

THE UNIVERSITY OF TEXAS  
**MD ANDERSON**  
**CANCER CENTER**

*Making Cancer History™*

**Executive Summary  
of the  
Affirmative Action Program  
2007 Plan**



## Affirmative Action Program – 2007 Plan Houston & Science Park Campuses

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As illustrated by the collage of photographs on the cover of this summary, The University of Texas M. D. Anderson Cancer Center employs a diverse population. M. D. Anderson Cancer Center supports and practices equal opportunity and affirmative action in all aspects of employment. As an institution devoted to the elimination of cancer, a problem that touches **all** people, we are dedicated to providing a diverse workforce.



One way we accomplish this is through the excellence of the institution. M. D. Anderson has been successful in attracting significant resources and more financial strength than most medical centers can achieve. These are tools we use to get the job done. Our total research expenditures financed from external sponsors and funds generated internally, reached \$409,689,711 million last year. M. D. Anderson is first in the number of grants awarded by the National Cancer Institute and the American Cancer Society. People want to be part of organizations that are recognized as the best in their field and where important work is done — work that makes a difference in people’s lives. The University of Texas M. D. Anderson Cancer Center is such a place. Our goal is to be the premier cancer center in the world, not for the sake of being the “best,” but because the stakes are so high and so many people are counting on us to solve the problem of cancer. We can only achieve that goal if we recruit and retain the broadest diversity of the brightest and best people at all levels. Our reputation can help us attract and retain employees. We strive to help forge a work environment in which innovation, collaboration and respect for each other will flourish.

We recruit locally, nationally, and throughout the world to attract people with outstanding skills. Selection is made without regard to race, color, religion, age, national origin, gender, sexual orientation, disability, veteran status or any other basis protected by federal, state or local laws. Once this diverse group of applicants joins our already diverse group of employees, everyone has a special obligation to promote a positive work environment — a work environment in which every employee can contribute and take pride in their contribution. By focusing on our core values — caring, integrity and discovery — and by treating each other with respect and courtesy in our daily interactions we achieve such a work environment.

M. D. Anderson is now over 16,000 employees strong. We are a hugely diverse group of people with differing beliefs, backgrounds, and skills. We must work together. But we also are compartmentalized, dispersed, and come to work with all kinds of values,

expectations, and points-of-view. Our personal views of the world can be so different. We combine our talents to achieve the one vision we share — the elimination of cancer.

One measure of our diversity is our annual Affirmative Action Program (AAP) plan. Information gathered for this plan gives us valuable demographic data about our workforce. The following pages will show the importance of this data as well as provide a synopsis of initiatives planned and currently underway to achieve our goal of being the employer of choice in this marketplace.

## **HOUSTON CAMPUS**

For the Houston Campus, the 14,415 employees on the payroll as of August 31, 2006 were distributed by gender and race (protected groups\*) as follows:

Females^:	9,861	(68.4%)
Total Minorities:	9,019	(62.6%)
Blacks^:	3,931	(27.3%)
Hispanics:	2,063	(14.3%)
Asian/Pacific Islanders:	2,978	(20.7%)
American Indian/Alaska Native:	47	(0.3%)

## **SCIENCE PARK CAMPUS**

For the Science Park Campus, the 265 employees on the payroll as of August 31, 2006 were distributed by gender and race (protected groups) as follows:

Females:	163	(61.5%)
Total Minorities:	61	(23.0%)
Blacks:	4	(1.5%)
Hispanics:	27	(10.2%)
Asian/Pacific Islanders:	26	(9.8%)
American Indian/Alaska Native:	4	(1.5%)

While these numbers are very good, the calculated availability of females and minorities indicates opportunities for improvement in a few job groups.<sup>1</sup>

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\*Executive order first issued by Lyndon Johnson in 1964, covered only minorities (Blacks, Hispanics, Asians, Native Americans). Women were added to that order a few years later. Together women and minorities are referred to as "protected" groups.

^ Female & Black – federally used definition of both gender and ethnic group.

