

## **EXTERNAL COMMUNICATION**

### **Section 46a-68-35**

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

The UCHC sought technical assistance with the Commission on Human Rights and Opportunities on August 25, 2009 regarding writing a narrative for two (2) hires that occurred during the reporting period.

Notices are sent to all of the unions that represent the Health Center's employees to confirm the commitment to affirmative action and to acknowledge that UCHC is an Affirmative Action/Equal Opportunity employer. This notice also includes an invitation to review and comment on the Affirmative Action Plan, **Exhibit # 1**.

The Office of Diversity and Equity's (ODE) website was updated as part of the effort to keep employees current about affirmative action programs and policies and to assist managers in the hiring process. The Health Center has put itself on public record as an Affirmative Action and Equal Opportunity employer.

The University of Connecticut Health Center continues to evaluate and modify its recruitment and hiring procedures. This is done in recognition of the fact 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 Human Resources staff continues to use the Recruitment Policy and Procedure. The entire Procedure and required forms are included in this section, **Exhibit #2**. These forms are available through a shared computer drive or by contacting the Human Resources Department. The Human Resources Employment Services Unit is continuously reviewing these procedures to ensure the best methods to achieve a more diverse workforce are being utilized. A checklist is completed for each search documenting that efforts were made in attempting to recruit qualified goal applicants, **Exhibit # 3**.

All job openings are posted weekly on the Health Center Website and a printed copy of the positions is posted on various bulletin boards and e-mailed to the collective bargaining units by the Human Resources Department. A printed copy is kept at the Human Resources reception area for walk-in applicants to view. Our website has a link to the Department of Administrative Services where other State agencies are linked, and in fact is linked to many other sites wherever the Universities or hospitals are listed. Both the website and the printed bulletin have a description of the vacancy, minimum education and experience requirements and the beginning salary level. The announcements also include a Telephone Devices number for the Hearing-Impaired number (TDD#) for those candidates requiring special assistance.

In an effort to reach qualified goal candidates advertisements were placed in the Equal Opportunity Employment Journal (distributed to colleges, universities, tech schools, medical schools, etc.), Minority Nurse, Lat.Pro.com (job board for Hispanic, Latino and

other Spanish and Portuguese bilinguals in the USA and Latin America), Tuskeana 2009 Yearbook (Tuskegee University), IMDiversity.com (career site for underrepresented minorities and women), and Monster.com which extends the advertisements to BlackPlanet.Com, an online community for African Americans, MiGente.Com, an online community for English speaking Latinos, AsianAvenue.Com, an online community for the Asian American Community, NAACP.org, the National Association for the Advancement of Colored People, HispanicOnline.com, an online resource for English-language news and information, GayWork.Com, an online community for both gay and lesbian individuals, Third Age, a site committed to strengthening the role of ThirdAgers in society, The Retired Enlisted Association, the voice of the Retired and Active Duty enlisted; and Womens Sports Services, LLC, the leading career development and recruitment solutions company in sports, specializing in job placement for women, minorities and professional athletes. The Health Center also placed ads in local newspapers, occupational related magazines, publications and web sites. The two (2) page ad in the New England Nursing Magazine, the nursing student's guide to the best career opportunities, **Exhibit #13**. Samples of advertisements are included in this section, **EXHIBIT #4**.

We continue to ask hiring managers about their contacts or membership with professional organizations, church organizations, organizations that address women's issues or minority group issues or any other related organizations in an effort to broaden our recruitment sources. Some of those sources include, Society for Human Resources Management, International Personnel Management Association, American Association for Laboratory Animal Science, American Veterinary Medical Association, Association for Medical Records Administrators, Society for Clinical Research Associates, Connecticut Health Information Management Association, American Association of Clinical Endocrinologist website, Connecticut Library Association, Connecticut State Dental Association, American Dental Association, American Society of Law, Medicine and Ethics, etc.

During the past plan year we have worked with departments to develop detailed written recruitment plans with specific targeted strategies for recruitment of qualified goal applicants. These also included identification of face to face networking activities such as national meetings, contacting colleagues at other institutions that may be able to identify candidates that may be interested in our positions. The results of these activities are tracked in each search for focus on methods and sources that show a record of success and broaden our external contacts.

Recruitment for physician staff included ads in many professional journals, direct mailings to medical/dental schools, postings at conferences and direct hires from graduates of our own medical and dental programs. A listing of some of the other journals and websites used this year for physician recruitment is **Exhibit #5**.

During this reporting period we repeated sending a direct mailing to all Psychiatrists in the states of Massachusetts, Connecticut, Rhode Island and New York in an effort to increase the candidate pool, **Exhibit #15**.

All employment advertisements omit any reference to age or gender and include the language that the Health Center is an Affirmative Action/Equal Opportunity employer, except in the case of a bona fide occupational qualification. Women, minorities and persons with disabilities are encouraged to apply.

