Apps	Total Unknowns	Favored Hires	Favored Apps	Non-Favored Hires	Non-Favored Apps	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Female vs Male	16	169	8	3	20	13	141	15	9.22	0.83	No
White - Hispanic	16	169	7	15	147	0	4	10.2	0	0.69	No
White - Black	16	169	7	15	147	0	3*	10.2	0	0.6	No
White - Asian	16	169	7	15	147	0	5	10.2	0	0.77	No
White - Native American	16	169	7	15	147	0	0*	10.2			
White - Hawaiian	16	169	7	15	147	0	0*	10.2			
White - Two or More	16	169	7	15	147	0	2*	10.2	0	0.49	No

330 - Research Associates / Scientists											
Favored vs Non-Favored	Total Hires	Total Apps	Total Unknowns	Favored Hires	Favored Apps	Non-Favored Hires	Non-Favored Apps	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Female vs Male	26	305	23	15	101	9	181	14.85	4.97	2.85	Yes
White - Hispanic	26	305	22	23	187	0	16	12.3	0	1.69	No
White - Black	26	305	22	23	187	0	4*	12.3	0	0.87	No
White - Asian	26	305	22	23	187	1	64	12.3	1.56	2.66	Yes
White - Native American	26	305	22	23	187	0	1*	12.3	0	0.44	No
White - Hawaiian	26	305	22	23	187	0	0*	12.3			
White - Two or More	26	305	22	23	187	0	11	12.3	0	1.42	No

340 - Administrative Professionals											
Favored vs Non-Favored	Total Hires	Total Apps	Total Unknowns	Favored Hires	Favored Apps	Non-Favored Hires	Non-Favored Apps	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Female vs Male	25	278	11	22	179	3	88	12.29	3.41	2.38	Yes
White - Hispanic	25	278	14	23	232	1	14	9.91	7.14	0.35	No
White - Black	25	278	14	23	232	1	3*	9.91	33.33	0	No
White - Asian	25	278	14	23	232	0	9	9.91	0	1.02	No
White - Native American	25	278	14	23	232	0	2*	9.91	0	0.49	No
White - Hawaiian	25	278	14	23	232	0	0*	9.91			
White - Two or More	25	278	14	23	232	0	3*	9.91	0	0.6	No

350 - Coaches											
Favored vs Non-Favored	Total Hires	Total Apps	Total Unknowns	Favored Hires	Favored Apps	Non-Favored Hires	Non-Favored Apps	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Female vs Male	2	73	7	1	21	1	45	4.76	2.22	0.59	No
White - Hispanic	2	73	5	2	56	0	3	3.57	0	0.37	No
White - Black	2	73	5	2	56	0	3	3.57	0	0.37	No
White - Asian	2	73	5	2	56	0	4	3.57	0	0.42	No
White - Native American	2	73	5	2	56	0	0*	3.57			
White - Hawaiian	2	73	5	2	56	0	0*	3.57			
White - Two or More	2	73	5	2	56	0	1*	3.57	0	0.22	No

360 - All Other Professionals											
Favored vs Non-Favored	Total Hires	Total Apps	Total Unknowns	Favored Hires	Favored Apps	Non-Favored Hires	Non-Favored Apps	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Female vs Male	46	674	41	29	325	15	308	8.92	4.87	2.02	Yes
Black - White	46	674	43	2	16	37	526	12.5	7.03	0.85	No
Black - Hispanic	46	674	43	2	16	0	34	12.5	0	1.64	No
Black - Asian	46	674	43	2	16	1	20	12.5	5	0.89	No
Black - Native American	46	674	43	2	16	1	4*	12.5	25	0	No
Black - Hawaiian	46	674	43	2	16	0	0*	12.5			
Black - Two or More	46	674	43	2	16	3	31	12.5	9.68	0.36	No

Disparity Analysis - Hires

Plan Date: 10/15/2020

400 - Clerical and Secretarial											
Favored vs Non-Favored	Total Hires	Total Apps	Total Unknowns	Favored Hires	Favored Apps	Non-Favored Hires	Non-Favored Apps	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Female vs Male	14	88	3	13	69	1	16	18.84	6.25	1.24	No
Two or More - White	14	88	2	1	3	13	74	33.33	17.57	0.73	No
Two or More - Hispanic	14	88	2	1	3	0	5	33.33	0	1.25	No
Two or More - Black	14	88	2	1	3	0	0*	33.33			
Two or More - Asian	14	88	2	1	3	0	2	33.33	0	1	No
Two or More - Native American	14	88	2	1	3	0	2	33.33	0	1	No
Two or More - Hawaiian	14	88	2	1	3	0	0*	33.33			