<sup>1</sup> Under Executive Order 11246, each of the 29 job groups in our workforce has been analyzed using formulas supplied by the Department of Labor, Office of Federal Contract Compliance. These analyses provide the data that determine goals for minimum compliance for Females and Total Minorities. We are not required to reach our goals in a one-year time period, but we must show that we have made "good faith efforts" toward them. One way we demonstrate our good faith efforts is by implementing the Action Plan items listed on the following pages.

Houston Campus: Nine goals<sup>2</sup> were established. The analysis reveals that, according to the OFCCP's regulations, two job groups were statistically underutilized for minorities and seven job groups were statistically underutilized for females (shown below).

Goals for Minorities:            12 – Administrators  
   13 – Managers

Goals for Females:                10 – Executives  
   11 – Department Chairs  
   20 – Faculty (Clinical)  
   31 – Business/Commercial  
   32 – Service Related  
   60 – Craft Workers  
   80 – Laborers (Unskilled)

For the Houston Campus, we did make progress with regards to females. One goal was met so it was removed from this year's underutilization list: Job Group 94 – Hospital Related Services.

Science Park Campus: Eight goals<sup>2</sup> were established. The analysis reveals that, according to the OFCCP's regulations, six job groups were statistically underutilized for minorities and two job groups were statistically underutilized for females (shown below).

Goals for Minorities:            13 – Managers  
   28 – Supervisors  
   30 – Medical  
   32 – Service Related  
   51 – Intermediate Level (Office & Clerical)  
   91 – Building Services

Goals for Females:                21 – Faculty (Basic Sciences)  
   23 – Allied Health Professionals

For the Science Park Campus, we did make significant progress in that one minority goal (Job Group 60 – Craft Workers) and one female goal (30 – Medical Technicians) from last year were met and removed from this year's underutilization list.

Any goals, which M. D. Anderson has established herein, are not intended as rigid, inflexible quotas that must be met, but rather as targets reasonably attainable by applying every good faith effort in implementing this AAP. The annual AAP is only a part of the institution's broader diversity initiatives, but it is a good reminder of where we need to focus our recruiting, mentoring and promotion efforts.

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<sup>2</sup> Goals should not be confused with quotas. We have no quotas, nor will hiring preferences be given.

## **DEVELOPMENT AND EXECUTION OF ACTION ORIENTED PROGRAMS**

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The leadership of M. D. Anderson is committed to diversity in its broadest sense. We value and respect the unique perspectives that each employee contributes to the organization. As an institution, we are committed to fostering an inclusive environment for all employees. The following action-oriented programs or procedures designed to further M. D. Anderson's commitment to Equal Employment Opportunity are continuing:

A. Work specifications are monitored and changed as necessary to ensure that they do not screen out minorities and females and that they are job-related.

B. M. D. Anderson continues to evaluate the entire selection process and to make every good faith effort to select persons according to ability and qualifications, while recognizing its commitment to take affirmative action to remove impediments to female and minority entrants. Recruitment sources are notified of the firm's policy of nondiscrimination. There is no department or job group in the institution that is limited or closed to employees of a particular race, color, age, religion, disability, military status, sex, sexual orientation, or national origin. Further, to help bring about Equal Employment Opportunity, the facility analyzes all selection techniques and employment standards periodically and, where they are found to create a potential impediment for minorities or females, to revise them unless they are job-related.

M. D. Anderson uses the following techniques to maintain a satisfactory flow of qualified minority and female applicants:

1. Encouragement of minority and female employees to refer friends to the facility for potential employment.
2. Establishment of long-term relationships with academic healthcare institutions, particularly those with diverse student populations.
3. Continue contacting the facility's normal sources of recruitment (e.g., Texas Workforce Commission and private employment agencies) and advise each about our commitment to Equal Employment Opportunity.
4. Sponsoring funds for summer enrichment programs for students.
5. Employees who attend professional conferences are encouraged to identify and make contacts with prospects.
6. Using our status as a teaching hospital to attract visiting scientists, graduate and post-doctoral students, research trainees, residents and physician trainees and fellows.

