

## **HIRING AND EMPLOYMENT SUBCOMMITTEE**

We have previously cited evidence to suggest that there are positive outcomes derived from an organization that emphasizes diversity and inclusion within its faculty and workforce as part of its design and actions. Most cite the fact that diversity initiatives are most successful when they are strategically planned, managed, nurtured, monitored, and evaluated. Further, diversity initiatives must be consistent and part of the overall mission of the institution rather than simply a special program that is limited and requires little or no accountability.

Valuing diversity is what institutions and members of a community do to acknowledge the benefits of their differences and similarities. They intentionally work to build sustainable relationships among people and institutions with diverse membership. A community that values diversity ensures that institutions provide equal treatment and access to resources and decisions for all community members regardless of race, gender, ethnicity, sexual orientation, national origin, color, age, disability, and religion.

In order to value diversity, a community must strengthen its ability to:

- Continuously and effectively address racism, sexism, homophobia, and other forms of oppression;
- Develop and implement strategies that publicly recognize the cultural traditions and practices of every major group;
- Support processes that allow each group to address their own priorities, while at the same time, help the different groups find common ground to address shared concerns;
- Understand the dynamics between a group's characteristics and issues related to power, privilege, and oppression and know how to integrate this knowledge into its valuing diversity strategies (ERASE Racism, 2004)

Stony Brook University is the largest single-site employer in Suffolk County. Yet, we continue to struggle with the recruitment and retention issues that impact our diversity as a campus. Numerous reports have cited the need for a more diverse workforce, especially among faculty and within higher paying positions on the campus. (see Appendix A and E) A number of external issues have been cited as contributing to the problem including a limited pool of available persons within specific academic disciplines, a lack of affordable housing in the immediate area, and persons of color receiving “better” offers at competing schools.

While much discussion has focused on external issues, the internal issues related to university policies, procedures, and mechanisms designed to recruit, retain, and monitor the hiring activities continue to remain problematic. In addition, other factors such as biased attitudes, environments that are not welcoming or supportive of the cultural diversity within the workplace, or simply ignoring or bypassing policies and procedures continue to prevail within many workplace units at SBU. Segments of the university’s infrastructure that are crucial to creating diversity in the workplace continue to function in a manner that minimizes rather than facilitates resolving issues revealed with the Campus Climate Survey.

The Sub-Committee on Hiring and Employment submits the following recommendations to address internal policies, procedures, mechanisms and, to some extent, attitudes that inhibit the recruitment and retention of a diverse workforce. The subcommittee has identified four broad areas that need immediate attention:

1. Improve the recruitment and hiring process.
2. Improve the climate within units.
3. Improve employee retention.
4. Provide support for and demand accountability from managers.

The challenge for the university is to align its diversity goals with that of the university mission through strategically planned, managed, and monitored actions that emphasize both accountability and results. Moreover, it is critically important that every unit be engaged in the process.

Hiring and employment are the gateways to career opportunities within the University. Fairness in hiring and employment is probably one of the most discussed topics and among the most challenging. The hiring process requires that we align our policies, procedures, and attitudes to insure that the university has both a high caliber workforce and one that is diverse. Along with this issues of retention and promotion are key ingredients to meeting a goal of increasing culturally diversity amongst the faculty and staff within the University. As recently as 2001, the Presidential Search and Selection Task Force (Appendix E) made recommendations aimed at streamlining the search process, recruiting diverse candidates, and insuring that Affirmative Action principles, policies and procedures were part of all search committees. The 28 recommendations contained in this section build upon the Search and Selection Task Force Report and further refine and address long standing issues that impact the hiring and employment process.

**I. IMPROVE THE RECRUITMENT AND HIRING PROCESS**

<b>RECOMMENDATION 1</b>	
<b><i>Ensure that job descriptions throughout the campus are current, and that requirements for each position reflect skills necessary for success in today's work environment, which may include amendments to Civil Service Regulations. This will require buy-in from SUNY administration, GOER, Stony Brook Human Resources, and various bargaining units.</i></b>	
<b>Responsible Party</b>	Directors of Human Resources, Labor Relations and Government Relations
<b>Implementation Date</b>	December 2008
<b>Expected outcomes</b>	Better match between job descriptions and actual job responsibilities, and better job satisfaction.
<b>Assessment</b>	Tracking of new rules/regulations and employee satisfaction with changes.
<b>Assessment Date</b>	

