

Increase Demographic Diversity in Applicant Pools and Hiring Yields

Brief Rationale	Increase percentage of underrepresented groups (females and minorities) in leadership positions and skilled trades to be more reflective of the University population that we serve.
Objective 1	Identify and develop emerging leaders (1).
Objective 2	Actively recruit and promote candidates for skilled trades positions, with a special emphasis on underrepresented groups.
Supporting Tasks	<ul style="list-style-type: none"> Partner with the Office of Human Resources to implement a leadership development and succession planning pilot program to include the identification of emerging leaders, using an inclusive lens. Partner with a local vocational school and/or high school to establish a pilot program for a pipeline for talent, with a special focus on female and minority candidate recruitment for skilled trades positions (2).
Measurable Outcomes/ Assessment Tools	<ul style="list-style-type: none"> Number of employees in underrepresented groups participating in leadership development pilot program. Percentage of employees identified as emerging leaders in underrepresented groups. Number of new hires in skilled trades positions from underrepresented groups.
System of Accountability	Monitor demographics in skilled trades and leadership positions. Increase the percentage of employees in underrepresented groups by 3% for leadership positions (director and above) and skilled trades positions. Track via Diversity Scorecard.
Timeline	<ul style="list-style-type: none"> Summer 2019, conduct succession planning workshop to identify emerging leaders. Autumn 2019, implement leadership development pilot program in FOD. Spring 2020, initiate vocational school/high school partnerships. Implement a pilot internship program autumn 2020.

Implement Strategies to Enhance Retention of Diverse Populations

These include training and development opportunities; coaching, mentoring, and leadership development programs; and opportunities for promotion and internal career progression.

Brief Rationale	Reduce turnover of staff from underrepresented groups.
Objective 1	Develop inclusive leaders and cultivate an inclusive work environment.
Objective 2	Develop peer mentors.
Supporting Tasks	<ul style="list-style-type: none"> Incorporate an inclusive leadership component in the leadership development pilot program. Develop and implement a peer mentorship pilot program (3).
Measurable Outcomes/ Assessment Tools	<ul style="list-style-type: none"> Turnover rates for staff in underrepresented groups. Number of supervisors/managers completing inclusive leadership training. Number of staff involved in a formal mentorship pilot program (receiving training on and serving as a mentor/participating as a mentee). Percentage of those from underrepresented groups. Develop and implement an internal pulse survey to assess perceptions of inclusion within A&P. Inclusion was defined in the EE Survey as “an environment of involvement, respect and connection” and can be measured in part by a composite score from key questions from the employee engagement survey.
System of Accountability	<ul style="list-style-type: none"> Diversity Dashboard. Inclusive Leadership Training and Mentorship evaluations. Individual and composite ratings by staff on the pulse survey.



Timeline	<ul style="list-style-type: none"> • Autumn 2019, implement leadership development pilot program in FOD to include an inclusive leadership component. • Autumn 2019, Diversity Council to explore options and develop structure for implementation of peer mentoring pilot July 2020. • Autumn 2019, develop pulse survey and determine logistics. • Winter 2020, administer pulse survey.
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Assess Cultural Competence Proficiencies

Provide relevant professional development opportunities for staff.

