



# UNIVERSITY *of* MARYLAND, BALTIMORE

Personnel Action Review: FY 2013–2015

March 28, 2016

*umaryland.edu*

## 2015 Conversation on Race: Themes

1. Cultural Competency
2. Community Service and Engagement
3. Career and Professional Advancement

## 2015 Conversation on Race: Themes

1. Cultural Competency
2. Community Service and Engagement
- 3. CAREER AND PROFESSIONAL ADVANCEMENT**

## Career and Professional Advancement

1. Does the University lack clear career pathways—particularly at lower paid positions—that would provide underrepresented minorities opportunities to advance their careers at UMB?
2. Is there a lack of underrepresented minorities in leadership and supervisory positions at most levels of the University?
3. **Are underrepresented minorities—particularly African Americans—routinely passed over for promotions and other advancement opportunities?**

## Career and Professional Advancement: Recommendations

1. Enhance efforts to promote a culture of diversity and inclusion—particularly in its workforce—as prescribed by the *2011–2016 Strategic Plan*.
2. Evaluate UMB’s job classification system and, where necessary, modify the system to create a clearly defined career advancement pathway and career development opportunities for each position.
3. **Conduct a comprehensive analysis of UMB’s personnel actions relating to recruitment, promotion, tenure, reclassifications, and equity adjustments.**

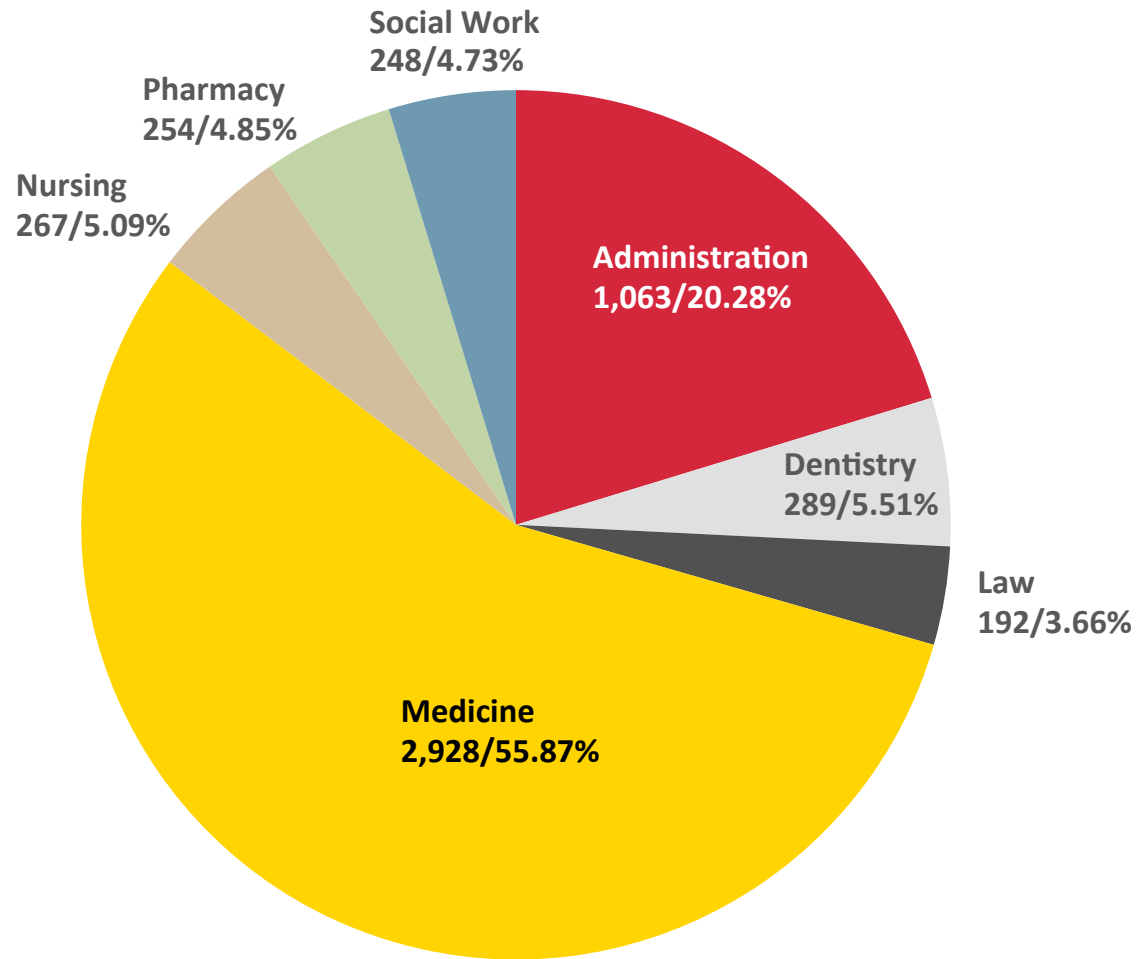
# UMB Minority Representation vs. Regional Availability