<b>RECOMMENDATION 2</b>	
<i>Accelerate the hiring process. Implement recommendations made in 2005 by the Presidential Search and Selection Task Force (see Appendix E).</i>	
<b>Responsible Party</b>	Directors of Human Resources and Office of Diversity and Affirmative Action
<b>Implementation Date</b>	Summer 2007
<b>Expected outcomes</b>	Decrease in time from initiation of search to hiring.
<b>Assessment</b>	Tracking of time from initiation of search to hiring, and gathering/processing feedback from hiring managers.
<b>Assessment Date</b>	

<b>RECOMMENDATION 3</b>	
<i>Simplify Classification and Compensation process to shorten the time needed for Human Resources to respond to units.</i>	
<b>Responsible Party</b>	Directors of Human Resources, Vice President for Administration
<b>Implementation Date</b>	June 2007
<b>Expected outcomes</b>	Decrease time from hiring managers' submission of requests to HR and HR approval of requests.
<b>Assessment</b>	Tracking of turn-around time, and gathering/processing of feedback from hiring managers.
<b>Assessment Date</b>	

<b>RECOMMENDATION 4</b>	
<i>Simplify the checklist of requirements and engage greater support of Human Resources and the Office of Diversity and Affirmative Action from the beginning.</i>	
<b>Responsible Party</b>	Directors of Human Resources, Office of Diversity and Affirmative Action
<b>Implementation Date</b>	June 2007
<b>Expected outcomes</b>	Make the EEO process more effective and more efficient.
<b>Assessment</b>	Tracking of time from hiring managers' submission of requests to Human Resources and EEO approvals, and gathering/processing of feedback from hiring managers.
<b>Assessment Date</b>	

<b>RECOMMENDATION 5</b>	
<i>Reduce the mandatory post time from 30 days to 15 days.</i>	
<b>Responsible Party</b>	Directors of Human Resources and Labor Relations
<b>Implementation Date</b>	June 2007
<b>Expected outcomes</b>	Fewer candidates decline; units are better staffed.
<b>Assessment</b>	Track number of declines, and gather/process feedback from hiring managers; also, monitor effect on goals of diversifying staff and faculty.
<b>Assessment Date</b>	

<b>RECOMMENDATION 6</b>	
<i>Expand support for units to help diversify the applicant pool by allocating resources for advertising in major news and community-based media outlets and support for proven programs such as the Diversity Fellows and the EARN Programs.</i>	
<b>Responsible Party</b>	Vice President for Administration, Chief Operating Officer University Medical Center.
<b>Implementation Date</b>	June 2007
<b>Expected outcomes</b>	Improved visibility of SBU openings in communities with high minority populations.
<b>Assessment</b>	Track number of applications from members of minority groups, and the sources of information that led to their inquiries.
<b>Assessment Date</b>	

<b>RECOMMENDATION 7</b>	
<i>Recruit from our own diverse student population and market ourselves to graduates. Create a program to aggressively recruit student-graduates into entry-level positions with a chance for advancement.</i>	
<b>Responsible Party</b>	Directors of Human Resources, with help from AVP for Communications and Director of Career Center
<b>Implementation Date</b>	June 2007.
<b>Expected outcomes</b>	Increased number of SBU graduates who apply for and attain entry-level positions.
<b>Assessment</b>	Track changes in applications and hires from SBU graduates
<b>Assessment Date</b>	

<b>RECOMMENDATION 8</b>	
<i>Expand and strengthen the Trainee Program for recent graduates coordinated by the Human Resources and the Office of Diversity and Affirmative Action.</i>	
<b>Responsible Party</b>	Vice President for Administration/Chief Operating Officer University Medical Center
<b>Implementation Date</b>	Summer, 2007

<b>Expected outcomes</b>	SBU hires more recent SBU graduates.
<b>Assessment</b>	Track number of recent SBU graduates hired at SBU.
<b>Assessment Date</b>	

<b>RECOMMENDATION 9</b>	
<i>Create professional administrative temporary (“floater”) positions. Candidates could be deployed to step in and assist departments temporarily while a search is being conducted.</i>	
<b>Responsible Party</b>	Vice President for Administration, Chief Operating Officer University Medical Center
<b>Implementation Date</b>	December 2007
<b>Expected outcomes</b>	More effective operation of units while searches are in progress.
<b>Assessment</b>	Feedback from hiring managers and unit employees regarding work effectiveness and climate in units while searches are in progress.
<b>Assessment Date</b>	

