WORKFORCE STRATEGY:
DIVERSITY, EQUITY, INCLUSION, BELONGING

2020 - 2023
# TABLE OF CONTENTS

- Our Vision .......................................................... 1
- Our Mission ....................................................... 1
- Message from Dean's Office.................................. 2
- Strategy Overview .............................................. 3
- Definitions ......................................................... 4
- Staff Feedback ................................................... 5
- Partnerships, Roles, and Responsibilities ............... 6
- Goals, Objectives, and Actions ............................. 7
- Goal 1: Workforce Diversity ............................... 8-9
- Goal 2: Equitable Practices ................................ 10
- Goal 3: Inclusion ................................................ 11-12
- Goal 4: Education and Awareness ...................... 13-14
OUR VISION
In alignment with UCI’s strategic plan and in partnership with the Office of Inclusive Excellence, Human Resources, and the Office of Equal Opportunity and Diversity, we strive to be a model organization, celebrating a widely diverse and connected workforce that provides an inclusive and equitable environment for everyone, to best service lifelong learners in our global community.

OUR MISSION
With our Core Values as our guide, develop, strengthen, and support initiatives, partnerships, policies, and culture that promote a diverse workforce of individuals who feel that they are equitably treated, respected, heard, valued, and enabled to do their best work. With this at our core, we will enhance innovation and our global student community’s experience, while contributing to the betterment of DCE/DCP.
MESSAGE FROM DEAN'S OFFICE

Dear DCE/DCP,

This strategy is our call to action to advance Diversity, Equity, Inclusion, and Belonging (DEIB) at DCE/DCP by fostering Cultural Competence in our workplace and embedding it into our organizational culture, business practices, policies, and procedures. This is our renewed promise to create an environment that celebrates diversity of thought, backgrounds, and experiences, and one that leverages the unique talents and strengths of staff to achieve greater employee satisfaction, higher productivity, innovation, and enhanced efficiencies.

While serving our global student population and ensuring the diversity thereof remains critically important, this document and strategy it reflects is squarely focused on our workforce and the growth we want to effectuate here at DCE/DCP. We will turn our attention to examining the diversity of our student population and creating strategies designed to advance DEIB on that front as well in a separate document.

We hope that through these efforts and meaningful collaboration with campus partners, DCE/DCP will be a place where staff can be true to who they are so they can reach their potential while also helping the organization achieve our mission and vision of serving lifelong learners in our global community.

Outlined in this strategy are the goals, objectives, actions, partnerships, and roles and responsibilities necessary to create a more diverse, equitable, and inclusive workplace. Achieving the goals laid out in this strategy will require a great deal of collaboration, and in some cases, mind-shift and behavioral changes. Stakeholders have been identified to help create accountability for DEIB results and foster real and sustainable organizational change. We hope that each of you will agree that DEIB priorities support productivity, enhance DCE/DCP’s internal and external credibility, and will contribute to the innovation, agility, and overall success of our organization. We are committed to supporting our DEIB efforts and look forward to seeing positive and long-standing changes in our organization.

Gary, Ian, and Bob
STRATEGY OVERVIEW

The efforts outlined in this strategy are so critical to our organization that DEIB has been made a standalone strategic priority. Like our other strategic priorities, we have identified main areas of focus to direct our efforts. The four areas of focus for DEIB are: Workforce Diversity, Inclusion, Equitable Practices, and Education/Awareness. We believe if we make advancements in these areas, DCE/DCP will be positioned for significant, long-term, sustainable progress. To ensure we are meeting our DEIB goals, the goals and objectives for each area of focus will be measured and evaluated against specific targets and indicators. The purpose of this strategy is to outline a plan to accomplish specific goals and objectives geared at changing the landscape of DCE/DCP not only with respect to visible diversity, but also create a workplace that embraces and leverages the value of differences. The following pages contain detailed summaries of our diversity, equity, inclusion, and belonging goals and objectives. This DEIB strategy was not established independently. Each goal in this plan aligns with our core values, strategic priorities, mission, and vision.
## DEFINITIONS

