

EXTERNAL COMMUNICATION AND RECRUITMENT STRATEGIES

Section 46a-68-80

This section was found to be in compliance in the previous filing and there were no proposals/recommendations.

Notices were sent to all of the unions representing UConn Health's employees to confirm our commitment to affirmative action and to acknowledge that UConn Health is an Affirmative Action/Equal Opportunity Employer. This notice included an invitation to review and comment on the Affirmative Action Plan. A sample is included in **Exhibit # 1**.

During this Plan year, UConn Health continued to evaluate and modify its recruitment and hiring procedures. This was done in recognition that many of its affirmative action goals can only be realized if the selection procedure successfully supports the institution's efforts to hire and promote affirmatively. The process for filling positions and the required forms are identified on the Human Resources (HR) website and are included in this section, **Exhibit #2**. The Human Resources Employment Services Unit works with hiring managers to ensure the best strategies for recruitment are utilized to achieve a more diverse workforce. All efforts to recruit qualified goal applicants are documented by Human Resources in the iGreentree system and are reviewed prior to any offer of employment to ensure that good faith efforts have been made in the recruitment process.

All job openings were posted on the UConn Health's website, printed copies of the positions were posted on various bulletin boards and e-mailed to the collective bargaining units by the Human Resources Department. Walk-in applicants can use a computer in the HR reception area to access the website to view and apply for open positions. Both the online and printed postings have a description of the vacancy, minimum education and experience requirements and the beginning salary level. The postings also include a Telephone Devices number for the Hearing-Impaired number (TDD#) for candidates that requiring special assistance. The Office of Institutional Equity's website also provides a link to the Department of Administrative Services (DAS) state employment page.

The Human Resources department receives numerous phone calls daily regarding employment in all area of the department. All HR staff has the knowledge and ability to provide information to callers regarding how to apply for positions at UConn Health as well as other state agencies.

UConn Health's recruitment activities included posting ads at conferences; utilizing member-directed networks and affinity groups; occupational related magazines, professional journals, publications and websites. **Exhibit # 3** includes a list of recruitment sources that were utilized and samples of the advertisements.

In an effort to reach qualified goal candidates, advertisements were placed in the Affirmative Action Register, Association of Hispanic Healthcare Executives, and the National Alliance for Hispanic Health. The Social media tool utilized LinkedIn's minority member-directed networks was utilized. A sample is included in **Exhibit #3**.

Hiring managers were asked about their contacts, membership with professional organizations, church organizations, and organizations addressing women's issues, minority group issues, or any other related organizations in an effort to broaden UConn Health's recruitment sources. Some of those sources identified included Academy Health, national Neurology meetings, American Association of Immunologists, American Dental Education Association, American Gastroenterological Association, American Psychiatric Association, American Public Health Association, American Society of Clinical Oncology, American Society of Hematology, Association of Hispanic Healthcare Executives, Connecticut Health Information Management Association, Connecticut Healthcare Financial Management Association, Connecticut Physical Therapy Association, Infectious Disease Society of American, LinkedIn (minority member-directed networks are included on this site), National Alliance for Hispanic Health, National Association of International Educators, Society for Maternal-Fetal Medicine, Society of Clinical Research Associates, University of Bridgeport Alumni, and University of Hartford Alumni. Samples are included in **Exhibit #3**.

All Faculty and Director and above positions were required to have formal search committees and to develop detailed strategies for the recruitment of qualified goal applicants. Some of these strategies included identifying networking activities such as national meetings and contacting colleagues at other institutions to identify candidates interested in UConn Health positions. A resource web page is located on the OIE website to provide search committees with information about search committee responsibilities for recruitment, evaluation, candidate recommendation, affirmative action and equal employment opportunity requirements. **Exhibit #4**

OIE continued to implement a plan focused on increasing underrepresented minorities in Faculty and Director and above positions by provided training to search committee members at their first meeting, feedback on recruitment plans and guidance for targeted outreach. Please see **Exhibit #5** for a sample. We also continued to provide Unconscious Bias Training in the search committee training for faculty, director, and above positions. A total of thirty (30) search committee members received this training. **Please see Internal Communications, Exhibit #12.**

UConn Health's Office of Health Career Opportunity Programs' top priority for the Schools of Medicine and Dental Medicine is to recruit and retain students from diverse groups underrepresented in American health care professions. The Office actively recruits underrepresented medical and dental students and supports those enrolled throughout the academic year. This program continues to be a source of applicants for vacancies at UConn Health. For information concerning the program, please see **Exhibit #6**.