7. When search or advisory committees are used in the recruitment process, efforts are made to ensure that females and minorities are represented.
  8. To further reach its affirmative action goals, during the period from September 1, 2005 through August 31, 2006, advertisements for available positions were posted in numerous publications and/or internet sites that were directed toward Faculty Recruitment.
- C. M. D. Anderson will periodically review its promotion criteria and procedures to ensure that promotional decisions are made without regard to race, color, age, religion, disability, military status, sex, sexual orientation, or national origin. In an effort to maintain acceptable promotion rates for qualified minorities and females, the institution utilizes the following procedures:
1. Providing job training, including such assistance as tuition reimbursement.
  2. Providing an employee evaluation program.
  3. Reviewing work specifications to ensure job-relatedness.
  4. Reviewing promotional decisions and requiring such decisions to be justified on a nondiscriminatory basis.
- D. M. D. Anderson conducts salary equity studies to determine whether there are pay disparities based on gender, race, or ethnicity. When identified M. D. Anderson takes reasonable steps to make any necessary adjustments.
- E. M. D. Anderson continually makes certain that its facilities and institutional-sponsored social and recreational activities are not segregated and actively encourages all employees to participate in any such institutional-sponsored events.
- F. *Heart of M. D. Anderson Outstanding Employee Award* is presented monthly to an employee who has gone beyond the scope of his or her job to meet the needs of the department, institution, or patients by exemplifying the M. D. Anderson Core Values: Caring, Integrity, and Discovery. Among those awarded during the plan year, 50% are female and 42% are minorities.
- G. *Employee Enrichment and Assistance Programs* are available to all employees. These programs are offered to improve morale, reduce stress, reduce turnover, foster teamwork and enhance productivity. Program areas focus on recognition, wellness, work-life issues, and community involvement.
- H. *HUB & Federal Small Business Program* (“HFSB”)
- M. D. Anderson has developed a progressive and successful HUB & Federal Small Business Program that promotes and expands opportunities for state of Texas

Historically Underutilized Businesses (HUBs) as well as small business concerns (small, small disadvantaged, woman-owned, HUBZone, veteran, and service-disabled veterans). The HUB & Federal Small Business Program has expanded over the past five years to include Federal small business goals already supported by our organization. Outreach efforts are conducted throughout the year to aid HUBs and small business concerns in working with the Institution. M. D. Anderson has been recognized as an outstanding organization in this effort. Support of the HUB & Federal Small Business Program emulates from the senior executive level of the organization.

M. D. Anderson's Federal contracting efforts holds a rating of "Highly Successful" by the U.S. Small Business Administration. Paramount to the success of the review rating were the Institution's good faith efforts in working with small business concerns, overall achievement of goals on most federal contracts, as well as compliance with the SF294 and SF295 Federal contracting documents.

The 79th Legislation continued to support HUB subcontracting, HUB forums, and the Mentor-Protégé program with state agencies. M. D. Anderson Mentor-Protégé program has been the state's agency model mentoring program for over a decade. M. D. Anderson's HUB initiative includes a good faith effort to pursue subcontracting opportunities on all solicitations over \$100,000. HUB expenditures have increased steadily since the Program's inception. Over the past 9 years, M. D. Anderson increased expenditures with HUBs by 47% from \$20,841,915 in FY98 to \$43,450,355 in FY06. In addition, M. D. Anderson does business with more than 1500 HUB and small business concerns. These are considerable accomplishments in the healthcare and research industry.

As a result of M. D. Anderson's HUB & Federal Small Business Program successes, the facility received the Small Business Administration's Dwight D. Eisenhower Award for Excellence in Research and Development in April for excelling in our utilization of small businesses as subcontractors and suppliers. This marks the first time a comprehensive cancer center has been honored with the Eisenhower Award. The award was presented to M. D. Anderson in Washington D.C. at the Procurement Award luncheon during Small Business Week. Extensive assistance provided to small business concerns through mentoring, pre-bid notifications for subcontracting, training, economic opportunity forums, one-on-one vendor meetings and meeting contract small business concern goals were cited as key to M. D. Anderson winning the Eisenhower Award.

