STAFF RECRUITMENT, MENTORING & ADVANCEMENT SUBCOMMITTEE

April 15, 2022

Co-Chairs:
Mark Coldren, Associate Vice President, Human Resources

Jacqueline Hollins, Associate Vice Provost/Senior Executive Director, Student Success & Academic Support; Unit Diversity Officer, Academic Affairs

University at Buffalo The State University of New York

Subcommittee members:

- **Mark Coldren,** Co-Chair, *Associate Vice President for Human Resources*
- **Jacqueline Hollins**, Co-Chair, *Associate Vice Provost/Senior Executive Director, Student Success and Academic Support; Unit Diversity Officer, Academic Affairs*
- **Freda Benton,** *Assistant Director for Internal Audit*
- **Ramelli Choates,** *President of the Minority Faculty Staff Association; Director of Student Programming, Cora P. Maloney Center*
- **Heather Cooper,** *Director of Human Resources, Athletics*
- **Kesha Foster,** *Associate Director; Deputy Title IX Coordinator, Office of Equity Diversity and Inclusion*
- **Nicole Hayden,** *HR Staff Specialist, College of Arts and Sciences*
- **Christina Hernandez,** *Senior Associate Vice President, Student Life*
- **Shannon Phillips,** *Senior Administrative Associate, Director of Operations, School of Engineering and Applied Sciences*
- **Christopher Putrino**, *Director of Employee Relations, Human Resources*
- **Chitra Rajan,** *Associate Vice President for Research Advancement, Research and Economic Development*
- **Letitia Thomas,** *Assistant Dean for Diversity, School of Engineering and Applied Sciences*
- **Brendan James Tom,** *Workforce Recruitment and Position Specialist, Human Resources*
- **Timothy Tryjankowski,** *Director of Honors College Research and Co-Curricular Activities; Chair, Professional Staff Senate*

CHARGE AND BACKGROUND

Charge summary

- The Staff Recruitment, Mentoring, & Advancement Subcommittee was tasked with:

    o Reviewing the hiring processes for professional and classified staff to create a system of accountability for ensuring diversity and following best practices for searches.

    o Reviewing advancement and permanent appointment processes and policies for staff to ensure that they foster the advancement of racial equity and follow best practices for inclusive excellence.

    o Reviewing mentoring practices for staff and assessing their efficacy.

    o Examining the procedures at UB used to recognize staff to identify biases and establish consistent practices across the university.

Background: assumptions

- The recommendations from this subcommittee will positively impact all staff across the university and help advance UB's research, education and engagement missions - - as a more diverse staff will allow for the inclusion of broader perspectives and more creative problem solving.

- By increasing the diversity of staff, the university will help to foster a more welcoming and inclusive environment for students.

- As recommendations are considered for implementation, campus leadership must take into account the various "staff" constituents (State Professional, State Classified, Research Foundation, and University Affiliates (which includes UB Foundation).

- To ensure that the university is making progress with the recruitment, retention and advancement of staff from diverse backgrounds, it will be necessary to continuously monitor, assess and report outcomes. As such, transparency and regular communications to the broad university community are critical.

Background: observations

- The current demographics for all staff positions identify a large opportunity to increase the overall diversity at UB – we have not had significant progress in recent years.

- The challenge to diversify staff is across all employee distinctions (State, RF, UBF).

- Area hiring manager/directors and search committees should be exposed to the UB demographics when building a position search plan – to see the data and challenge.

- All area workforce plans need to review their demographics when considering potential recruitments or promotions.

- Search committees need to try different strategies in order to build deeper and more diverse pools of candidates.

