Human Resources Diversity and Inclusion Plan

2016 – 2017

Launched in May 2016, The Dartmouth Action Plan for Inclusive Excellence highlights the need to create a community at Dartmouth in which difference is valued, where each individual’s identity and contributions are treated with respect, and where differences lead to a strengthened identity for all.

The Office of Human Resources is committed to our role to build a more inclusive and diverse Dartmouth. We have developed a set of actions for 2016 – 2017 to strengthen three focus areas:

1) Increasing Faculty and Staff Diversity (Talent Acquisition)
2) Staff Recruitment and Retention (Retention)
3) Training, Skills and Awareness

The purpose of this plan is to promote accountability and transparency by clarifying the intentions and expected results of Human Resources staff efforts. As a department within the Finance & Administration organization, we intend this plan to complement divisional goals. It is not our intention to override any divisional expectations or objectives.

In this document you will find:

- Action items for HR and correspondence to Inclusive Excellence Action Plan
- Current HR practices related to each focus area

**Talent Acquisition**

Dartmouth’s Action Plan for Inclusive Excellence requires the deployment of a variety of strategies tailored to the different hiring practices of various positions. The staff hiring practices, facilitated by Human Resources, reflect an active effort to attract, interview and hire individuals from broad backgrounds.

Networking and advertising are used to inform potential candidates of positions available at Dartmouth College. We strive to ensure final candidate pools have a range of diversity, including underrepresented classes, various industries and experience.
### Action Plan for Inclusive Excellence

#### Result Area: HR Action Items 2016-2017: Talent Acquisition

| Staff Recruitment and Retention | • Attend the National Conference on Race & Ethnicity in American Higher Education (NCORE) in May 2016.  
| | • Attend Association of Latino Professionals for America (ALPFA) conference in August 2016.  
| | • Host the African American Women in Higher Ed (AAWHE) conference at Dartmouth in August 2016.  
| | • Attend National Black MBA Association (NBMBAA) conference in October 2016.  
| | • Offer to host the 2017 regional chapter conference of the National Association of Asian American Professionals (NAAAP).  
| | • Incorporate diversity recruiting skills and awareness into the Hiring Manager training expected to be rolled out in the fall of 2016.  
| | • Implement the Skill Survey reference checking process for all staff hires.  
| | • Proactively manage finalist pools in all campus searches, attempting to find alternate positions/opportunities for all underrepresented, non-selected finalists.  
| | • As part of our recruiting services, provide interview questions that are helpful in determining a candidate’s commitment to diversity. |

### Current Practice

- Advertising is placed in publications and websites focused on underrepresented groups.

- Formal relationships have been developed with the National Black MBA Association (NBMBAA), American Association of Blacks in Higher Education (AABHE), African American Women in Higher Ed (AAWHE), Association of Latino Professionals For America (ALPFA), and the National Association of Asian American Professionals (NAAAP) as part of our efforts to increase the diversity of our candidate pools. Our staff, along with others at the College, attend a wide range of career events with these associations.

- Formal relationships continue with local and national organizations for the employment of veterans and individuals with disabilities.
• The DC Career website [http://jobs.dartmouth.edu](http://jobs.dartmouth.edu), sponsored by HR, includes a link to diversity resources as well as information that would appeal to people with a variety of interests.

• Recruiters assist departments seeking executive search support and facilitate meetings with minority niche firms. We have a diversity-focused recruitment team who assist with networking, sourcing, and recruiting support.

**Retention**

HR builds a more inclusive community by embracing different views and contributions to our collective work in all our programs and services.

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<tr>
<th>Action Plan for Inclusive Excellence Result Area</th>
<th>HR Action Items 2016-2017: Retention</th>
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<tbody>
<tr>
<td>Staff Recruitment and Retention</td>
<td>• Lead a working group charged with identifying a target by which to increase underrepresented minorities in our staff.</td>
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<td>• Implement a program to capture information from employees through stay and exit interviews.</td>
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<td>• Review HR policies with an eye toward inclusive language.</td>
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<td>• Provide guidance and support to campus leaders regarding alternate work arrangements.</td>
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<td>• Review and promote diversity and inclusion competencies in employee performance reviews.</td>
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<td>• Explore options regarding gender identity in our program registration processes.</td>
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<td>Be Accountable</td>
<td>• Develop and post an HR diversity and inclusion plan.</td>
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**Current Practice**

• HR sponsors and supports many campus programs intended to bring employees together and support ongoing connectedness. There are 1) campus wide events such as the Martin Luther King Jr. breakfast, Veterans Day breakfast and the employee ArtWorks program; 2) recognition events such as Annual Service Awards Banquet, Shelia Culbert award and Student Employee Appreciation Week; 3) employee engagement events such as the After Hours program and First Thursday’s program; and 4) contracted programs supporting discounts and events such as the D’Perks program and [Meet-up Upper Valley](http://jobs.dartmouth.edu).