### **Diversity Efforts**

- A. In support of M. D. Anderson's commitment to affirmative action, the Office of Institutional Diversity (OID) has developed and/or implemented several initiatives to increase diversity awareness within the institution as well as our community. Some of those initiatives include:

1. Developed diversity profiles for the Executive Management Committee. In addition, the information will be used during meetings with division and department managers to discuss diversity needs and to develop recruiting strategies to increase the diversity within specific departments. Projects include:
  - a. Methodology for sourcing faculty, Hispanic nurses, and senior administrative staff
  - b. Screening diverse applicants
  - c. Skill for building cultural sensitivity throughout the interview and selection process
  - d. Hiring for talent vs. skills
2. Working with Research Faculty, Summer Internship Programs, the Graduate School of Biomedical Sciences (GSBS), and others working to develop diverse pipelines to be more involved with attracting diverse students who want to pursue a career in research. Develop a process where students are aware of openings and how to apply for a summer experience. These students will be at the primary and secondary education level.
3. Partner with HR to determine if and where diverse applicants fall out of the interview process. Analyze the applicant tracking database to generate reports that help us understand how managers interview and select candidates and provide a resource to share diverse talent with the HR staffing team.
4. Assisting several departments to increase diverse employees and/or applicant pools.
5. Working with Employee Health and Faculty Academic Affairs to analyze the impact of diversity and faculty burnout.
6. Working with the Organization for Women and the Organization of Minority Employees to address issues in the workplace for women and employees of color.
7. The Diversity Council, which is made up of a representative cross section of the employees, is utilized by leadership to serve as a sounding board for all major decisions that impact the workforce.
8. Continue to conduct a diversity module into new employee orientation. The module examines diversity and multiculturalism at MDACC.
9. With the completion of the Office of Institutional Diversity Intranet and Internet web sites, OID has developed a Featured Jobs page drawing attention to jobs where diversity is needed will be forthcoming. Eight hires were made in FY05 through this site. In FY06 32 hires applied from here.

10. Offering five diversity courses in the Human Resource Employee Development training catalogue. The courses include:
  - a. *M.D. Anderson Through the Lens of Diversity* - employee diversity 101
  - b. *Older Adult Sensitivity Training*
  - c. *Healing and Dying Across Cultures*
  - d. *Managing Across Difference I* - supervisor and manager diversity 101
  - e. *Managing Across Difference II* - manager diversity advanced class
  
11. Continue to conduct Diversity and Cultural Competence course for the School of Health Sciences
  
12. Provide educational forums for all employees. Forums that have been provided include:
  - a. Building Bridges to Culturally Competent Leadership
  - b. Communicating Across Gender: He Said, She Said
  - c. Communicating Across Generations
  - d. Differently Abled: Disability and the Workplace
  - e. Engaging Different Perspectives
  - f. Microinequities: The Power of Small
  - g. Power and Privilege
  - h. Race Relations and the Workplace
  - i. Racism and the Workplace
  - j. Religious Expression and the Workplace
  - k. Respectism-Teaching Culture Through Laughter
  - l. Sexual Orientation and the Workplace
  - m. Spirituality and the Workplace
  - n. Communicating Across Cultures
  - o. Disability- A Dimension of Diversity
  
13. Provide on Demand Training for the following internal departments
  - a. Business Center
  - b. Lymphoma
  - c. Division of Internal Medicine
  - d. Internal Communications
  - e. Nursing Workforce Development
  - f. Room Services
  - g. Clinical Nuclear Medicine
  - h. Trainee and Alumni Affairs
  - i. Computed Tomography
  
14. Provide Diversity Consulting that uses a multi-dimensional tool that assists an organization in implementing a strategic and evidence based approach to diversity, integrating business strategies and directions. This diversity tool

measures an organization's (division, department, intact work group) readiness to address issues of diversity. The assessment includes leadership commitment, clarity of diversity efforts, education and training needed, organizational systems, communication, accountability and recognition, and culture / environment.

The assessment data is then used to integrate diversity initiatives into business and organizational objectives that address organization capabilities including leadership, shared mindset, management processes and infrastructure, capability of people and human resource practices. Current clients include Division of Internal Medicine, Clinical Nuclear Medicine, Finance and Accounting, and Division of Nursing.

