

## Strategic Priority Action Plan – Subcommittee on Staff Recruitment and Retention

**STRATEGIC PRIORITY:** Create and fund pipeline and other programs to intentionally recruit, appoint, promote, and retain talented and diverse staff.

**University Staff** are an integral part of the Colorado School of Public Health’s mission and success. We are committed to creating inclusive recruitment practices that address Equity, Diversity, and Inclusion (EDI), to increase the diversity of applicant pools and the diversity of our workforce. This priority not only seeks to create a pipeline of talented staff, but also works to create a culture that values the retention of our talented, dedicated, and hard -working staff. The nature of the CU system has historically incentivized employees to transfer within schools/colleges to grow in their career, we wish to address this challenge by investing in our own people. This sub-committee will provide recommendations to develop and implement practices that intentionally recruit, promote, and retain highly qualified diverse staff.

Subcommittee:

Eric Brodell (ColoradoSPH StaffPRA Council)  
Christine Gillen  
Cerise Hunt  
Erin Poole ( Anschutz Staff Taskforce)  
Kevin Young

Phase I: Review current university staff recruitment practices to identify areas for improvement			
Activity	Result	Action/ Follow-up	Update / Completion
Conduct a full review of current University of Colorado staff recruitment procedures and hiring practices.	<ul style="list-style-type: none"> <li>Data from the audit identified that the University of Colorado HR job description templates had little to no EDI language.</li> <li>Minimum and preferred qualifications on job descriptions may be too stringent and thus disqualify someone who could do the job well.</li> </ul>	<ul style="list-style-type: none"> <li>Updated our job descriptions to include specific EDI language.</li> <li>Coach hiring authorities on when workforce experience can be considered as opposed to education.</li> <li>Assist hiring authorities during the development process to have a higher EDI awareness throughout the search process.</li> </ul>	01/01/2021

Conduct a review University of Colorado recruitment procedures and policies around hiring diverse applicants.	University of Colorado HR recruitment procedures and policies had little guidance on EDI recruitment and provided little direction on how to improve diverse applicant pools.	Because of these results we decided that improvements to our recruitment procedures.	01/01/2021
Conduct an audit of our previous university staff searches to see how we are doing.	In 2020 most of our university staff hires were conducted by hiring teams led by white leaders and conducted by white committee members. Mostly white staff were hired. 2/3 of those staff were white females.	These results showed a lack of diversity within our search teams may have contributed to our recruitment results. This made us look at ways to change how our search teams are set-up and investigate ways to incentivize participation in search committees.	01/01/2021

<b>Phase II: Identify procedures and practices to improve university staff recruitment and diverse applicant pools</b>			
<b>Activity</b>	<b>Goal</b>	<b>Action/ Follow-up</b>	<b>Update / Completion</b>
Obtain guidance and direction regarding recruitment practices that include EDI procedures.	Take advantage of the University of Colorado's Search Advocate training opportunity by submitting a name from our ColoradoSPH HR team.	Kevin Young was invited to attend the Search Advocate training conducted by Oregon State University.  After completion, Kevin continues to work with Theodosia Cook, CU Chief Diversity Officer, and other CU search advocates to seek ways to improve our EDI recruitment practices.	12/31/2020  Ongoing
Establish new procedures to develop university staff job descriptions.	Based on the audit results and lessons learned from the search advocate training, it was determined that changes should be made. Changes should include how we develop job descriptions and what language, and messaging is listed.	The following actions were put in place: <ul style="list-style-type: none"> <li>• A full redesign of our university staff job descriptions that includes specific EDI language.</li> <li>• Started to provide additional direction and guidance to our hiring teams on how to increase EDI awareness, which is implemented throughout each search.</li> <li>• Ensure that all job descriptions include the School's EDI mission and vision.</li> </ul>	10/01/2021
Update our job announcements to list our EDI mission and values.	The first thing that a staff applicant sees is our announcements. We felt that more should be included in our announcements that focused on our EDI mission and vision.	The following action was taken: <ul style="list-style-type: none"> <li>• We updated our announcement template to include the school's new EDI statement, mission, and vision.</li> </ul>	03/01/2021  Ongoing



Activity	Goal	Action/ Follow-up	Update / Completion
Look at practices to retain university staff.	TBD	Partner with the ColoradoSPH StaffPRA Council	Not Started
Establish Career development.	TBD	Partner with the ColoradoSPH StaffPRA Council; Identify school representative for Anschutz strategic committee to “Invest in Our People”	Chancellor Taskforce starts November 2021