The Health Center's Office of Health Career Opportunity Programs has as a top priority for the Schools of Medicine and Dental Medicine to recruit and retain students from diverse groups that are underrepresented in American health care professions. They actively recruit minority medical and dental students and support those enrolled throughout the academic year. This program is a source of applicants for vacancies at the Health Center. Included is information concerning the program, **Exhibit #6.**

The Health Center sponsored a Clinical Career Day that was targeted to high school students in Connecticut and Massachusetts to learn about health careers in medicine, dental medicine, rehabilitation services, diagnostic imaging, nursing, pharmacy, etc. Approximately three hundred twenty (320) students from over twenty-one (21) high schools participated. The staff of Human Resources along with various departments participates in the planning of this program, **Exhibit #7.**

In an effort to expand our pool of qualified applicants to include more traditionally underrepresented minority persons the Human Resource Department attended the following career fairs: City of Hartford, Naugatuck Valley Community College, Tunxis Community Technical College; Connecticut Public Health Association, Fairfield University, University of Connecticut School of Social Work, University of Massachusetts, Western Connecticut State University, Advance Job fair for Respiratory Care occupations, Southern Connecticut State University, Nursing Spectrum, Sturbridge Healthcare Symposium, Yale University School of Nursing, Three Rivers Community College, Athena Nursing Research, Horizon's Critical Care Nursing, University of Connecticut School of Nursing, Connecticut League of Nurses, University of Connecticut Junior Nursing Students, Career Builders.Com, Connecticut Student Nursing Association, Quinnipiac College, St. Joseph College, Central Connecticut State University, Advance for Nurses, Department of Administrative Services, Goodwin College Nursing, and the annual Urban League job fair. Recruitment booths were set up at the Nursing Leadership Conference and the Athena Research Conference. This is not only a recruitment source, but a public relations opportunity to market the health center as a great workplace, **Exhibit #8.**

Six (6) open houses were held at the Health Center targeting nursing positions. Ads were placed in the local newspapers and Advance Magazine for Nursing. Approximately 25-30 applicants attended each session, which were held at various times of the day and evening, **Exhibit #14.**

A Representative from the Office of Diversity and Equity worked on the planning committee for the Urban League Job Fair that was held on April 16, 2009 at the Rentschler Field in East Hartford. Specific responsibility was to plan and implement the financial education component of the Career fair (developed topics, secured presenters

and served as staff for the event). The UCHC, Department of Human Resources secured a recruitment booth at the Career Fair. The emphasis again this year was on recruitment for both entry level and advanced level professional jobs. Due to the current economic conditions, the fair had its highest number of attendees, over one thousand (1,000). At this fair the staff spoke to well over 200 applicants regarding opportunities in areas such as information technology, social work, general administrative and technical occupations at the Health Center. Thirty-nine (39) companies participated. **Exhibit #9.**

Our continuing efforts through face-to-face discussions with area schools, community agencies and college and local job fairs are designed to cement ongoing relationships and to develop additional recruitment sources. These contacts are the result of efforts to improve a successful outreach program and receive qualified referrals from these resources and contacts. Human Resources discusses the types of occupations available at the Health Center, showcases the website with a laptop computer and also brings copies of vacancy announcements. Applicants without access to a computer are invited to come to the Health Center to use equipment located in the Human Resources Department. The HR staff provides any assistance that an applicant may require.

Attended on April 29, 2009 Suffield High School career fair for members of the sophomore, junior and senior classes. One hundred and three (103) students attended with family members and friends. Booklets of Hot Jobs in the Health Care were handed out which gave alternative positions for those not looking to become physicians, and a Prescription for Success booklet was handed out which had suggestions on applying for a position (cover letter, resume writing, etc.), **Exhibit #11.**

Human Resources worked with area community colleges such as Goodwin and Tunxis in an effort to provide internship/externships for students. Some of those areas are medical assisting, nursing, clerical and other health related occupations. A listing of these agreements can be found in the Innovative Programs section of the plan.

The Human Resources Officers continue to promote "hot careers" in health care through their established relationships with the area school guidance counselors and hold sessions with the students. They offer services such as interviewing and resume writing. During this reporting period a Human Resource Officer attended the Fox Institute of Business to teach interviewing techniques to the future Medical Assisting graduates, and attended their Business Medical Assisting Advisory Board Meeting to share ideas with them on how to better meet the needs of their students and the community, **Exhibit #12.**

The staff of Human Resources participates in activities in conjunction with the various schools to assist students in areas such as business ethics, interviewing tips, resume writing, time management, etc. Additionally staff served on a number of panels around the State that were sponsored by the educational facilities and addressed a variety of issues of the students and parents. One such panel titled "The Parental Role in a College Student's Job Search" was well attended by both the students and their parents. We will continue to foster our relationships with the educational facilities during the coming year.

The Office of Diversity and Equity continued it's efforts to insure all processes for hiring are followed and to increase recruitment efforts. Please see **Exhibit #10** for samples of our efforts.

A search process was developed for faculty, director, and above positions, and it will be implemented and reported on during the next reporting period. This process complies with UCHC policies for a documented open and competitive search process, which involves mandatory committee member training, and approval by ODE on documented recruitment efforts; applicant evaluation, and selection procedures. In an effort to assist committee members with recruitment a Search Committee Resource web page was developed and will be implemented during the next reporting period in July 2009. It will be located on the ODE website, and has information about search committee responsibilities for recruitment, evaluation, candidate recommendation and affirmative action and equal employment opportunity requirements for faculty and management positions.

The Office of Diversity and Equity and Human Resource staff participated in various workshops sponsored by the Connecticut Association of Affirmative Action Professionals, Connecticut Chapter of the International Personnel Management Association, and attended required training conducted by CHRO and PCSW.