500 - Technical and Paraprofessional											
Favored vs Non-Favored	Total Hires	Total Apps	Total Unknowns	Favored Hires	Favored Apps	Non-Favored Hires	Non-Favored Apps	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Female vs Male	29	267	11	22	163	6	93	13.5	6.45	1.74	No
White - Hispanic	29	267	10	28	216	0	14	12.96	0	1.51	No
White - Black	29	267	10	28	216	0	3*	12.96	0	0.72	No
White - Asian	29	267	10	28	216	0	9	12.96	0	1.22	No
White - Native American	29	267	10	28	216	0	4*	12.96	0	0.83	No
White - Hawaiian	29	267	10	28	216	0	0*	12.96			
White - Two or More	29	267	10	28	216	1	10	12.96	10	0.29	No

600 - Skilled Crafts											
Favored vs Non-Favored	Total Hires	Total Apps	Total Unknowns	Favored Hires	Favored Apps	Non-Favored Hires	Non-Favored Apps	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Male vs Female	5	37	1	5	36	0		13.89			
Two or More - White	5	37	1	1	2	3	34	50	8.82	1.66	No
Two or More - Hispanic	5	37	1	1	2	0	0*	50			
Two or More - Black	5	37	1	1	2	0	0*	50			
Two or More - Asian	5	37	1	1	2	0	0*	50			
Two or More - Native American	5	37	1	1	2	0	0*	50			
Two or More - Hawaiian	5	37	1	1	2	0	0*	50			

700 - Service / Maintenance											
Favored vs Non-Favored	Total Hires	Total Apps	Total Unknowns	Favored Hires	Favored Apps	Non-Favored Hires	Non-Favored Apps	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Male vs Female	53	149	11	29	83	18	55	34.94	32.73	0.27	No
Asian - White	53	149	9	3	9	39	118	33.33	33.05	0.02	No
Asian - Hispanic	53	149	9	3	9	2	7	33.33	28.57	0.2	No
Asian - Black	53	149	9	3	9	0	1*	33.33	0	0.66	No
Asian - Native American	53	149	9	3	9	0	0*	33.33			
Asian - Hawaiian	53	149	9	3	9	0	0*	33.33			
Asian - Two or More	53	149	9	3	9	1	5	33.33	20	0.5	No

Disparity Analysis - Promotions

Plan Date: 10/15/2020

200 - Instructors										
Favored vs Non-Favored	Total Promotions	Total Pool	Favored Promotions	Favored Pool	Non-Favored Promotions	Non-Favored Pool	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Male vs Female	9	550	5	208	4	342	2.4	1.17	1.11	No
White vs Hispanic	9	535	9	522	0	13	1.72	0	0.48	No
White vs Black	9	523	9	522	0	1	1.72	0	0.13	No*
White vs Asian	9	527	9	522	0	5	1.72	0	0.3	No*
White vs Native American	9	523	9	522	0	1	1.72	0	0.13	No*
White vs Hawaiian	9	522	9	522	0	0	1.72			
White vs Two or More	9	529	9	522	0	7	1.72	0	0.35	No*

220 - Professors										
Favored vs Non-Favored	Total Promotions	Total Pool	Favored Promotions	Favored Pool	Non-Favored Promotions	Non-Favored Pool	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Male vs Female	3	194	3	139	0	55	2.16	0	1.1	No
White vs Hispanic	3	184	3	184	0	0	1.63			
White vs Black	3	184	3	184	0	0	1.63			
White vs Asian	3	192	3	184	0	8	1.63	0	0.36	No
White vs Native American	3	184	3	184	0	0	1.63			
White vs Hawaiian	3	184	3	184	0	0	1.63			
White vs Two or More	3	186	3	184	0	2	1.63	0	0.18	No*

230 - Associate Professors										
Favored vs Non-Favored	Total Promotions	Total Pool	Favored Promotions	Favored Pool	Non-Favored Promotions	Non-Favored Pool	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Female vs Male	20	183	12	87	8	96	13.79	8.33	1.18	No
White vs Hispanic	20	166	20	161	0	5	12.42	0	0.84	No
White vs Black	20	162	20	161	0	1	12.42	0	0.38	No*
White vs Asian	20	173	20	161	0	12	12.42	0	1.3	No
White vs Native American	20	164	20	161	0	3	12.42	0	0.65	No*
White vs Hawaiian	20	161	20	161	0	0	12.42			
White vs Two or More	20	162	20	161	0	1	12.42	0	0.38	No*