UConn Health sponsored a Clinical Career Day targeting high school students in Connecticut. The goal of the program was to teach students about health careers in medicine, dental medicine, rehabilitation services, diagnostic imaging, nursing, pharmacy, paramedics, neonatal intensive care, social work, clinical engineering, laboratory medicine, etc. Two hundred seventy (270) students participated. The race and gender breakdown of the students was as follows: 51 male, 219 female; 163 white, 43 black, 22 Hispanic, 26 other. The Human Resources staff, along with various other departments, participated in the planning of this program. **Exhibit #7**

The Office of Institutional Equity executed the below effort to ensure all processes for hiring were followed and to strengthen recruitment efforts:

- Held meetings with the School of Dental Medicine, Dean of the School of Medicine, Family Medicine, Neurology, Nephrology, Emergency Department, and Human Resources, throughout the reporting period to discuss the Affirmative Action Plan, Affirmative Action hiring/promotional goals, underrepresented minority recruitment, search activity and diversity standards.
- Assisted search committee members in identifying recruitment sources to attract applicants from under-represented populations and utilized social media tools such as LinkedIn's minority member-directed networks. Please see **Exhibit #3** for a sample of our efforts.
- Participated in and provided technical assistance to several search committees for faculty and staff, **Exhibit #5**.
- Contacted underrepresented minority faculties to serve on search committees, to provide support with recruitment efforts and to serve as mentors.
- Maintained a membership of the Association of American Medical Colleges (AAMC) Group on Diversity and Inclusion, a national forum and recognized resource to support the efforts of AAMC-member institutions and academic medicine at the local, regional, and national levels to realize the benefits of diversity and inclusion in medicine and biomedical sciences.
- Developed reports summarizing the UConn Health workforce. The reports provided a statistical and graphical analysis of the workforce by occupational category including race, gender and age. Applicants for filled positions were analyzed by race and gender. The reports were distributed to the School of Dental Medicine and at the Diversity Leadership meetings. This allowed for discussions in identifying barriers in our hiring promotional process. **Exhibit #8**

- Organized an Underrepresented Minority Reception with the Deans of the School of Medicine and School of Dental Medicine on September 29, 2015, to improve the representation and inclusion of underrepresented minorities in our faculty and to provide opportunities for faculty and staff to become involved in such efforts. Dr. Agwunobi attended and expressed his personal commitment to increasing underrepresented minorities.

Exhibit #9

The Office of Institutional Equity and Human Resources staff participated in various workshops sponsored by the Connecticut Association of Affirmative Action Professionals, Connecticut Chapter of the International Personnel Management Association and attended the required training conducted by the Commission on Human Rights and Opportunities and the Permanent Commission on the Status of Women. A Human Resource Officer attended the quarterly meetings of the Connecticut Association for Health Care Recruitment and holds the position of Treasurer.

The Office of Institutional Equity sought technical assistance from CHRO Reviewer Neva Vigezzi on the following dates:

- September 17, 2015 - Ms. Vigezzi attended the Human Resources Director's meeting to provide training on the new Affirmative Action Regulations, **Exhibit #10**.
- February 19, 2016 - multiple races forms will not be utilized for this reporting period.
- March 7, 2016 - promotions within do not have to be written in the Goals Analysis since there were no established promotional goals. Applicant Flow charts need to reflect the new categories.
- March 8, 2016 - promotions that were posted externally can be included in the promotions section of Goals Analysis.
- April 11, 2016 - clarification on when to utilize hiring goals for promotional opportunities.
- April 22, 2016 - clarification on utilizing hiring goals when there were no promotional goals established.
- May 26, 2016 - met with Ms. Vigezzi regarding the required technical assistance for the 2015 Affirmative Action Plan, Goals Analysis section, **Exhibit #11**.
- July 22, 2016 – in the Goals Analysis section, if the posting utilizes a generic term for example scheduling software, we can use the specific type of software, i.e. IDX in the justification. Future postings need to be specific.
- August 23, 2016 - met with Ms. Vigezzi to discuss the reorganization of OIE and answer questions/concerns. In attendance were Nancy Fitzpatrick Myers, Director of Investigations and Deputy Title IX Coordinator, Hanna Prytko EEO and Search Compliance Manager, and Terry Segar Affirmative Action Specialist.
- August 31, 2016 – discussed the University wide Policy Against Discrimination, Harassment, and Related Interpersonal Violence that was issued and signed by President Herbst. Dr. Agwunobi needs to attach a short letter to this policy and send out to UConn Health employees.

- September 13, 2016 – in the Workforce Analysis section we can continue utilizing the job titles that have 25+ employees within the same job groups as in previous years.
- September 20, 2016 - in the Organizational Analysis section, a title can be in two (2) places to show two (2) lines of progression.
- September 29, 2016 - goal achievement is based upon the employee's start date.
- September 30, 2016 - promotions that were posted externally can be counted towards meeting promotional goals.

The 2016 Small and Minority Business Enterprise Goal Achievement Annual Report is included in this section following the exhibits.