

## OVERVIEW

Diversity in all of its dimensions aligns with our first stated Business and Finance value: Respect and Diversity. (“*Treat all persons with dignity; capitalize on the wealth of viewpoints that reside in our multi-faceted community; value all contributions*”) It also promotes high performance.

Our ultimate vision is to become an organization which is broadly representative of all aspects of diversity as well as demographically representative of the larger population at all levels of our organization.

In response to the U-M Blueprints Report, the Senior Leadership of Business and Finance has created a B&F Diversity Plan. This plan will also demonstrate our Strategic Framework Goal: “Best in Class Leadership” by naming actions in alignment with specific goals and objectives from the Human Resources’ Strategic Plan 2010 (see blue boxes), as well as other areas.

**Human Resources’ Strategic Plan 2010**  
**GOAL #5 - TO FOSTER AND MAINTAIN A WORK AND LEARNING ENVIRONMENT THAT IS INCLUSIVE, WELCOMING AND SUPPORTING, AND FREE FROM DISCRIMINATION.**

Components of the B&F Diversity plan come under the headings Recruitment and Selection, Retention, and Climate.

## RECRUITMENT AND SELECTION

**Human Resources’ Strategic Plan 2010**  
**GOAL #5 - Objective A positive improvement in diversity-related goal achievement has been attained.**

### B&F Metrics

- Progress vis a vis the Business and Finance Affirmative Action target goals by race and gender
- Progress towards broadly-defined as well as demographically-representative diversity at all levels of the organization.

### Action 1

Anthony Walesby and OIE will complete and distribute a “B&F Search Manual” and make the related training widely available to managers in Business and Finance. (To be developed by March 1, 2009) Using these materials, on an as-requested basis, Anthony and his staff will train Business and Finance supervisors and managers in skills and behavioral expectations related to diversity in outreach, recruitment, interviewing and selection.

## Diversity Plan for Business and Finance FY08-FY09

Also UHR will make available quick reference materials for supervisors, and senior leadership will encourage managers to consult with Jean Tennyson, the UHR Diversity recruiter.

### Action 2

Senior leadership (e.g. each AVP) will institute a review of series of positions, analyzing the data for patterns and trends relating to:

1. the representative make up of the applicant pool (to ensure diversity of applicants)
2. the representative make up of the final interview pool (to ensure diversity of interviewees)
3. the recommended final candidate and the decision process (to ensure diversity of hires or promotions)

Once having completed these reviews, they will provide direction as to how to proceed.

In FY09, UHR will provide checklists and tools to aid with the analysis.

### Action 3

B&F HR staff will be charged to work more actively with managers on the diversity of the hiring process for the series of positions identified in Action 2.

*By working with UHR and the Diversity Recruiter, BFHR staff should assist managers during the recruitment process to ensure there is a diverse applicant pool. They will also help support the diversity of the final interview list by reviewing the broader applicant pool and providing additional names of qualified applicants to be considered as needed.*

*If the selection process did not result in hiring candidates who matched the diversity of the applicant pool, BFHR should assist managers through a root cause analysis as to why this occurred. This may include analyzing why the applicant pool did not contain a sufficient diversity of qualified applicant. BFHR staff may also work with managers to suggest broader sets of backgrounds and skill sets that should be considered.*

### Action 4

For targeted job groups, Senior Leadership will take actions to promote outreach to build a diverse pipeline into those jobs. (This includes creative apprenticeship and intern proposals.)

## RETENTION

### Action 5

In FY08, UHR will develop tools and a template to be used for the retention interview process. Each B&F Senior Leader will implement a retention interview process by July 1, 2008, with retention interviews being completed during FY09.

## CLIMATE

### Human Resources' Strategic Plan 2010

**GOAL #5 - Objective** A U-M diversity network has been created to enhance the U-M positive and welcoming work environment.

#### Action 6

In FY08 Senior Leadership will explore creating a B&F Diversity Network for B&F staff, (possibly including or as part of the B&F Diversity Committee). This network will bring increased awareness of diversity issues and skills, including archetypal cultural differences that impact communication, hiring and conflict. If agreed to by Senior Leadership, this type of program will be implemented in FY09.

#### Action 7

Senior Leadership will ensure that managers appoint a diversity of team members to teams and cross functional committees, such that all B&F teams and committees (particularly cross-functional groups) are broadly diverse and inclusive.

#### Action 8

DPS will continue Diversity Training as part of the ongoing professional training provided for its officers and staff.

#### Action 9

B&F Managers in AEC and Purchasing will continue supporting work to increase minority-owned business purchasing with

### Human Resources' Strategic Plan 2010

**GOAL #5 - Objective** Faculty and staff managers are aware of resources and training that address climate issues and allegations of discrimination and harassment as well as other related issues.

#### Action 10

During FY09, Business and Finance will conduct an OIE Campus Commitment Training as one of the monthly sessions for the Expanded B&F Forum leadership group. This educational session will explain diversity related law, policy and climate issues and their implications.