

# Top 2019 Listening Tour Themes

## What we heard:

**Vanderbilt values inclusion, yet we do not always make individuals feel a part of Vanderbilt once they are here.**

- Vanderbilt is not always seen as a place where staff feel that they can be their authentic self and where there are safe spaces to express themselves.
- The creation of employee resource or affinity groups is a recommendation.
- Staff often feel undervalued and underrepresented in comparison to faculty and students.

### Vanderbilt Campus Resources:

- [Office for Equity, Diversity and Inclusion](#)
- [Black Cultural Center](#)
- [Japanese Cultural Foundation](#)
- [Lesbian, Gay, Bisexual, Transgender, Queer, & Intersex Life](#)
- [LGBTQ At School of Nursing](#)
- [Military/Veteran](#)
- [Child & Family Center](#)
  - [Family Life Resources](#)
  - [Boomers, Elders & More Caregiver Group and Resources](#)
- [Peabody Office of Equity, Diversity, and Inclusion](#)
- [Religious Life](#)
- [Vanderbilt's Equal Employment Opportunity Office](#)
- [Women's Center](#)
  - [Parenting Groups](#)

### Department Resource Groups

- [Vanderbilt University Information Technology's \(VUIT\) Inclusion and Diversity Advisory Board](#)
- [School of Nursing Diversity and Inclusion Committee](#)
- [Human Resources Diversity and Inclusion Committee](#)

## Actions we're taking:

- Unconscious Bias Training has restarted beginning with executive-level leadership, and is now moving throughout the departments of the University and is included in New Hire Orientation.
- The EDI Office and HR are partnering on plans to sponsor employee affinity groups. Where those are being assembled, HR and EDI will be making visible existing groups and resource connections.

**What we heard:** Barriers exist in the hiring and advancing of careers, particularly so for diverse candidates and staff.

### HIRING

Job postings:

- Education and experience requirements may not correlate to someone being successful in the role and can exclude qualified individuals.
- Postings will benefit from inclusion of a transparent career framework for positions at Vanderbilt
- When recruiting, potential candidates need to see diverse recruiters or staff members who look like them representing the university.

### ADVANCING

- Internal job moves feel like we are reinventing the wheel each time.
- There is no clear model for how individuals may expect to progress in their career at Vanderbilt. There need to be clearer internal paths for promotional opportunities and a disclosure of salary bands for posted positions.
- The current "Feed Forward" performance plan model does not provide, while sufficient opportunity, for feedback. The former model required discussions and confirmation to HR that a performance evaluation had been conducted while, the current model does not.

### ADVANCEMENT OF UNDERREPRESENTED POPULATIONS

- Minorities appear underrepresented in VU leadership.
- It is acutely felt by African American women that promotional and growth opportunities are not made visible.

## Actions we're taking:

- HR is establishing a career framework structure, that includes transparency on core and desired competencies, as well as compensation bands. This will take some time to do well, and we are committed to this result.
- The process for internal promotions will be evaluated for streamlining and clarity.
- HR is committed to developing workforce dashboards to evaluate areas of underrepresentation and to work with departments to make meaningful improvements.
- Listening tours will continue in 2020 to remain apprised of staff experiences and to evaluate progress.

## What we heard:

**Not everyone can participate in the Listening Tours and those who cannot should be heard, as well.**

## Actions we're taking:

- A broad-based staff engagement survey will be conducted in early 2020.
  - Communications are forthcoming.
  - The survey will be conducted by Gallup and results are anonymous.
  - Surveys will be conducted every 3 years to assess progress, and more discrete "pulse surveys" on specific topics will be utilized with greater frequency.
- To the extent possible, responses on EDI questions will be compared to the 2013 survey responses.

## What we heard:

**Vanderbilt does a good job of coming up with ideas but we fail when it comes to execution.**

## Actions we're taking:

- Publishing intentions and actions holds us accountable to progress.
- The University Diversity Council chaired by William H. Robinson, Ph.D. and André L. Churchwell, M.D., comprised of staff, students and faculty, continue to evaluate a number of issues, including minority leadership and other recommendations from the 2015 Chancellor's Diversity Report