Brief Rationale	Increase diversity awareness and build cultural competency among staff to support a more inclusive work environment.
Objective 1	Provide information, education, and/or events to increase awareness and understanding of different cultures and populations.
Objective 2	Provide tools and support opportunities for employee engagement, interaction, communication, and collaboration within and across various business units.
Supporting Tasks	<ul style="list-style-type: none"> • Senior Manager of D&I Education to develop and facilitate Diversity Cafes and a Diversity Signature Program for all A&P staff. • Diversity Council to coordinate/promote diversity adventures and educational opportunities available to all staff (4). • Communications to use digital signage to play inclusive videos from programs like Random Acts of Kindness to visually demonstrate what inclusion and respect look like in the workplace and to encourage recognition of staff who are models of inclusive excellence via the All Stars program. • HR to assign Diversity Basics to all new staff in BuckeyeLearn. • HR to assign Implicit Bias training to all new supervisors/managers and conduct refresher training every 3 years. • OHR to assign Sexual Misconduct training to all staff annually,
Measurable Outcomes/ Assessment Tools	<ul style="list-style-type: none"> • Number of staff participating in Diversity Signature program. <ul style="list-style-type: none"> – Average participant rating. • Number of A&P Diversity Cafes held. <ul style="list-style-type: none"> – Average number of participants per Café. – Average participant rating. • Number of staff participating in diversity adventures. <ul style="list-style-type: none"> – Average participant rating. • Number of inclusive videos played on digital signage. • Number of All Star recognitions for D&I efforts. • Number of staff assigned diversity basics and completion rate. • Number of supervisors/managers assigned implicit bias training and completion rate. • Number of staff assigned Sexual Misconduct training and completion rate.
System of Accountability	<ul style="list-style-type: none"> • Diversity Dashboard.
Timeline	<ul style="list-style-type: none"> • Ongoing - Assignment of Diversity Basics, Implicit Bias Training, and Sexual Misconduct Training. • Summer 2019 <ul style="list-style-type: none"> – Senior Manager of D&I Education to facilitate Diversity Cafes. – Communications to play inclusive videos from RAK and other sites on digital display boards. • Summer 2019, explore diversity adventure options for autumn 2019 implementation. • Autumn 2019, Senior Manager of D&I Education to launch Diversity Signature program. • Autumn 2019, Metrics subcommittee to launch Diversity Dashboard.



Evaluate Policies and Practices to Alleviate Inequities

This includes all terms and conditions of employment, such as compensation, promotion, and/or expectations and responsibilities.

Brief Rationale	Ensure the implementation of policies and practices do not result in inequities within or across key job families in compensation and other terms and conditions of employment.
Objective 1	<ul style="list-style-type: none"> • Conduct a salary assessment of various classifications within A&P to identify if any inequities exist in pay based on gender. • HR to review compensation practices to identify practices that may result in gender pay gaps for new hires and promotions.
Supporting Tasks	<ul style="list-style-type: none"> • Conduct salary assessment for all titles in A&P and analyze results. • Conduct research on and implement best practices in compensation. • Promote educational opportunities for women on strategies to advance their careers and build networking and negotiation skills.
Measurable Outcomes/ Assessment Tools	Diversity impact analysis to identify any existing equity issues.
System of Accountability	Buckeye Portal on Salaries – comparison of employees by gender, rank, position, and unit by salary are possible. Work with the Women’s Place on individualized planning around compensation, as necessary.
Timeline	<p>Autumn 2019</p> <ul style="list-style-type: none"> • Conduct salary analysis. • Identify and promote educational opportunities for women on career advancement, networking and negotiations. <p>Winter 2020</p> <ul style="list-style-type: none"> • Conduct research on compensation best practices.

Footnotes

1. Emerging leaders are employees who show high potential for future leadership, possess a high degree of promotability, are able to move one or more levels up in the organization, exhibit high learning agility, and are high performers.
2. HR Generalists and members of the Diversity Council to work to develop a pilot program. Options to explore include but are not limited to (a) Cristo Rey High School, a Catholic, college-preparatory high school with a Professional Work Study Program empowering young men and women of all faiths, from economically challenged families, to graduate from college and achieve a lifetime of success. Cristo Rey Columbus targets under-served youth in central Ohio; (b) Fort Hayes Career Center offers half-day education in construction and transportation course work to prepare students for jobs in the community; (c) Whetstone High School.
3. Peer mentoring pilot groups should include staff from underrepresented groups.
4. Examples of Diversity Adventures might include an Amazon or Gateway movie pass for relevant films, a ticket for a local festival (Octoberfest, Pride Parade), etc.