240 - Assistant Professors										
Favored vs Non-Favored	Total Promotions	Total Pool	Favored Promotions	Favored Pool	Non-Favored Promotions	Non-Favored Pool	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Male vs Female	30	129	15	57	15	72	26.32	20.83	0.73	No
Asian vs White	30	124	1	4	26	120	25	21.67	0.15	No
Asian vs Hispanic	30	6	1	4	1	2	25	50		
Asian vs Black	30	4	1	4	1	0	25			
Asian vs Native American	30	5	1	4	0	1	25	0		
Asian vs Hawaiian	30	4	1	4	0	0	25			
Asian vs Two or More	30	6	1	4	1	2	25	50		

250 - All Other Faculty										
Favored vs Non-Favored	Total Promotions	Total Pool	Favored Promotions	Favored Pool	Non-Favored Promotions	Non-Favored Pool	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Female vs Male	4	204	4	129	0	75	3.1	0	1.54	No
White vs Hispanic	4	198	4	191	0	7	2.09	0	0.39	No
White vs Black	4	191	4	191	0	0	2.09			
White vs Asian	4	191	4	191	0	0	2.09			
White vs Native American	4	194	4	191	0	3	2.09	0	0.25	No*
White vs Hawaiian	4	191	4	191	0	0	2.09			
White vs Two or More	4	194	4	191	0	3	2.09	0	0.25	No*

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300 - Directors										
Favored vs Non-Favored	Total Promotions	Total Pool	Favored Promotions	Favored Pool	Non-Favored Promotions	Non-Favored Pool	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Female vs Male	2	148	1	72	1	76	1.39	1.32	0.04	No
White vs Hispanic	2	142	2	141	0	1	1.42	0	0.12	No*
White vs Black	2	141	2	141	0	0	1.42			
White vs Asian	2	142	2	141	0	1	1.42	0	0.12	No*
White vs Native American	2	142	2	141	0	1	1.42	0	0.12	No*
White vs Hawaiian	2	141	2	141	0	0	1.42			
White vs Two or More	2	145	2	141	0	4	1.42	0	0.24	No

310 - Program Managers										
Favored vs Non-Favored	Total Promotions	Total Pool	Favored Promotions	Favored Pool	Non-Favored Promotions	Non-Favored Pool	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Female vs Male	11	159	8	105	3	54	7.62	5.56	0.49	No
White vs Hispanic	11	147	11	147	0	0	7.48			
White vs Black	11	147	11	147	0	0	7.48			
White vs Asian	11	151	11	147	0	4	7.48	0	0.57	No
White vs Native American	11	150	11	147	0	3	7.48	0	0.49	No
White vs Hawaiian	11	147	11	147	0	0	7.48			
White vs Two or More	11	151	11	147	0	4	7.48	0	0.57	No

320 - IT / Engineering Professionals										
Favored vs Non-Favored	Total Promotions	Total Pool	Favored Promotions	Favored Pool	Non-Favored Promotions	Non-Favored Pool	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Female vs Male	5	144	4	36	1	108	11.11	0.93	2.89	Yes
White vs Hispanic	5	137	5	134	0	3	3.73	0	0.34	No
White vs Black	5	134	5	134	0	0	3.73			
White vs Asian	5	137	5	134	0	3	3.73	0	0.34	No
White vs Native American	5	134	5	134	0	0	3.73			
White vs Hawaiian	5	134	5	134	0	0	3.73			
White vs Two or More	5	138	5	134	0	4	3.73	0	0.39	No

330 - Research Associates / Scientists										
Favored vs Non-Favored	Total Promotions	Total Pool	Favored Promotions	Favored Pool	Non-Favored Promotions	Non-Favored Pool	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Female vs Male	13	327	9	176	4	151	5.11	2.65	1.14	No
Asian vs White	13	305	1	11	12	294	9.09	4.08	0.81	No
Asian vs Hispanic	13	24	1	11	0	13	9.09	0	0.45	No
Asian vs Black	13	12	1	11	0	1	9.09	0		
Asian vs Native American	13	16	1	11	0	5	9.09	0	0.43	No
Asian vs Hawaiian	13	11	1	11	0	0	9.09			
Asian vs Two or More	13	14	1	11	0	3	9.09	0	0.54	No

