![University of Vermont logo]

HUMAN RESOURCES INCLUSIVE EXCELLENCE ACTION PLAN 2023-2027

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Background

UVM Human Resources (HR) values all members of the UVM community and provides faculty, staff, student employees, and retirees with the necessary resources to engage in fulfilling work. Our commitment to employees is rooted in UVM's common ground values and the vision to be among the nation's premier research universities committed to liberal arts education, environment, health, and public service. We recognize the value of diversity, equity, and inclusion in furthering the UVM community toward our collective goals.

Inclusive Excellence Committee/Implementation Team Members

Name	Title	College/Division/Department/Unit
Caroline Cote	Human Resources Technology & Data Manager	Human Resources, Information Systems
Rafae Khan	Human Resources Information Technology Lead Analyst	Human Resources, Information Systems
Janeice Mena	Onboarding Specialist	Human Resources, Talent Acquisition Center of Excellence
Noel McCann*	HR Partner l	Human Resources, HR Partners
Nick Stanton*	Office of Equal Opportunity Director	Human Resources, Office of Equal Opportunity
Vacant	ADA Coordinator	Human Resources, Office of Equal Opportunity

*University Diversity Council Member *

Unit(s) within College, Division, Department or Unit

- Human Resources: Benefits Center of Excellence
- Human Resources Partners
- Human Resources Information Team
- Office of Equal Opportunity

- Talent Development Center of Excellence
- Talent Acquisition Center of Excellence
- Classification and Compensation
- HR Technology and Data

HR Inclusive Excellence Plan: Demographic Information

As of November 1, 2023, UVM Human Resources employs 36 staff members. Human Resources was last polled for voluntary demographic information during the 2022 Campus Climate Survey, however due to changes in staff roles and structure it is not a fully accurate representation of the current workforce. The 2022 data presented that the majority of staff identify as white in terms of race. The data showed that less than 10% of employees at that time identified as a person of color. In terms of gender demographics in 2022, the data showed that the majority of Human Resources staff identified as female, with smaller percentages of male-identified staff or staff who identified as non-binary. The data also showed that about 15% of Human Resources employees identified as a person with a disability.

This demographic information is shared in an approximate and aggregate way to protect the privacy of our Human Resources colleagues, given the small number of employees in comparison to other Divisions and Colleges.

Human Resources does not currently possess demographic data related to other protected identities within our workforce (e.g., national origin, sexual orientation, religion). Institutional demographic data is available at the [Catamount Data](#) dashboard.

2022 Campus Survey Data

A summary of the 2022 [UVM Climate Survey Data is located here](#). Human Resources did not exist as a division at the time of the most recent climate survey. The institutional data is relevant to HR's campus-wide goals.

PART 1: HR RECRUITMENT AND RETENTION GOALS

Overarching goal: Support recruitment and retention of high-performing employees from diverse backgrounds by increasing engagement and a sense of community within the UVM campus community. Ensure the University understands and responds to what motivates the current and potential workforce.

Goal	Responsible Group	Time Frame and Notes
Career Path Development Project This project supports career progression, transparency, and succession planning with clear, objective steps for advancement.	• Classification & Compensation	• Initial mapping completed by January 1, 2024. • Quarterly steering committee meetings will occur. • Efforts will be supported by HR initiatives in talent development intended to support UVM employee career progression. • Supports retention and equity efforts for the UVM workforce.
Expanded Affirmative Recruitment Initiatives To ensure hiring officials and search committee members are aware of best practices to create diverse pools of qualified candidates and to ensure understanding of university procedures and bias response at the University.	• Office of Equal Opportunity and Talent Acquisition Team	• 2023-2024 and ongoing. • Utilize Vector or another LMS to make the affirmative recruitment training more readily available to faculty and staff with attendance tracked. • Partner with UVM colleagues to continually improve search committee guidance for creating an equitable and welcoming recruiting process.
HR Onboarding Project The goals of this project are to (1) Increase compliance with policy, federal and state regulations; (2) Improve organizational efficiencies by	• Onboarding Team	• Onboarding efforts for new employees have expanded to help ensure new employees feel welcome, and to ensure awareness of the resources and benefits available to

providing resources for new employees and supervisors; and (3) Ensure a welcoming and inclusive experience for the diverse needs of new employees within the University's employee community. This initiative will support efforts to retain high-performing employees from diverse backgrounds by creating clear expectations, career pathways, and a strong sense of community.		them. New employee presentations have been updated to include more comprehensive information about UVM benefits and resources. Our onboarding team is a point of contact for new employees and supervisors to assist with onboarding-related questions and resources. • Gathering information from new employees regarding their onboarding experience via two-week survey. • Ensure required or strongly encouraged trainings are marketed to new employees with available tools (e.g., Vector, which can host custom training). • Improve new employees' understanding and access to benefits.
Enhance Staff Recognition Programs and establish partnerships with the purpose of publicly crediting the outstanding accomplishments of the University's high-performing staff population.	• Human Resources	• 2023-2024 and ongoing. • Action steps included assessment of current programs and resources. • HR added a Retiree and Engagement Coordinator position • Recognition programs including continuing Our Common Ground and similar recognition awards, staff council programs, and consideration of other engagement programs.