<table>
<thead>
<tr>
<th>TERM</th>
<th>DEFINITION</th>
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<tr>
<td>Diversity</td>
<td>Innate and acquired differences that make every individual unique including (but not limited to): age, race, ethnicity, gender identity and expression, sexual orientation, disability, socioeconomic status, education, language skills, veteran status, work experience, organizational level, marital status, religion, and perspectives.</td>
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<tr>
<td>Equity</td>
<td>Promoting justice, impartiality and fairness within the procedures, processes, and distribution of resources by institutions or systems. Equity leads to equality.</td>
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<tr>
<td>Inclusion</td>
<td>Empowering all individuals to contribute their unique perspectives and fostering a positive environment in which any individual is welcomed, respected, supported, valued, and encouraged to be their full authentic selves at all times by eliminating both implicit and explicit barriers to communication and participation. The degree to which all individuals are able to participate in decision-making processes and development opportunities within an organization or group.</td>
</tr>
<tr>
<td>Belonging</td>
<td>Belonging is the feeling of security and support when there is a sense of acceptance, inclusion, and identity for a member of a certain group or place. It is the fundamental drive to form and maintain lasting, positive, and significant relationships with others. These relationships can be extended to the organization and its values and to the work itself.</td>
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<tr>
<td>Cultural Competence</td>
<td>Collaborating with and learning from people from different cultural backgrounds while understanding, and appreciating the history, traditions, and cultural practices of ourselves and others.</td>
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STAFF FEEDBACK

The goals and objectives outlined in this strategy were determined by taking time to understand staff perspectives on our workforce and current climate as it relates to DEIB through various feedback mechanisms, including organization-wide surveys, reflection/discussion sessions, engagement data, and individual feedback. The information and data gathered enabled the Dean’s Office, in coordination with Human Resources and external experts, to identify areas of improvement needed and helped build this strategy. The gaps that were identified in the data helped form the basis of the main areas of focus, goals and objectives of this DEIB strategy, and are summarized in major themes below.

**Major Themes Based on Staff Feedback:**

- Championship of DEIB of all staff
- Increase workforce diversity at all levels through enhanced recruitment and sourcing efforts (staff, students, instructors, academic advisory boards)
- Diversity in vendor/supplier and external partnerships to increase diversity where gaps exist
- Educate staff and people leaders by providing resources about DEIB related topics and how to interact with diverse groups
- Create an atmosphere of allyship and comfortability with speaking up against racism, microaggressions, bias, and behavior that is incongruent with DEIB
- Maintain accountability and transparency throughout the organization
- Provide equitable opportunities to all staff, and respect their contributions/value them as team members
- Create psychological safety to promote and maintain an environment where staff feel comfortable sharing thoughts, opinions, and ideas
PARTNERSHIPS, ROLES, AND RESPONSIBILITIES

All Staff:
Support and practice DEIB principles, and provide input to the Dean's Office, HR, Culture Committee, and supervisors on ways to continually improve workplace culture as it relates to DEIB (through voluntary participation in work groups, pulse surveys, and informal sharing of feedback/ideas). Develop awareness of DEIB and cultural competence through participating in educational opportunities and personal reflection.

Culture Committee:
Promote a shared vision of DEIB and support the execution of activities when appropriate (i.e. Addressing Anti-Blackness through education offerings and championing of core values) through partnership with Dean's Office, HR, and other staff members (via working groups, interest groups, etc.).

Dean's Office:
Sponsor the DEIB strategy at the highest leadership level. Deans and Dean's Cabinet members serve as role models and change agents who participate in and drive DEIB efforts to ensure long-term sustainability. Create a culture that is accountable to goals and objectives of the strategy.

Human Resources:
Incorporate DEIB into our organizational policies, processes, and business objectives, in partnership with Dean's Office. Serve as a liaison between the dean's office, culture committee, external experts, people leaders, and staff to help drive the implementation of this strategy.