<b>RECOMMENDATION 10</b>	
<i>Establish an internal standing committee aimed at addressing the inadequacy of salaries and benefits (UUP and CSEA), similar to the process that was implemented for teaching faculty in 1999-2000, and promote legislation aimed at improving the SUNY downstate location differential in meeting the needs of Stony Brook employees, therefore making SBU a more competitive employer.</i>	
<b>Responsible Party</b>	Directors of Labor Relations and Government Relations
<b>Implementation Date</b>	December 2007
<b>Expected outcomes</b>	More competitive salaries.
<b>Assessment</b>	Determine whether salaries are competitive. Survey hiring committees for reasons why hiring offers were declined.
<b>Assessment Date</b>	

<b>RECOMMENDATION 11</b>	
<i>Allocate funds to increase recruitment and retention of faculty and staff, such as mortgage loan programs that address the needs of faculty and professional staff, increased subsidies for childcare, housing allowance program, and creation of faculty/staff housing.</i>	
<b>Responsible Party</b>	President, Provost
<b>Implementation Date</b>	December 2007
<b>Expected outcomes</b>	SBU becomes more competitive in hiring professional staff and faculty
<b>Assessment</b>	Tracking of success in hiring desired candidates and feedback from hiring managers. Survey hiring committees for reasons why hiring offers were declined.
<b>Assessment Date</b>	

<b>RECOMMENDATION 12</b>	
<i>Establish an affirmative procedure for assisting in spousal and domestic partner hires to attract faculty (such procedures must be consistent with plans to diversify the workforce).</i>	
<b>Responsible Party</b>	President, Provost
<b>Implementation Date</b>	December 2007
<b>Expected outcomes</b>	SBU becomes more competitive in hiring faculty.
<b>Assessment</b>	Tracking of success in hiring faculty and feedback from hiring managers through surveys.
<b>Assessment Date</b>	

<b>RECOMMENDATION 13</b>	
<i>Advocate for improved public transportation with town, county and state agencies to ensure access to west, east and south campuses from buses and trains.</i>	
<b>Responsible Party</b>	Directors of Government Relations, Vice President for Administration
<b>Implementation Date</b>	December 2008
<b>Expected outcomes</b>	SBU hires and retains more diverse staff.
<b>Assessment</b>	Tracking of new hires and satisfaction of employees from diverse Long Island communities. Measurement of changes in public transportation utilization by staff and faculty.
<b>Assessment Date</b>	

<b>RECOMMENDATION 14</b>	
<i>Hold vice presidents and high level managers accountable for concrete and evidence-based Affirmative Action plans that outline actions aimed at diversifying the workforce.</i>	
<b>Responsible Party</b>	President, Provost, Vice Presidents, Deans, Directors of Human Resources, Director of Office of Diversity and Affirmative Action
<b>Implementation Date</b>	June 2007
<b>Expected outcomes</b>	More aggressive efforts to hire and retain a diverse faculty and staff.
<b>Assessment</b>	Tracking of applicant pool and other aspects of search and selection, and measurement of changes in workforce diversity.
<b>Assessment Date</b>	

**II. IMPROVE THE CLIMATE WITHIN UNITS**

<b>RECOMMENDATION 15</b>	
<i>Enforce compliance with performance evaluations and include an evaluation of the steps taken to diversify the department, and implement a campus policy that will require all performance evaluations to be conducted annually in the same date range.</i>	

<b>Responsible Party</b>	Directors of Human Resources, Unit Managers, Director of Labor Relations
<b>Implementation Date</b>	June 2007
<b>Expected outcomes</b>	Better communication between managers and employees regarding total office functions and the role of individual employees in those functions. Greater satisfaction for managers and employees.
<b>Assessment</b>	Tracking of completion of performance programs and evaluations. Feedback from managers and employees regarding the performance evaluation process solicited through surveys.
<b>Assessment Date</b>	