• Reasonable efforts are made to accommodate the physical, mental, or other needs of our staff. Flexible scheduling, when it is not a detriment to
work assignments or departmental operations, are arranged. Time and space for lactating mothers is offered.

- Diversity—specifically, programs and approaches supporting diversity—are one of HR's strategic goals. It is a central component of the expectations outlined in individual staff work plans. Dissenting or alternative views are explored and welcomed in our projects and initiatives.

- A commitment to and the tangible support of diversity are central competencies in our departmental performance evaluations.

- Special attention is paid to the comfort and perceptions of the diverse range of visitors to our office space. For example, during the holidays, we have opted to use seasonal decorations rather than those representing a particular religious holiday.

- Event planning, both internally and externally, takes into account whether there is a potential for date and time conflicts around religious observances and parenting duties. Themes are appropriate and inclusive. Food provided takes into account dietary restrictions of attendees.

- HR staff are expected to participate in some way in a campus activity, whether by observing an event, volunteering, or interacting with a student group.

- HR administers and identifies health benefits that meet a diverse range of needs, including hearing aids, breast pumps, artificial limbs, and vision care.

- The HR staff participates in regional diversity meetings and events on behalf of Dartmouth College.

- Care is given to language, particularly where “family” has many definitions. When discussing issues with employees, staff will be thoughtful of partners or other family members even if policies may preclude eligibility.

- Dartmouth College Child Care Center embraces diversity in daily living activities and accommodating to families’ wishes and customs, as well as observing cultural events with family participation.
Training, Skills and Awareness

Dartmouth’s Action Plan for Inclusive Excellence asserts that we must work to create a community in which every individual, regardless of gender, gender identity, sexual orientation, race, ethnicity, socio-economic status, disability, nationality, political or religious views, or position within the institution, is respected.

As a provider of training and professional development to the staff at Dartmouth College, HR recognizes the important role that training has in supporting an inclusive environment. We are committed to strengthening our curriculum and training portfolio to include diverse offerings, inclusive language and the opportunities for staff to gain skills necessary to work with individuals with diverse backgrounds and create an inclusive culture.

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<th>Action Plan for Inclusive Excellence Result Area</th>
<th>HR Action Items 2016-2017: Training, Skills, and Awareness</th>
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<tr>
<td>Staff Recruitment and Retention</td>
<td>• Facilitate training in implicit bias for senior staff.</td>
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<td>• Integrate implicit bias training into the DartSmart manager training curriculum.</td>
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<td>• Provide advice and resources on diversity hiring to hiring managers and search committees.</td>
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<td>• When training or assessment indicates difficult life issues related to diversity and or interpersonal relationships in the workplace, a referral to FEAP will be offered.</td>
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<td>Build a More Inclusive Community</td>
<td>• Increase diversity and inclusion themes in new employee orientation.</td>
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<td>• Review full portfolio of training and professional development offerings for opportunities to enhance the use of inclusive language and present diversity in the curriculum.</td>
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Current Practice

- HR offers leadership training programs that include skill building on inclusivity in decision-making and cross-cultural leadership.

- In collaboration with Institutional Diversity and Equity (IDE), HR participates in diversity training programs.

- In partnership with IDE, HR manages workforce data and provides leadership with employee diversity metrics.
• Articles and resources are circulated regularly to staff on diversity ideas and programs in the human resources field. Team members are expected to read, learn, and participate in on and off campus programs that support the advancement of diversity.

• Opportunities to learn about differences are regularly incorporated into team meetings. HR staff participate in small team meetings on a regular basis and one full staff meeting each month to allow for learning and sharing of information. Additionally, individuals whose expertise would be critical, whose work might be affected by the effort, or who would benefit from professional growth opportunities, may be invited to participate on project work across the department.