People Leaders/Supervisors:
Embody DEIB guiding principles in their approaches and decision making. Display a positive commitment to workplace diversity and inclusion by being role models, fostering an inclusive culture, dealing quickly and effectively with inappropriate behavior, recognizing/championing when staff exhibits behavior in line with DEIB, and participating in diversity training and encouraging team members to attend.

Project Teams:
In coordination with the strategic initiative steering committee, support progress toward overall DEIB goals and objectives through focused efforts. Project teams consist of individuals who possess a passion and interest in DEIB and are committed to help DEIB projects come to life.

UCI Campus Partners:
Serve as subject matter experts and consultants to DCE/DCP throughout the execution of this strategy to ensure that the organization is moving in the right direction and is in alignment with UCI priorities. Examples of campus partners include Office of Inclusive Excellence (OIE), Office of Equal Opportunity and Diversity (OEOD), and UCI Human Resources.
### Overview:

<table>
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<tr>
<th>GOALS</th>
<th>OBJECTIVES</th>
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| **1. Workforce Diversity**  
*Create and sustain a diverse, inclusive, and highly engaged workforce at all levels* | • Inclusive Recruitment and Development  
• Retention  
• Sourcing Efforts |
| **2. Equitable Practices**  
*Ensure equal opportunity with proactive workplace resolutions* | • Access to Opportunities  
• Non-Discrimination in the Workplace  
• Fair Pay |
| **3. Inclusion**  
*Cultivate an inclusive workplace where unique talents, skills, and perspectives are valued and leveraged* | • Psychological Safety  
• Mentorship  
• Expand Community Partnerships  
• Onboarding Processes |
| **4. Education and Awareness**  
*Develop a collective understanding of DEIB principles across the organization to set a foundation for all interactions and initiatives* | • Foundational Skill Development  
• Inclusive Leadership Training  
• Recruitment and Hiring Expectations |

**A Measurement and Accountability project team will assist in creating ongoing accountability measures for overall DEIB activities.**
## GOAL 1: WORKFORCE DIVERSITY
*Create and sustain a diverse, inclusive, and highly engaged workforce at all levels*

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<tr>
<th>OBJECTIVE</th>
<th>ACTIONS</th>
<th>COORDINATING POINTS</th>
<th>MEASURING SUCCESS</th>
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<tbody>
<tr>
<td><strong>Inclusive Recruitment &amp; Development</strong>&lt;br&gt;Revamp recruitment and development processes to ensure inclusivity</td>
<td>Develop and institute an Inclusive Recruitment policy that requires diverse interview committees and outlines committee expectations</td>
<td>DCE/DCP Human Resources&lt;br&gt;Hiring Managers&lt;br&gt;Search Committees&lt;br&gt;Office of Equal Opportunity and Diversity&lt;br&gt;UCI Human Resources</td>
<td>Inclusive Recruitment policy created and instituted&lt;br&gt;New job description template created with special focus on required and preferred skills, educational requirements and gender inclusive language&lt;br&gt;100% completion rate of required trainings for search committees and hiring managers&lt;br&gt;Succession plan in place that will help to open opportunities for staff at various levels in the organization</td>
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### GOAL 1: WORKFORCE DIVERSITY Continued

*Create and sustain a diverse, inclusive, and highly engaged workforce at all levels*

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<td><strong>Retention</strong>&lt;br&gt;Identify and address barriers that could lead to lower retention of underrepresented groups</td>
<td>Review demographic data as it relates to voluntary/involuntary turnover and employee satisfaction to identify if any trends amongst under-represented groups exist. If any concerning trends are discovered, identify barriers that lead to higher than average attrition rates and/or dissatisfaction of under-represented groups and put mechanisms in place to increase retention and employee satisfaction.</td>
<td>DCE/DCP Human Resources, Supervisors, UCI Human Resources</td>
<td>Higher retention of under-represented and marginalized groups, Increased employee satisfaction</td>
</tr>
<tr>
<td><strong>Sourcing Efforts</strong>&lt;br&gt;Ensure recruitment outreach is extended to all areas of consideration, locally and nationally, to expand the ability to create a diverse workforce</td>
<td>Develop and adopt recruitment processes, tools, and technology that reach and attract diverse and highly qualified talent. Involve managers and supervisors in targeted outreach and other recruitment activities.</td>
<td>DCE/DCP Human Resources, UCI Human Resources, Hiring Managers, DEIB Project Teams</td>
<td>More diverse applicant pools per data from campus</td>
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## GOAL 2: EQUITABLE PRACTICES