Employee Resource Groups or Affinity Spaces for Faculty and Staff	• Equal Opportunity and Human Resources	• An evaluation of compliance and practical considerations to be complete by January 1, 2024. • Staff participating include engagement and support staff with HR and the Equal Opportunity. • Following evaluation and planning, HR will develop a proposal for review with community input and approval by HR and campus leadership.
Addressing implicit bias and other forms of bias in the workplace Intended to maintain a welcoming workspace for all and aiming to improve retention by meaningfully responding to concerns at the individual and community levels.	• Office of Equal Opportunity	• 2023-2024 and ongoing. • The Office of Equal Opportunity responds to reports of bias, discrimination, and harassment with options for support and reporting. • The Office of Equal Opportunity partners with the Bias Education and Resource Team (BERT) and HR Partners to address bias concerns in the workplace and to consider individual and community remedies. • Ongoing training for staff and process improvements with community input. • Continuing to improve online training related to discrimination, harassment, and bias. This is currently

		hosted by Vector Solutions, a third-party contractor.

PART 2 – PROFESSIONAL AND FACULTY DEVELOPMENT

Goal	Responsible Group	Time Frame and Notes
Enhancing training opportunities based on knowledge, skills, and certifications relevant to work performed at the University.	• Human Resources • Center of Talent Development	• Initial phase: 2023-2024 • New initiative: the Center of Excellence for Talent Development, within Human Resources. • Consider expanding the scope of training, such as offering training that would enable certifications (e.g., SHRM). • Intended to support employees in their future career development.
Onboarding Project	• Human Resources	• Clear and helpful communication with new employees to build a sense of community and mutual responsibility. • Consider UVM Learning Management System Integration. • New supervisor onboarding, visioned as months-long, at their own pace. This may include pre-recorded sessions from HR Partner trainings, information for applicable bargaining units, or prerecorded publicly

		available works (e.g., TED talks, LinkedIn). • Consider physical and programmatic accessibility in delivery of services (such as location for onboarding, open enrollment, and wellness activities; provision of materials in multiple formats; outreach about available interpreter services).

PART 3– ACCESSIBILITY

Physical and Digital Accessibility

Goal	Responsible Group	Time Frame/Notes
Utilize HR Information Systems and Resources to increase accessibility and encourage self-services as much as possible. This allows employees to review and update their information regularly and notify HR of changes in a timely manner.	• Human Resources, specifically Human Resource Information Services team.	• 2023-2024 and ongoing. • HR will ensure platforms are accessible and follow best practices for an inclusive environment (e.g lived name improvements and inclusive language change, to new employee information forms). • Review of software accessibility used by HR, including ease of access generally, and accessibility for employees with disabilities.
Training for supervisors to ensure accessible working environments.	• HR Partners; Office of Equal Opportunity	• Evaluation and planning to occur in 2024. • Consider campus training and refresher training for all new supervisors and include materials about accessible

		workplaces and the accommodations process. • Remote and hybrid work environments will be considered.
Improve document accessibility within Human Resources	• Human Resources for potential for consultant support	• Annual web content review to occur with HRIT and Equal Opportunity staff to ensure all accessibility benchmarks are being met. • Review all processes that require use of PDFs or non-web forms to complete. • Update HR processes to make use of accessible webforms; update PDFs to make them accessible; establish a process for quickly providing forms in an alternative format upon request.

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Sustainability

Goal	Responsible Group	Time Frame/Notes
Reduce office energy use and waste	• Human Resources	• Efforts to reduce paper and other waste are ongoing, consultation and additional steps to be identified by Summer 2024. This will include review of the UVM Comprehensive Sustainability Plan. • HR Partners, the HR Info Team, and the Office of Equal Opportunity will consult with the Office of Sustainability and will review resources and consider efficiency improvements, including the continued transition away from paper documents and high printing volumes.

PART 4 - INTERNATIONAL INCLUSION AND GLOBAL EDUCATION

Goal	Responsible Group	Time Frame and Notes
Improve Translation Services for Employment-related functions	• Office of Equal Opportunity and Human Resources	• Website and communication improvements starting in 2024 and ongoing. Includes updates to Limited English Proficiency document, phone, video, and in-person translation services, accommodations for employees. • Partner with the Office of International Education and other UVM programs to coordinate access for student participants. • Market and use contracted interpretive services for documents and live interpreters.