Action Plan for Workplace Diversity at HSU

(Goals outlined below are all taken from the HSU Campus Diversity Plan 2013+.)

Goal #1: Institutionalize the capacity to contribute to HSU’s diversity goals as a core element of all HSU staff and administrator positions

Benchmark: Inclusion of language relative to diversity/inclusion capacity in position announcements for all staff and administrator positions, as appropriate for each employee category

Benchmark: Inclusion of evaluate on metric(s) relative to diversity/inclusion in the evaluation process for all staff and administrator positions, as appropriate for each employee category

Benchmark: Existence of a cross-campus mechanism for recognizing contributions to diversity and inclusion goals from HSU staff, faculty and administrators

Goal #2: Increase the proportion of staff and administrators from underrepresented groups

Benchmark: Staff and administrator composition that reflects the demographics of the relevant job pools for each category of staff positions

Goal #3: Ensure equity in the retention and promotion of staff and administrators across underrepresented groups

Benchmark: Retention and promotion rates for each employee category proportional across race/ethnicity and gender

Benchmark: Promotion and/or tenure rates for each employee category proportional across race/ethnicity and gender

The following is a draft proposal for a workplace diversity plan geared towards achieving the goals outlined above. Note that this plan focuses on diversity for and among our staff and administrator populations, as faculty diversity is addressed separately in the Action Plan for Faculty Diversity at HSU.

Building Capacity

1. As a means for developing capacity to support campus goals relative to staff/administrator diversity at HSU and increase the capacity of hiring committees to maximize opportunities to incorporate diversity goals in the hiring process, implement mandatory workshop for all search committee members and hiring authorities, focused on diversity considerations in the hiring process.

2. To further institutionalize the commitment to staff/administrator diversity and increase the capacity of hiring committees to maximize opportunities to incorporate diversity goals in the hiring process, develop process for appointing Diversity Search Advocates to be present in every search committee.
Outreach and Recruitment

3. In order to broaden the diversity of applicant pools, as well as to emphasize the importance of capacity to contribute to HSU’s diversity goals as a key element of all staff/administrator positions, **review and reform vacancy announcements for all staff/administrator positions**. Develop language relative to diversity/inclusion capacity and/or commitment (as a preferred job requirement) to be included in all vacancy announcements for staff and administrator positions, as appropriate for each employee category.

4. In order to ensure adequate preparation of hiring committees relative to diversity and equity in the hiring process, as well as to broaden the diversity of applicant pools, **review and reform relevant recruitment materials**.

5. As a means of increasing the diversity of applicant pools for staff/administrator positions, **conduct targeted outreach to potential candidates from underrepresented groups**. Develop detailed recruiting plan for broadening the reach of advertising for staff/administrator positions, with an active intention to reach candidates from underrepresented groups (Fall 2013 – develop; Spring 2014 – implement)

5.1. Develop list of existing HSU memberships to professional organizations/associations (such as the Higher Education Recruitment Consortium) that can be used broadly in the advertising process (September 2013)

5.2. Develop checklist (and accompanying resources) for hiring authorities of strategies and expectations for incorporating pro-active outreach into the recruitment process (September 2013)

5.3. Add diversity-specific posting venues to current list of standardized posting venues (September 2013)

5.4. Develop resource site to house various tools for hiring committees, to include (September 2013):

5.5. Develop method for assessing/monitoring effectiveness/return rate of recruiting websites (or other resources) on an ongoing basis, and begin gathering data (September 2013); report out on this data for future planning/recruitment recommendations (Fall 2014)

6. To assess and improve the effectiveness of our methods for supporting staff/administrator diversity, **review processes for accountability in the search process**. Monitor the staff/MPP search process in order to identify progress towards diversifying the applicant pool.

Equity and Retention

7. In order to ensure the depth, breadth, and longevity of progress made toward the above goals, **develop strategies to improve retention of underrepresented staff/administrators**.

7.1. Conduct retention analysis to establish baseline data and monitor progress toward improving retention of underrepresented staff/administrators (Fall 2014, and bi-annually going forward)

7.2. Establish Employee Resource Groups to provide support and networking opportunities to underrepresented staff/administrators (Fall 2014)
7.3. Review performance evaluation instruments to assess the need for including evaluation metrics relative to diversity and inclusion (Fall 2014)

7.4. Develop a resource guide for new staff and faculty from diverse backgrounds, which includes cadre of post-interview contacts (and their specific areas of interest) (Spring 2015)

7.5. Further develop strategies for staff retention (Fall 2014)

8. To encourage a deeper understanding of the value and benefits of workplace diversity, and sustain staff in their efforts to cultivate an inclusive workplace, develop and support additional opportunities to broaden the conversation around diversity and inclusion in the workplace, beyond “diversity recruitment.”

8.1. Leverage existing training mechanisms (Human Resources training offerings, Institute for Student Success) to build community and capacity for diversity-focused efforts (ongoing)
   8.1.1. Consider how to institutionalize this so that all new staff and administrators have access to and are required to complete a base minimum of training/orientation in this area (Fall 2014)

8.2. Create “Diversity Champion Award” and annual reception to recognize individuals who are incorporating diversity goals and values into their work at HSU, and to generate broad-based support, visibility, and encouragement for building cultural competency across campus (Spring 2014)

Measuring Progress - Benchmarks

9. In order to assess progress toward the above goals, set concrete benchmarks for improvements based on focused data analysis. Identify the key equity issues (relative to both recruitment and retention) within each job category, and establish a mechanism for consistent monitoring of progress towards our campus staff diversity goals, by examining existing data on the demographics of HSU staff/administrators (in particular, gender and ethnicity).

9.1. Identify concrete goals (both in terms of process and outcomes) relative to increasing the diversity of new hires for HSU staff/administrators in each job category (October-November 2013)

9.2. Identify concrete goals (both in terms of process and outcomes) relative to increasing the diversity of the applicant pools for HSU staff/administrator positions in each job category (October-November 2013)