Ensure equitable opportunity with proactive workplace solutions

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<td><strong>Access to Opportunities</strong>&lt;br&gt;Prioritize equitable access and fair distribution of resources/opportunities for all staff and students</td>
<td>Identify, evaluate, and address any current barriers to equitable access to opportunities (i.e. professional development, career advancement) Create scholarship programs for underrepresented students</td>
<td>Dean’s Office/Cabinet Supervisors DCE/DCP Human Resources DEIB Project Teams UCI Human Resources</td>
<td>New and improved policies and guidelines for ensuring fair distribution of resources and opportunities Increasing number of underrepresented students receiving scholarships</td>
</tr>
<tr>
<td><strong>Non-Discrimination in the Workplace</strong>&lt;br&gt;Maintain a workplace free of discrimination and retaliation</td>
<td>Outline expectations and consequences for behavior that does not align with University policy and/or DCE/DCP core values</td>
<td>DCE/DCP Human Resources Supervisors Office of Equal Opportunity and Diversity</td>
<td>Pre and post data from OEOD Staff feedback</td>
</tr>
<tr>
<td><strong>Fair Pay</strong>&lt;br&gt;Ensure fair pay among DCE/DCP staff</td>
<td>Collaborate with Campus Human Resources on a fair pay analysis for all staff to identify and address inequities in compensation between employees who are performing substantially similar work under similar working conditions</td>
<td>DCE/DCP Human Resources UCI Human Resources Office of Equal Opportunity and Diversity Dean’s Office</td>
<td>Fair pay analysis completed by Fall 2021 (analysis will be conducted by Campus HR in coordination with DCE/DCP HR) Identified inequities corrected</td>
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**Internal equity does not attempt to make pay exactly the same for employees simply because they are in the same job title, but rather considers the similarities and dissimilarities in experience, skills, abilities, performance, and aligns the pay fairly and equitably based on those factors.**
## GOAL 3: INCLUSION

*Cultivate an inclusive workplace where unique talents, skills, and perspectives are valued and leveraged*

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| **Psychological Safety**  
Create an environment where all staff feel comfortable to be their authentic self and can provide feedback and seek clarification without fear of negative consequences | Create ways for people leaders to show their staff that their opinions matter so they feel respected and valued (leverage Gallup’s engagement data and resources)  
Maintain various channels of communication to encourage regular dialogue and feedback sharing  
Develop a clear communication plan to increase transparency in decision-making | Dean’s Office  
Supervisors  
DCE/DCP Human Resources  
Culture Committee  
DEIB Project Team  
Office of Inclusive Excellence  
UCI Human Resources | Analysis of pre and post pulse survey data  
Increased participation by staff in town halls, trainings, team meetings and other public forums  
Higher engagement scores around the statement, “my opinions matter” |
| **Mentorship**  
Build a culture where mentorship is encouraged and utilized by staff to foster inclusion, personal enrichment and professional growth | Design and implement a well-organized, intentional, and strategically planned workplace mentorship program | Dean’s Office  
DCE/DCP Human Resources  
UCI Human Resources | Career advancement opportunities  
Higher retention rates  
More favorable perception of organization |
| **Expand Community Partnerships**  
Explore ways to create more diverse external partnerships, including vendor relationships | Coordinate with campus efforts around vendor diversity  
Build awareness of University priority among community partners | All Staff | Increased number and diversity of community partners |
## GOAL 3: INCLUSION Continued
Cultivate an inclusive workplace where unique talents, skills, and perspectives are valued and leveraged