340 - Administrative Professionals										
Favored vs Non-Favored	Total Promotions	Total Pool	Favored Promotions	Favored Pool	Non-Favored Promotions	Non-Favored Pool	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Male vs Female	19	209	4	28	15	181	14.29	8.29	1.03	No
White vs Hispanic	19	203	18	201	0	2	8.96	0	0.43	No*
White vs Black	19	202	18	201	0	1	8.96	0	0.31	No*
White vs Asian	19	203	18	201	0	2	8.96	0	0.43	No*
White vs Native American	19	202	18	201	1	1	8.96	100	-3.11	No*
White vs Hawaiian	19	201	18	201	0	0	8.96			
White vs Two or More	19	203	18	201	0	2	8.96	0	0.43	No*

360 - All Other Professionals										
Favored vs Non-Favored	Total Promotions	Total Pool	Favored Promotions	Favored Pool	Non-Favored Promotions	Non-Favored Pool	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Female vs Male	17	482	12	308	5	174	3.9	2.87	0.58	No
Two or More vs White	17	453	1	10	16	443	10	3.61	1.05	No
Two or More vs Hispanic	17	18	1	10	0	8	10	0	0.92	No
Two or More vs Black	17	12	1	10	0	2	10	0		
Two or More vs Asian	17	16	1	10	0	6	10	0		
Two or More vs Native American	17	23	1	10	0	13	10	0	0.54	No
Two or More vs Hawaiian	17	10	1	10	0	0	10			

400 - Clerical and Secretarial										
Favored vs Non-Favored	Total Promotions	Total Pool	Favored Promotions	Favored Pool	Non-Favored Promotions	Non-Favored Pool	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Female vs Male	23	135	23	131	0	4	17.56	0	0.92	No
Hispanic vs White	23	130	1	5	22	125	20	17.6	0.14	No
Hispanic vs Black	23	5	1	5	0	0	20			
Hispanic vs Asian	23	8	1	5	0	3	20	0		
Hispanic vs Native American	23	6	1	5	0	1	20	0		
Hispanic vs Hawaiian	23	5	1	5	0	0	20			
Hispanic vs Two or More	23	6	1	5	0	1	20	0		

500 - Technical and Paraprofessional										
Favored vs Non-Favored	Total Promotions	Total Pool	Favored Promotions	Favored Pool	Non-Favored Promotions	Non-Favored Pool	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Male vs Female	12	132	7	36	5	96	19.44	5.21	2.53	Yes
White vs Hispanic	12	126	12	120	0	6	10	0	0.81	No
White vs Black	12	120	12	120	0	0	10			
White vs Asian	12	121	12	120	0	1	10	0	0.33	No*
White vs Native American	12	122	12	120	0	2	10	0	0.47	No*
White vs Hawaiian	12	120	12	120	0	0	10			
White vs Two or More	12	123	12	120	0	3	10	0	0.58	No

600 - Skilled Crafts										
Favored vs Non-Favored	Total Promotions	Total Pool	Favored Promotions	Favored Pool	Non-Favored Promotions	Non-Favored Pool	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Male vs Female	4	55	4	54	0	1	7.41	0	0.28	No*
White vs Hispanic	4	54	4	54	0	0	7.41			
White vs Black	4	54	4	54	0	0	7.41			
White vs Asian	4	54	4	54	0	0	7.41			
White vs Native American	4	54	4	54	0	0	7.41			
White vs Hawaiian	4	54	4	54	0	0	7.41			
White vs Two or More	4	55	4	54	0	1	7.41	0	0.28	No*

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700 - Service / Maintenance										
Favored vs Non-Favored	Total Promotions	Total Pool	Favored Promotions	Favored Pool	Non-Favored Promotions	Non-Favored Pool	Favored Selection Rate(%)	Non-Favored Selection Rate(%)	Standard Deviation	Disparity
Male vs Female	29	280	21	172	8	108	12.21	7.41	1.28	No
White vs Hispanic	29	260	24	240	2	20	10	10	0	No
White vs Black	29	242	24	240	0	2	10	0	0.43	No*
White vs Asian	29	252	24	240	0	12	10	0	1.06	No
White vs Native American	29	241	24	240	0	1	10	0	0.31	No*
White vs Hawaiian	29	240	24	240	0	0	10			
White vs Two or More	29	245	24	240	3	5	10	60	3.43	No