<b>RECOMMENDATION 16</b>	
<i>Establish mechanisms for employees within units or divisions to provide ongoing feedback on favorable and unfavorable aspects of the work environment, such as a hotline or on-line suggestion box.</i>	
<b>Responsible Party</b>	Directors of Human Resources, Office of Diversity and Affirmative Action, and Employee Assistance Program
<b>Implementation Date</b>	June 2007
<b>Expected outcomes</b>	Greater engagement between manager and employees in promoting favorable aspects and resolving unfavorable aspects of the work environment.
<b>Assessment</b>	Tracking of feedback from managers and employees regarding the effectiveness of the process solicited through surveys.
<b>Assessment Date</b>	

<b>RECOMMENDATION 17</b>	
<i>Without compromising confidentiality, make summaries available of current themes of employee concerns from EAP, Ombuds, ODAA and Union offices. Hold managers accountable for addressing the issues raised.</i>	
<b>Responsible Party</b>	Directors of Office of Diversity and Affirmative Action, Employee Assistance Program, and Labor Relations; Union Presidents, Unit Managers.
<b>Implementation Date</b>	June 2007
<b>Expected outcomes</b>	Greater resolution of employee concerns.
<b>Assessment</b>	Gather and process feedback from employees regarding the resolution of concerns.
<b>Assessment Date</b>	

<b>RECOMMENDATION 18</b>	
<i>Establish a standard process for all areas of campus for exit interviews (including transfers), and provide aggregate information to Campus Climate Task Force Co-chairs and to units in such a manner as to protect confidentiality but identify problem areas. Require results on how this information is being used to improve the work environment.</i>	
<b>Responsible Party</b>	Directors of Human Resources and Office of Diversity and Affirmative Action.

<b>Implementation Date</b>	June 2007
<b>Expected outcomes</b>	Decrease in the number of employees who leave for unfavorable reasons.
<b>Assessment</b>	Summary of exit interviews; data published on the number of employees who elect to leave for unfavorable reasons.
<b>Assessment Date</b>	

<b>RECOMMENDATION 19</b>	
<i>Establish regular informal Labor/Management meetings to encourage positive and proactive dialogue between union leaders and areas such as Human Resources, Labor Relations, Office of Diversity and Affirmative Action, Employee Assistance Program, the Unions, and the Ombuds Office.</i>	
<b>Responsible Party</b>	President
<b>Implementation Date</b>	June 2007
<b>Expected outcomes</b>	Address potential issues before they become significant problems, and better serve the needs of employees.
<b>Assessment</b>	Feedback on issues addressed through the dialogue. Annual report to Campus Climate Co-chairs regarding issues raised and attendance at meetings as measured by surveying managers and employees regarding newly instituted positive practices.
<b>Assessment Date</b>	

<b>RECOMMENDATION 20</b>	
<i>Establish incentives program to reward managers and units for effective practices improving the climate for employees.</i>	
<b>Responsible Party</b>	President, Provost, Vice Presidents, Deans.
<b>Implementation Date</b>	December 2007
<b>Expected outcomes</b>	Better integration of campus climate issues into the reward system.
<b>Assessment</b>	Evidence of effective practices and rewards for those practices.
<b>Assessment Date</b>	

**III. IMPROVE EMPLOYEE RETENTION**

<b>RECOMMENDATION 21</b>	
<i>Identify, examine, and address the problems and issues that are barriers to retaining members of underrepresented groups within units / divisions.</i>	
<b>Responsible Party</b>	Directors of Human Resources, Office of Diversity and Affirmative Action, Managers of Units.
<b>Implementation Date</b>	June 2007
<b>Expected outcomes</b>	greater retention of underrepresented groups.
<b>Assessment</b>	Maintain within units / divisions annual data on retention of underrepresented groups.
<b>Assessment Date</b>	

<b>RECOMMENDATION 22</b>	
<i>Expand opportunities for promotions (both within unions and between unions — e.g., CSEA to UUP) and make employees aware of such opportunities. Utilize previous committee’s work on career ladders, and reconvene the committee.</i>	
<b>Responsible Party</b>	Directors of Human Resources, Presidents of United University Professions and Civil Service Employees Association
<b>Implementation Date</b>	June 2007
<b>Expected outcomes</b>	Employees are more pleased with career growth.
<b>Assessment</b>	Gather and process feedback from employees on career growth.
<b>Assessment Date</b>	

