Continuing Education
Diversity Recruitment Plan
7/1/12-6/30/13
Submitted 5/23/12 by Cathi Cody-Hudson
Reviewed & Approved by Cynthia Belliveau, Dean

Continuing Education (CE) has been following the recommended recruitment practices outlined by UVM’s Office of Affirmative Action and Equal Opportunity (AAEO) when conducting open searches to fill positions. We have also revised our plan to include aspects from UVM’s “Workforce Diversity Recruitment and Retention Best Practices” document.

1. **Institutional Leadership**

As part of our strategic goals and initiatives, Continuing Education develops and delivers many programs and courses that offer diversity in topic area that attract diverse student populations from high schoolers to senior citizens. Our rich offerings also allow for professional populations to update skills and/or recareer. Very importantly, CE gives access to populations unable to enjoy four to six years of uninterrupted study because of income limitations, family obligations or distant location. Examples of the diversity of offerings include but are not limited to our semester abroad and FLPA programs, USPP summer bridge program for international students, Linking Learning to Life and Dual Enrollment for precollege populations, Leadership and Management Certificate for professional audiences, RN to BS Degree and our OLLI (Osher Life Long Learning Institute) programming on campus and statewide.

CE regularly communicates the importance of diversity to its staff and incorporates information within new employee orientation, and as part of our annual evaluation process. In addition, CE includes a section on diversity and inclusion in our workplace climate survey that is conducted every 2-3 years. We plan to implement the climate survey in FY13.

Each year CE will invite UVM’s AA office to our full staff meeting to provide general information and training on diversity goals and initiatives. We are in the process now of coordinating this session. Staff are encouraged to participate in UVM and general community activities where connections to individuals from diverse backgrounds can be made.

2. **Recruitment**

CE’s HR Manager is responsible for AA/EO processes within our organization. Both the HR Manager and HR Coordinator have attended and will continue to attend affirmative
action/equal opportunity recruitment training sessions for hiring officials and search committees (conducted by AA/EO).

Following are specific recruitment strategies used in the three classified staff categories within CE. CE currently does not have any salaried faculty positions.

2a) Recruitment Procedures for Non-Exempt (Support) Positions:

CE follows position posting/recruitment procedures as guided by UVM’s HR and AAEO offices. Open positions are posted on UVM’s jobsite. Additional recruitment strategies to attract a diverse/broad pool for positions in this category may include:

- ad placement in the Burlington Free Press/CareerBuilder.com
- ad placement in Seven Days
- ad posting on Craigslist
- A commitment to diversity and inclusion is listed as a requirement on the job posting, and candidates interviewed are asked to describe how they have fostered diversity and inclusion.
- The HR Coordinator sends the job posting to ALANA for posting to listserv.

Summary of the Process: CE’s HR Manager and the position’s supervisor determine search committee members, with input from the Dean. NOTE: most CE staff have viewed the video “Hiring and Recruiting: How to be Affirmative and Equal”, produced by the University in 1997, and/or have participated in search training sessions with a rep from AAEO over the past few years. CE will invite AAEO rep to provide another training to our staff in FY13. CE’s HR Manager (or HR Coordinator) provides recruitment materials and guidelines, which include suggestions for attracting a diverse applicant pool, to committee members via email. Candidate applications are initially reviewed and screened by the search committee as a group during a meeting with the HR Manager or the HR Coordinator facilitating. The Committee uses a matrix sheet that rates essential skills/experience/background required for position. Prior to this screening session, the HR Manager or reviews the applicant demographic report and provides the data to the committee chair. Once the search committee members have identified the group of candidates to invite for initial interviews, the HR Coordinator schedules first round interviews. Once those interviews are completed, the search committee determines which candidates to move forward to 2nd round interviews. Prior to scheduling 2nd round interviews, the search committee chair conducts telephone reference checks on group of candidates moving forward. Candidates meet with second round interviewers which include the Search Committee chair and typically two-three other CE/UVM colleagues. The Dean of CE is included in the second round interviews (or a final round of interviews if several candidates are brought forward to 2nd round). Upon completion of interview phase, the search committee chair confers with the Dean and a finalist is identified. The chair (or HR Manager) communicates final decision to the search committee members. The finalist is then invited in for an information session to provide
opportunity for all CE employees to meet the potential new hire, prior to making a job offer. The finalist is sent a work scenario ahead of time to address at the information session which provides another venue for the candidate to share knowledge and skills applicable to the position we are recruiting.