15. Further, M. D. Anderson supports three committees that serve as conduits for information of special interest to females and minorities: The Organization for Women; Minority Faculty and Administrator Committee; and Gay, Lesbian, Bisexual, & Transgender. Initiatives that involve these committees are:
  - a. Working with Organization for Women (OFW) to develop a Career Week, which will highlight "non-traditional" careers for women.
  - b. Working with the Organization of Minority Employees to develop a mentoring system targeting junior faculty and administrators of color.
  - c. Gay, Lesbian, Bisexual & Transgender (GLBT) is raising awareness to some of the issues of sexual orientation and the workplace.

### **Persons with Disabilities & Qualified Covered Veterans**

- A. M. D. Anderson has reviewed its personnel processes and determined that its present procedures are careful, thorough, and systematic in their consideration of the job qualifications of applicants and employees who are covered veterans and individuals with a disability. The Institution analyzes specific job qualifications every time there is a job vacancy to ensure that the qualification requirements do not tend to screen out individuals with a disability or covered veterans. This analysis is completed on an individual basis should a individual with a disability or covered veterans be excluded from an open position. All qualification requirements approved by the Institution are job related or consistent with business necessity and the safe performance of the job.
- B. Whenever M. D. Anderson applies either physical or mental job qualification requirements in the selection of applicants or employees, for employment or other changes in employment status, e.g., promotion, demotion, or training, if the qualification requirements tend to screen out individuals with a disability or covered veterans, the job requirements must be related to the specific job.

When the facility conducts a comprehensive medical examination of a covered veteran or individual with a disability, the results of such an examination are kept confidential to comply with 41 C.F.R. 60-250.23(d); 741.23 (d), except that:

- 1) Supervisors, managers, and Institution officials may be informed regarding restrictions and accommodations for the work or duties of individuals with a disability or covered veterans.
- 2) Employees familiar with first aid may be informed, where and to the extent appropriate, if an individual with a disability or a covered veteran might require emergency treatment.
- 3) OFCCP officials investigating compliance with either the 1973 Rehabilitation Act, the 1974 Vietnam Era Veterans' Readjustment Assistance Act, or Veterans Employment Opportunity Act of 1998 will be informed.

C. It is M. D. Anderson's policy to make a reasonable accommodation to the physical and mental limitations of any employee with a disability, applicants with a disability, or covered veterans, unless his/her accommodation imposes an undue hardship on the institution's business. In determining the extent of the Institution's accommodation obligations, the following factors, among others, are considered:

- 1) Business necessity; and
- 2) Financial cost and expense.

Each applicant or employee is dealt with on an individual basis. Reasonable accommodations are made whenever possible and ongoing efforts include revision of facilities to make them accessible. The Institution makes every effort to provide suitable employment for those employees who become disabled while employed by us.

D. M. D. Anderson has developed and implemented procedures to ensure that its employees are not harassed because of their status as individuals with disabilities or as members of covered veteran's groups.

E. In an effort to promote positive affirmative action for individuals with a disability and covered veterans, M. D. Anderson has developed internal communications that foster understanding, acceptance, and support among the institution's executive, management, and supervisory personnel. Additionally, all other M. D. Anderson employees have been notified and encouraged to take the necessary action to aid the institution in meeting its affirmative action obligations. The facility has informed its employees and applicants for employment of its commitment to engage in affirmative action to increase the employment opportunities for individuals with a disability and covered veterans.

M. D. Anderson realizes that a strong outreach program is ineffective without the adequate internal support from management personnel and other employees. In order to assure greater employee cooperation and participation in the facility's affirmative action efforts, M. D. Anderson has adopted and disseminated an internal policy. This policy has been implemented as follows:

- 1) The policy is included in the on-line policies database.
- 2) The policy has been publicized in the facility's newsletter(s) and annual reports.
- 3) The policy has been and will continue to be discussed at employee meetings.
- 4) The policy has been and will continue to be discussed in both employee orientation and management training programs.
- 5) The policy will be included in publication articles concerning accomplishments of the institution's employees with disabilities and employees who are members of covered veteran's groups.