<b>RECOMMENDATION 23</b>	
<i>Develop new incentives for rewarding employees for excellent performance.</i>	
<b>Responsible Party</b>	Directors of Human Resources
<b>Implementation Date</b>	December 2007
<b>Expected outcomes</b>	Employees feel that their work is valued.
<b>Assessment</b>	Gather and process feedback from employees regarding incentives/rewards.
<b>Assessment Date</b>	

<b>RECOMMENDATION 24</b>	
<i>Conduct analysis of salaries in the context of the high cost of living on Long Island to ensure that Stony Brook is competitive on a national and regional basis.</i>	
<b>Responsible Party</b>	Directors of Human Resources, Deans, Vice Presidents
<b>Implementation Date</b>	December 2007
<b>Expected outcomes</b>	More successful recruitment and retention of faculty and staff.
<b>Assessment</b>	Retention data and processing of exit interviews to be published and available to the campus.
<b>Assessment Date</b>	

<b>RECOMMENDATION 25</b>	
<i>Create a central reference information center that could serve as a Stony Brook employee “conciierge,” — perhaps web-based FAQ (similar to the Social Security Office) - and a phone-based info line that anyone could call to get information and referrals about anything at SBU.</i>	
<b>Responsible Party</b>	Directors of Human Resources, AVP for Communications, Chief Information Officers
<b>Implementation Date</b>	December 2007
<b>Expected outcomes</b>	Employees who are more informed about resources at SBU.
<b>Assessment</b>	Feedback from employees on the effectiveness of communication as it relates to resources at SBU.
<b>Assessment Date</b>	

**IV. PROVIDE SUPPORT FOR AND DEMAND ACCOUNTABILITY FROM MANAGERS**

<b>RECOMMENDATION 26</b>	
<i>Human Resources and the Office of Diversity and Affirmative Action should regularly solicit information from managers regarding their needs and respond to such needs.</i>	
<b>Responsible Party</b>	Directors of Human Resources and Office of Diversity and Affirmative Action.
<b>Implementation Date</b>	June 2007
<b>Expected outcomes</b>	Managers provide more effective leadership on hiring and employment. Ineffective practices are addressed.
<b>Assessment</b>	Feedback from managers regarding support from Human Resources and Office for Diversity and Affirmative Action. Feedback from employees regarding managers' handling of the work environment.
<b>Assessment Date</b>	

<b>RECOMMENDATION 27</b>	
<i>Make efforts and results in diversifying the workforce a critical part of the evaluation of managers.</i>	
<b>Responsible Party</b>	Primary Oversight -- President, Provost; Secondary Oversight -- Vice Presidents, Deans, Directors of Human Resources and Office of Diversity and Affirmative Action; Managers of Units.
<b>Implementation Date</b>	June 2007
<b>Expected outcomes</b>	Greater diversity in the SBU workforce.
<b>Assessment</b>	Maintain and publish data on diversity in applicant pool, diversity in hires, and diversity in who is retained.
<b>Assessment Date</b>	

<b>RECOMMENDATION 28</b>	
<i>Reward managers and units that are making substantial progress in enhancing the diversity of the work environment.</i>	
<b>Responsible Party</b>	Primary Oversight -- President, Provost; Secondary Oversight -- Deans, Managers of Units.
<b>Implementation Date</b>	June 2007
<b>Expected outcomes</b>	Greater diversity in the SBU workforce.
<b>Assessment</b>	Feedback regarding the level of engagement of managers on diversity efforts. Publish data on diversity in the SBU workplace.
<b>Assessment Date</b>	

**HIRING & EMPLOYMENT**

Co-Chairs: David Ferguson - Engineering  
Marianna Savoca – Career Center

Maureen Burns,  
Dental School

Elizabeth McCoy,  
Labor Relations

Mary Catalano,  
Hospital Operating Room

John Schmidt,  
United University Professions/West Campus

Russell Day,  
Long Island State Veterans Home

Fred Sganga,  
Long Island State Veterans Home

Ellen Driscoll,  
Student Health Services

Estella Shivers,  
Hospital Public Relations/Media Relations

Robert Haig,  
Central Services

Carlos Speight,  
Civil Services Employees Association

Joanna Harris,  
Disability Support Services

Pamela Thompson,  
College of Arts & Sciences

Hector Jimenez,  
Marine Sciences Research Center