Cornell University
Division of Human Resources

Toward New Destinations:
2016-2017 Outcomes

Overview

The HR Diversity Council develops, implements, and evaluates initiatives that lead to greater diversity and inclusion throughout our division and HR community. Our charge is to:

- Align HR's Toward New Destinations efforts with the university's overall goals;
- Advise the division's senior leadership on diversity issues;
- Drive a diversity communication strategy; and
- Reinforce a workplace that values diversity and inclusiveness within the division, and in turn influences culture throughout the university.
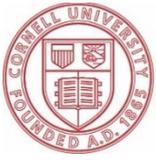
Initiative 1: Hiring		
Principle: Composition	**Constituency:** Administration and Non-Academic Staff	**Population:** Veterans, Individuals with Disabilities, LGBTQ
Initiative Description:	The HR Diversity Council seeks to increase the number of veterans, individuals with disabilities, and LGBTQ+ people that are hired in the Division and at the University; and to create an inclusive staff hiring and search toolkit and supporting training module. In collaboration with the Recruitment and Employment Center, the Council seeks to (1) increase the number of strategic partnerships with local, state, and national organizations focused on hiring from these target populations; (2) increase the number of applicants and hires made from the LGBTQ+, veteran, and disability populations; and (3) assess and determine any "bottlenecks" in the search and hiring process in order to create a toolkit for the staff search process.	
Measures:	An increase in partnerships with organizations; an increase in the number of postings sent to these organizations for advertising; an increase in the number of applicants from these populations; and ultimately, an increase in hires made from these populations.	
Outcomes to Date:	In the first year, the Office of Workforce Recruitment & Retention identified organizations with which the Division could collaborate. These organizations include the National Gay & Lesbian Chamber of Commerce, the Consortium of Higher Education LGBT Resource Professionals, and others. Additionally, WRR identified free tools that could be implemented to align military occupational specialty codes with Division postings. Resource guides for recruiting veterans and individuals with disabilities were identified and will be updated as part of the toolkit.	
Status and Next Steps:	Continuing	

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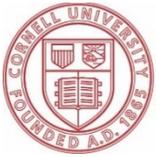| Initiative 2: Intergenerational Program		
Principle: Engagement	**Constituency:** Administration and Non-Academic Staff	**Population:** N/A
Initiative Description:	In partnership with Organizational Workforce Development, the Department of Inclusion and Workforce Diversity, and HR Analytics, the HR Diversity Council seeks to develop a professional development program aimed at addressing generational differences in the workplace. The workshops/sessions will be piloted to the HR Community in the fall and offered through the Inclusive Excellence Academy for all University staff in the spring.	
Measures:	The defined learning goals for the program are: 1) Shed tendencies toward generational stereotyping by bringing to light generational similarities; 2) Understanding personality preferences mold the way we act on the world; 3) Communicate cross generational work style norms and needs to collaboratively and effectively work together; and 4) Learn how to engage the "whole person" in helping team members from every generation apply their unique talents and contributions. In collaboration with HR Analytics and Organizational Workforce Development, a mechanism for measuring program effectiveness (i.e. measuring knowledge gains and extent to which learning goals were met) will be developed. This may be pre-post surveys or another means of measurement. This will be determined once the content and structure of the program are fully developed.	
Outcomes to Date:	In December 2016, a pilot program was offered to staff who had completed the Leadership Academy through Organizational & Workforce Development. Based on program evaluations a pilot program occurred in April 2017 for the broader staff population. The program was not as widely attended as hoped, with only 10 of the 22 registered attending. Only 7 program participants completed the post-survey. Four indicated that they would be interested in a longer version of the pilot, as opposed to the 90-minute version, and 3 indicated that they neither agreed nor disagreed with that statement. Program participants did indicate that they found value in elements of the session, particularly the group discussion.	
Status and Next Steps:	Continuing	

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Initiative 3: Disability Inclusion

Principle: Inclusion	**Constituency:** Administration and Non-Academic Staff	**Population:** Individuals with Disabilities

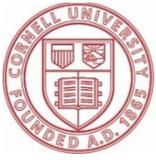|	
Initiative Description:	This initiative seeks to measure – via an anonymous survey – the percentage of HR staff who currently qualify for protections under the Americans with Disabilities (ADA). This will enable the division to establish a baseline for measuring our growth in recruiting, hiring, and retaining qualified individuals with disabilities. The survey will also be utilized to tap into the firsthand experience of our colleagues with disabilities, so that we can learn specific information about what we are doing well and where we might make improvements to provide an even more disability-inclusive work environment. Survey results will be compiled and analyzed by HR Analytics, and shared with HR leadership. The HR Diversity Council will use the findings from the survey to tailor future disability professional development to the specific needs of our division.
Measures:	Administration of the survey and the successful identification of trends and patterns that will be the topics for programs, as well as the identification of policies or practices that can be implemented within the Division.
Outcomes to Date:	89 members of the Division chose to participate in the survey (about half). Thirty percent of participants indicated that they qualified as an individual with a disability. The percentage of individuals with invisible disabilities far exceeds that of individuals with visible disabilities (78% invisible, 15% visible, 7% both). Half of the individuals who indicated they had a disability said they disclosed their disability to their supervisor, and 92% indicated they had a "very positive" or "positive" experience. This contrasts with the 54% who indicated that their experience was "very positive" or "positive" when they disclosed to their previous employer. While 64% of HR IWDs strongly agree that their current supervisor treats all members of the workgroup fairly, only 42% strongly agree that Cornell strives to be inclusive of IWDs and only 25% strongly agree that Cornell treats IWDs fairly.
Status:	Continuing