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<td><strong>Onboarding Processes</strong>&lt;br&gt;Curate a thoughtful onboarding process and experience that contributes to new staff, students, and instructor’s overall connection, engagement, and long-term success at DCE/DCP</td>
<td>Share DCE/DCP’s commitment to DEIB in onboarding process&lt;br&gt;Ensure supervisors communicate the importance of DEIB and that the attributes that make individual’s unique matter at DCE/DCP&lt;br&gt;Work with managers to create an inclusive onboarding and training schedule that exposes new hire to multiple individuals on team and across organization&lt;br&gt;Share information about interest groups and ways to get involved in DCE/DCP programs and initiatives</td>
<td>DCE/DCP Human Resources&lt;br&gt;Hiring Managers/Supervisors&lt;br&gt;All Staff&lt;br&gt;UCI Human Resources</td>
<td>Positive outlook on post hiring surveys and feedback</td>
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### GOAL 4: EDUCATION AND AWARENESS

*Develop a collective understanding of DEIB principles across the organization to set a foundation for all interactions and initiatives*

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<tr>
<td><strong>Foundational Skill Development</strong></td>
<td>Offer regular awareness opportunities for all staff on foundational DEIB concepts (i.e. inherent bias, microaggressions in the workplace, inclusive language, becoming an effective ally, and understanding privilege)</td>
<td>DCE/DCP Human Resources</td>
<td>Increased awareness and culture change via feedback gathered from staff (pulse survey data, etc.)</td>
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<tr>
<td><em>Increase awareness, engagement, and dialogue around important and fundamental DEIB topics</em></td>
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<td>DEIB Project Team</td>
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<td>Office of Inclusive Excellence</td>
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<td>UCI Human Resources</td>
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<td>Culture Committee</td>
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<td><strong>Inclusive Leadership Training</strong></td>
<td>Work with Campus HR/Partnership to define DEIB skills required for leadership and integrate those skills into manager/people leader competencies</td>
<td>DCE/DCP Human Resources</td>
<td>Training developed and completed by people leaders</td>
</tr>
<tr>
<td><em>Create expectations and provide education to help people leaders value and leverage the talents and motivations of their team</em></td>
<td>Work with HR Partnership to develop leadership training program(s) and require all new and existing managers/people leaders to complete program</td>
<td>Campus Human Resources</td>
<td>Outcomes of applied learning projects</td>
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<td>Incorporate DEIB leadership competencies into people leader’s performance reviews (ACHIEVE)</td>
<td>Supervisors</td>
<td>Feedback from others (i.e. staff and supervisor)</td>
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<td></td>
<td>Establish protocols for managing behaviors that are non-inclusive or toxic</td>
<td>Dean’s Office</td>
<td>DEIB leadership competencies and expectations added to ACHIEVE for supervisors</td>
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<td>Office of Inclusive Excellence</td>
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<td>Office of Equal Opportunity and Diversity</td>
<td>Protocols established for identifying and managing non-inclusive behavior</td>
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GOAL 4: EDUCATION AND AWARENESS Continued
Develop a collective understanding of DEIB principles across the organization to set a foundation for all interactions and initiatives

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<tr>
<td>Recruitment and Hiring Expectations Recognize and mitigate unconscious bias in the recruitment and hiring process</td>
<td>Require all staff, especially those serving on search committees, to complete mandatory UC Implicit Bias training and DCE/DCP specific training relating to anti-bias in hiring, best practices for search committees, job description development, etc.</td>
<td>DCE/DCP Human Resources</td>
<td>Completion of trainings by all hiring managers and search committee members</td>
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<td>Hiring Managers</td>
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<td>Search Committees</td>
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<td>Individual Contributors</td>
<td>Compliance with HR's new policies related to recruitment and hiring efforts</td>
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<td></td>
<td></td>
<td>All Staff</td>
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UCI DIVISION OF CONTINUING EDUCATION & CAREER PATHWAYS 2020-2023 | PAGE 14