UB State Salary Grades, Summary by Race/Ethnicity
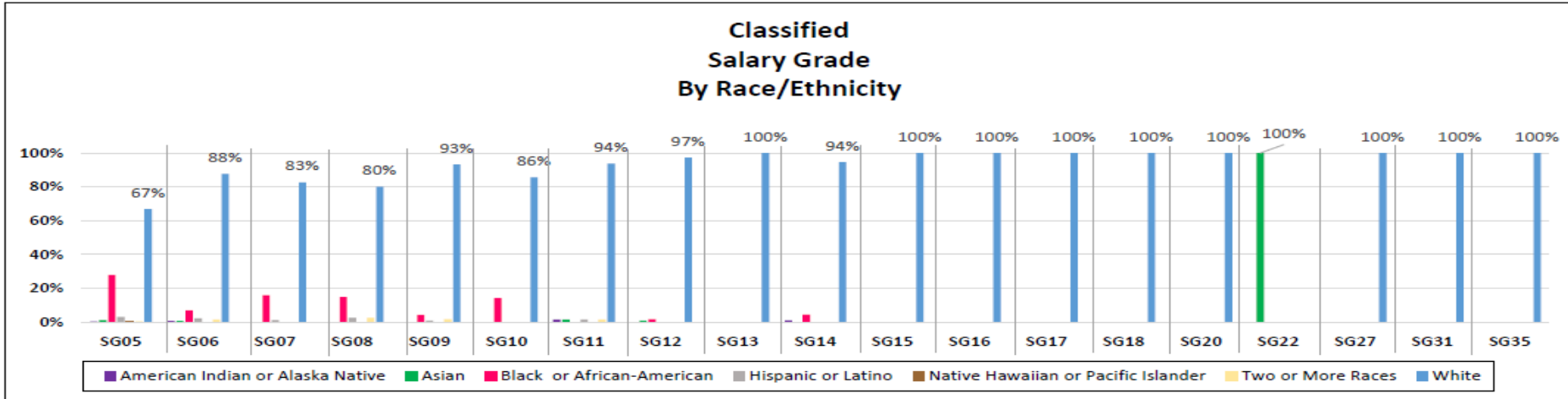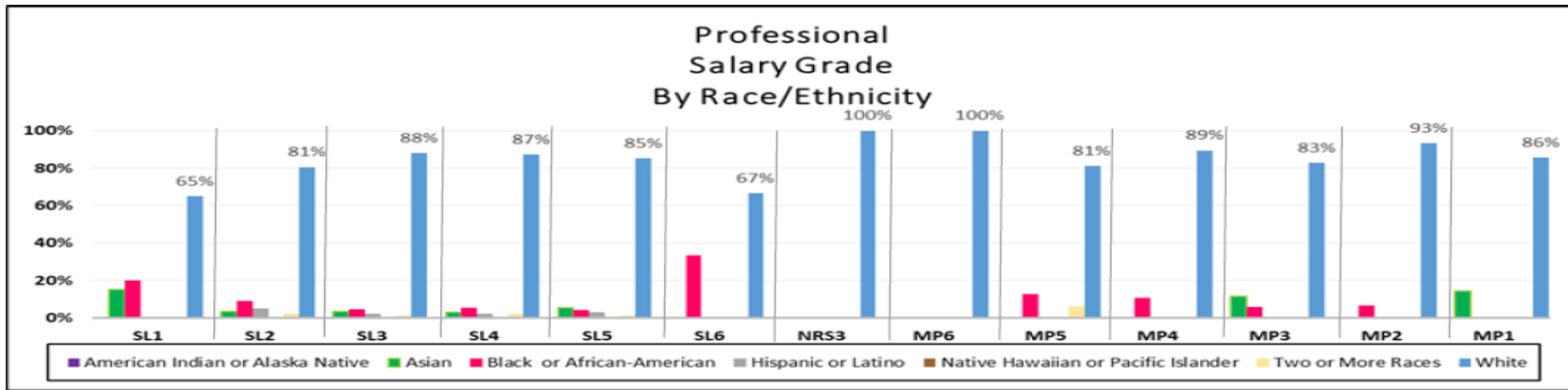
KEY
RECOMMENDATIONS

Recommendations

Action Item 1: Review the hiring processes for professional and classified staff to create a system of accountability for ensuring diversity and following best practices for searches.

- **Create an HR Unit Diversity Officer (HR UDO) position**
- **Establish campus-wide guidelines for composition of Search Committees**
- **Develop "DEI Advocates" Certified Search Committee Volunteer Pool**
- **Refine "preferred qualifications" guidelines for job postings**
- **Require checkpoints throughout the search process to ensure the applicant/candidate pool remains reflective of the diversity of the labor pool/student population**
- **Establish funding for focused "diversity specific" advertising sources**

Recommendations

Action Item 2: Review advancement and permanent appointment processes and policies for staff to ensure that they foster the advancement of racial equity and follow best practices for inclusive excellence.

- **Re-invest as a member of The SUNY Center for Professional Development (CPD)**
- **Identify online, on-the job training, and CSEA partnership collaborations to prepare custodial employees for advancement to higher grade positions**
- **Reduce recruitment barriers for Classified employees to advance within Classified salary grades**
- **Explore partnership opportunities to develop a UB/Buffalo Public Schools pipeline program to prepare high school students for trades careers at UB**
- **Host UB Career Days and provide career education services to employees**
- **Develop internal professional career pathways by employment affiliation and salary grades**
- **Advocate for alternative recruitment pathways for individuals to qualify for hire as University Police Officers and other higher grade UPD positions**
- **Create a UB Leadership Academy for employees of color**
- **Provide a relocation package as a tool to recruit qualified professional employees in designated salary grades who can contribute to the diversity of the UB workforce**
- **Educate and connect professional employees to opportunities that can help further the research enterprise – Top 25 ranking pursuits**

Recommendations

Action Item 3: Review mentoring practices for staff and assess their efficacy.
- **Develop both a formal and informal Mentoring Program**

Action Item 4: Examine the procedures at UB used to recognize staff to identify biases and establish consistent practices across the university.
- **Review demographic data for staff awarded SUNY Chancellor's Awards over the past 10 years**
- **Review demographic data for UUP professional staff awarded (non-compression) DSI during the current contract period**
- **Query existing staff awards (UB and external) and roster of awardees for the past 5 to 10 years**
- **Create and record workshops on "How to Nominate Staff for Awards" with an awareness of inclusion and diversity factors to consider**
- **Create internal staff awards**
- **Create a UB Staff Awardees display or "Wall of Distinction" to highlight staff award winners**
- **Strengthen the partnership between the Office of University Events and the Minority Faculty & Staff Association (MFSA), particularly in relation to the selection of Distinguished Speakers**
- **Distribute staff survey (similar to faculty COACHE survey) and include questions related to how staff wish to be recognized and rewarded for accomplishments**

Mechanisms for implementation

- Review feedback from Town Hall meetings and update list of recommendations as appropriate

- Keep the university community abreast of recommendations and progress on implementation; including communications to the various campus constituents

- Identify at least four recommendations that can be implemented immediately

Recommendations in-progress

- The university's central Human Resources Office has created an HR Unit Diversity Officer position

- "Checkpoints" along the Search process are being established

- UB will reestablish membership within The SUNY Center for Professional Development (CPD)

- The Professional Staff Senate (PSS) Awards Committee has received approval to include a "Diversity" statement on their website and award flyers