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Toward New Destinations:
2017-2018 Proposed Initiatives

Initiative 1: Hiring		
Principle: Composition	**Constituency:** Administration and Non-Academic Staff	**Population:** Veterans, Individuals with Disabilities, LGBTQ
Initiative Description:	The HR Diversity Council seeks to increase the number of veterans, individuals with disabilities, and LGBTQ+ people that are hired in the Division and at the University; and to create an inclusive staff hiring and search toolkit and supporting training module. In collaboration with the Recruitment and Employment Center, the Council seeks to (1) increase the number of strategic partnerships with local, state, and national organizations focused on hiring from these target populations; (2) increase the number of applicants and hires made from the LGBTQ+, veteran, and disability populations; and (3) assess and determine any "bottlenecks" in the search and hiring process in order to create a toolkit for the staff search process.	
Success Measures:	Successful partnerships with identified organizations; implementation of tool for translating military occupational specialty codes; development of a process map and designated audit points for the search process; pilot of tool to write more inclusive position descriptions; an increase in the number of postings sent to organizations for advertising; an increase in the number of applicants from these populations; an increase in hires made from these populations.	
Action Steps:	- Through WRR, reach out to identified organizations and begin establishing formal partnerships for targeted pipelines. - Select MOS translation tool and update Military resources websites. - Develop training/resources for writing inclusive position descriptions that include MOS codes and essential requirements. - Launch Recruitment Ambassador Program (RAmP) pilot.	
Timeframe:	Multi-year: Year 2	

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Initiative 2: Intergenerational Program		
Principle: Composition	**Constituency:** Administration and Non-Academic Staff	**Population:** N/A
Initiative Description:	The pilot programs launched in 2016-17 received mixed reviews. While participants favored the opportunity to discuss generational differences with colleagues, they found the content presented to be less applicable and not specific to their roles. Using the feedback and the lessons learned from the pilot programs, we will revise both programs to shift the focus to understanding the business case for hiring and retaining millennials, reviewing workforce trends both nationally and at Cornell, and identifying specific actions that HR professionals should take in order to ensure they are creating a welcoming workplace environment for millennials.	
Success Measures:	The successful development and delivery of a workshop focused on the business case for millennials in the workplace; revision of the pilot program launched through OWD to focus on specific action items for professionals to undertake in order to create a welcoming environment for new generations entering into the workforce; feedback for both programs.	
Action Steps:	- Review new program content and determine whether the 2-day or 90 minute program format would be more appropriate for a program focused on current workforce trends and incorporating Cornell-specific date. - Design and pilot the new program through OWD. - Delivery of an abbreviated program to the HR Community.	
Timeframe:	Multi-year – Year 2	

Initiative 3: Disability Inclusion

Principle: Inclusion	**Constituency:** Administration and Non-Academic Staff	**Population:** Individuals with Disabilities
Initiative Description:	Thirty percent of respondents to the HR staff survey self-identified as individuals with disabilities, and 85% of these indicated their disabilities were invisible. Participants who indicated they were apprehensive about disclosing their disabilities in the workplace cited concerns that co-workers would perceive them as lazy or unable to do the work required of them. Using the firsthand experience of our colleagues with disabilities, we will design a training program for all HR staff focused on understanding invisible disabilities and creating a more welcoming workplace. Additionally, we will develop and implement a set of standard procedures to be followed for all division-wide or large meetings within HR to proactively ensure we are creating an inclusive environment for IWDs.	
Measures:	The successful development and implementation of standard procedures to make all large HR meetings disability-inclusive; the percentage of requests for accommodations received for large HR meetings; feedback on accommodations. The development and delivery of a training focused on invisible disabilities. Survey measuring satisfaction with the training; self-identified gains in awareness; and knowledge gains. The self-identification rate of 30% will be used as baseline for measuring our growth in recruiting, hiring, and retaining qualified IWDs. This will also be compared to the division's voluntary self-identification rate on the university-wide survey that will be conducted in the fall.	
Action Steps:	• Develop and implement standard procedures to be followed for all division-wide and large-department meetings within HR. • Develop the first of two programs to be presented to the entire division, with a specific focus on understanding invisible disabilities and recognizing/reducing implicit bias.	
Timeframe:	Multi-year: Year 2	