2b) Recruitment Procedures for Professional (Exempt) Positions:

The above procedures are followed for recruitment of positions in this category with the following additions:

- The search committee members are charged with conducting informal networking to broaden our applicant pool. Informal networking opportunities include: posting to professional listservs, sending posting via email to colleagues within UVM as well as other higher education institutions and/or related organizations.
- The HR Coordinator works with the search committee to identify social networking tools, such as LinkedIn to post position openings.
- Ad placement in a regional, northeast publication may also be part of the recruitment strategy for this category of positions.

2c) Recruitment Procedures for Team Lead/Management (Exempt Professional) Positions:

The procedures outlined in the two sections above are followed for recruitment of positions in this category with the following additions:

- Ad placement in regional and/or national publications would be part of the recruitment strategy to attract a diverse applicant pool.
- HR Manager along with the Search Committee Chair would review diversity resource lists provided by UVM HR/AAEO offices and determine appropriate organizations to send job information for posting on listservs.
- Further emphasis of informal networking on the part of the search committee as well as other CE colleagues is also encouraged.

2d) Recruitment strategies that have led to attracting a more diverse applicant pool include:

- Informal networking by the search committee and CE colleagues
- posting to ALANA listservs; regional and national association listservs and professional social networking sites such as LinkedIn
- and, when feasible and appropriate, ad placement in regional publications.
3. **Retention and Accountability**

CE has adopted the University’s Our Common Ground and embeds those values across the organization – in the programs we develop and in our interactions with students, faculty, UVM colleagues, external partners and our own CE team members. We conduct a workplace climate survey (modified from UVM’s past survey) every 2-3 years that includes sections on diversity and inclusion, safety and wellbeing. This survey will be implemented in FY13. CE also offers exit interviews to all staff leaving our employ. Our staff evaluation process (which is conducted annually) includes rating/evaluation for individuals on commitment to diversity and inclusion, both on our 360 assessment form as well as the performance appraisal document.

As part of this plan, CE annually assesses its current diversity workforce and evaluates strategies.

**Below is the current composition of CE’s workforce relative to diversity effective 5/22/12:**

<table>
<thead>
<tr>
<th>Current Number of CE Salaried Employees</th>
<th>44</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Females</td>
<td>75%</td>
</tr>
<tr>
<td>% Males</td>
<td>25%</td>
</tr>
<tr>
<td>% Salaried Employees EEO Code other than White</td>
<td>5%</td>
</tr>
<tr>
<td>% Salaried Employees National Origin other than US</td>
<td>5%</td>
</tr>
</tbody>
</table>

During FY12, CE has conducted 3 open recruitments for 3 professional level positions, and one for a support level position (note one recruitment filled 2 positions). For these 3 recruitments, we had a total of 180 applicants, of which 10 were in EEO code other than White. Our recruitment efforts resulted in the hiring of a person with EEO Code Asian for one of the professional level positions. On average, we recruit 3-4 positions/year, in either support or professional level depending on vacancies and/or organizational needs.

**Results of Diversification Goals for FY10-11:**

1) Broaden informal networking strategy to all position recruitments. *More informal networking occurred with search committees posting to listservs and using social media outlets*

2) Increase % of diverse candidates in search pools. *For one of our professional postings, we had 10% diverse candidates in the applicant pool. This was considerably higher than past search pools.*

3) Send job postings to several local organizations listed on the Affirmative Action resources mailing list, particularly for support and professional position categories. *All active postings were sent to ALANA to be posted to their listserv*
4) Invite AA/EO Office rep to a Knowledge Exchange Meeting (CE’s weekly staff meetings) to provide information and refresher training on best practices for creating a diverse workforce. *In process of being scheduled*

5) At minimum, retain current workforce composition % for diversity as indicated by chart above. *Accomplished*

6) Increase composition % in EEO Code other than White over the next 1-2 years. *Accomplished – Increased from 3% to 5% in this area with recent professional hire through open recruitment process*

**Diversification Goals for FY13:**

1) Maintain and build on goals listed above.
2) Invite AAEO to provide diversity training for all CE staff.
3) Implement workplace climate survey and analyze results, with particular emphasis on sections relating to culture and diversity in the workplace.