Race/Ethnicity/Gender	2014 Employee Headcount	% of UMB Workforce	Regional Availability	Difference btwn Workforce % and Availability
<b>Black</b>	1,262	23.75%	18.60%	5.51%
<b>Asian/Pacific islander</b>	752	14.15%	9.06%	5.09%
<b>Hispanic</b>	101	1.90%	4.10%	-2.20%
<b>Native American</b>	9	0.17%	0.10%	0.07%
<b>Two or More Races</b>	4	0.08%	1.52%	-1.44%
<b>Minorities</b>	2,128	40.04%	33.62%	6.42%
<b>Women</b>	3,155	59.36%	53.43%	5.93%

# UMB Employment: Women and Racial/Ethnic Minorities

Year	Women	% of Total Headcount	Minority	% of Total Headcount
2014 –15	3,155	59.36%	2,128	40.04%
2013–14	3,145	59.28%	2,165	40.81%
2012–13	3,135	59.23%	2,176	41.11%

# UMB Employment by Campus Unit





## Analysis of Personnel Actions: **STAFF** (FY13–15)

The following positive actions were reviewed – actions that represent an increase in responsibility, pay, benefits, or other valuable job benefit.

- Acting capacity
- Equity adjustments
- Competitive promotion with pay
- Competitive promotion without pay
- Reclassification with pay
- Retention with pay
- Conversion to regular status
- Approved pay change

## Analysis of Personnel Actions: **FACULTY** (FY13–15)

The following positive actions were reviewed – actions that represent an increase in responsibility, pay, benefits, or other valuable job benefit.

- Equity adjustments
- Rank change with pay
- Rank change without pay
- Tenure change with pay
- Tenure change without pay
- Retention with pay
- Approved pay change
- Appointment

# Analysis of Personnel Actions: **STAFF** – Race/Ethnicity

Action	White	Black	Asian	Other	Total
Positive	611 (25.74%)	421 (28.18%)	101 (23.65%)	41 (27.89%)	1,174
No Positive Action	1,763 (74.26%)	1,073 (71.82%)	326 (76.35%)	106 (72.11%)	3,268
Total	2,374	1,494	427	147	4,442

Chi Squared P Value = **.1877**

No statistical differences between staff positive personnel actions and race/ethnicity.

# Analysis of Personnel Actions: **STAFF** – Gender

Action	Male	Female	Total
Positive	375 (25.81%)	799 (26.73%)	1,174
No Positive Action	1,078 (74.19%)	2,190 (73.27%)	3,268
Total	1,453	2,989	4,442

Chi Squared P Value = .5129

No statistical differences between staff positive personnel actions and gender.

# Analysis of Personnel Actions: **FACULTY** – Race/Ethnicity

Action	White	Black	Asian	Other	Total
Positive	447 (23.43%)	54 (21.60%)	127 (20.75%)	22 (21.15%)	650
No Positive Action	1,461 (76.57%)	196 (78.40%)	485 (79.25%)	82 (78.85%)	2,224
Total	1,908	250	612	104	2,874

Chi Squared P Value = **.5303**

No statistical differences between faculty positive personnel actions and race/ethnicity.

# Analysis of Personnel Actions: **FACULTY** – Gender

Action	Male	Female	Total
Positive	321 (21.72%)	329 (23.57%)	650
No Positive Action	1,157 (78.28%)	1,067 (76.43%)	2,224
Total	1,478	1,396	2,874

Chi Squared P Value = **.2364**

No statistical differences between faculty positive personnel actions and gender.

# Creating a Culture of Opportunity: Next Steps

1. Career Advancement Pathways
2. Career Development
3. Office of the Ombudsperson
4. Climate Survey

## Career Advancement Pathways

- Developing career pathways that provide employees a clear route to advancement.
- Starting at the lowest paid positions: housekeepers, security guards, and vet facility aides.
- These positions employ the highest shares of underrepresented minorities.
- The career pathways will provide employees structure and opportunity to move into jobs that have greater, and broader, growth potential.



## Career Development

- Identifying competencies for every job at UMB so that employees will know what skills and training they need to move into a job above their own.
- Implementing a training system this year to help employees master these competencies and help their supervisors provide appropriate development opportunities.
- Planning to add a staff person in HRS dedicated to coordinating this suite of career development efforts.

# University Ombudsperson

- The Ombuds will help employees with strategies and tactics to resolve conflict, improve their work climate, and enhance job satisfaction.
- Operating out of the Office of Accountability and Compliance, the Ombuds will collaborate with HRS and its career advancement coordinator to train supervisors and employees in conflict management and workplace civility, so that these become Universitywide capabilities.

# Climate Survey

- Launching a campus climate survey with Gallup, a respected research-based consulting organization known for its in-depth understanding of people and their opinions.
- This initiative is part of the “promote diversity and a culture of inclusion” theme in UMB’s 2011–2016 strategic plan.
- This confidential survey will allow us to hear more from you on topics such as diversity and inclusion, job satisfaction, and campus environment.
- It will give an honest, accurate snapshot of where we are as a University and what we need to retain or change to reach our “best place to work” goals.
- **Please participate.** You should be able to complete the survey in 5-15 min.



UNIVERSITY *of* MARYLAND, BALTIMORE

Quarterly Q&A

*umaryland.edu*