UVA
Information Technology Services

INCLUSIVE EXCELLENCE PLAN

Contents

Introduction

In 2020, the Information Technology Services (ITS) unit centered our major ITS projects and initiatives around the following themes, in support of the University's 2030 Plan:

- Enabling Faculty, Staff and Students to do Their Best Work
- Connecting & Enabling Work Across Boundaries
- Building a Secure Technology Foundation Now and for the Future
- Building a Strong Technology Foundation Now and for the Future

In order to achieve these initiatives, we require an exceptionally talented, inclusive, diverse and service-oriented workforce. We are committed to creating a culture where our employees are thriving, innovative, and engaged -- and collaboratively working together to develop quality IT services and solutions for the UVA community.

This commitment begins with an honest, self-assessment of our current workforce demographics, our recruitment and hiring practices, our professional development efforts, and our ITS culture. Our self-assessment team is comprised of our senior leadership team, representing all departments within our ITS organization. Our self-assessment scope has been focused on diversity and inclusion within the dimensions of: Access + Success, Climate + Intergroup Relations, and Education + Scholarship.

The results of our self-assessment and related goals, objectives, and actions are documented in this Inclusive Excellence Plan.

Self-Assessment

ITS Employee Demographic Data

Our self-assessment process included a review of data obtained from Gartner (a global research and advisory firm), the University's Diversity Dashboard, and from additional data obtained from University HR. Per Gartner research (published November 2018 and refreshed April 2020), while women comprise nearly half of the global workforce, they make up only 31% of IT across the board. Further, these research findings conclude that IT, as a function, is second to last in representation of women across corporate functions. Globally, women comprise only 20 – 24% of the Cybersecurity workforce, based upon studies by CyberSecurity Ventures and ISC^2.

IT at the University is not unlike the global IT workforce. While the overall University Staff population is 54% female, women comprise only 34% of ITS University Staff. Portions of ITS are less gender diverse, including Enterprise Infrastructure (17% female), Information Security (30% female), and User Experience and Engagement (25%).   ITS supervisory/manager positions reflect a similar composition, with women representing 8% of supervisory roles in Enterprise Infrastructure, 20% in Information Security and and 31% in User Experience and Engagement.

Whereas the overall University Staff population of White Americans is 73.85%, the percentage of White Americans within ITS is 84.47%.   In fact, each ITS department is comprised of at least 80% White Americans.

ITS Applicant Demographic Data

Summary job applicant data, for the time-period of January 2019 through September 2020, was provided to us by University HR. (Note: we cannot obtain applicant data that predates the Workday implementation.) For this period, 46% of our 'qualified' ITS candidates were white males and 46% of our 'qualified' ITS candidates

were female or non-white males. 8% of qualified applicants declined to identify their gender or ethnicity. While it would be more useful to obtain and analyze disaggregated applicant data, and to have data for a longer period of time, these data still suggest that there may be greater diversity in our applicant pool than we might have assumed.

Current Practices

Our self-assessment team reviewed and discussed current ITS recruitment, selection, and retention efforts as compared to those advocated by Gartner, the National Center for Women in IT (NCWIT) and Better Allies. Through this review, we learned much about writing better job ads, removing gender-biased language in our job postings, expanding the hiring pool beyond traditional channels, the importance of having diverse selection/hiring teams that mirror our desired workforce composition, ensuring that our selection teams (and others) are trained on unconscious biases, and setting candidates up for success in advance of the interview process.

ITS recognizes the importance of training and professional development in order to achieve and maintain a highly skilled workforce that can successfully deliver priority projects, initiatives, and services in support of the University's strategic plan. Improved ITS professional development (both for individual employees and for high-performing teams) has been an ITS priority for the past few years. In the summer of 2020, we launched the IT Academy, with more than 120 course offerings grouped into 11 Learning Tracks, within 3 Learning Paths: IT at UVA, People Skills and Management, and Technical Skills.   Our self-assessment team sees near-term opportunities for incorporating workforce and supervisory training around unconscious bias, diversity, inclusive hiring practices, and so on, within our IT Academy.

Key Findings

Our self-assessment efforts highlight the following key findings:

Access + Success

- Giving credence to Gartner's data about the global IT workforce, our ITS makeup is less diverse than the overall UVA workforce, in both gender and ethnicity. Per Gartner, women comprise only 31% of IT across the board. At UVA, women comprise 34% of our central IT Services organization.
- All ITS departments/teams need to attract and retain a more ethnically diverse workforce and some ITS departments also need to address a substantial underrepresentation of females.
- Based upon limited data, our ITS applicant pool appears to be more diverse than we would have assumed. Increasing our pipeline of diverse candidates must be a continuing priority. However, we also have significant opportunities for developing more inclusive hiring/selection practices.
- Specific recommendations from Gartner, NCWIT and Better Allies regarding more inclusive recruitment and hiring/selection practices are actionable and should be adopted.
- The current global pandemic and the rapid shift to working from home has disrupted traditional thinking about work and the workplace. We have learned that we can collaborate, meet project deliverables, and support production operations very effectively while working remotely. A willingness to embrace remote work post-pandemic could further increase our pipeline of qualified ITS candidates.
- While more inclusive recruitment and hiring practices will be key to attracting a more diverse workforce, we must also develop our managers and staff to be inclusive and culturally sensitive supervisors, technical leads, and teammates to ensure that diverse hires feel welcome, valued and engaged enough to stay with us.

- We strive for inclusive, collaborative workplaces that foster a sense of belonging, engagement, and productivity. Employees need to feel included and supported to do their best work and to feel safe and comfortable offering constructive input and seeking out stretch/growth opportunities.
- Promotion of diversity and inclusion values cannot be achieved simply by rhetoric. Diversity and inclusion will only become workplace values through genuine interests in employee feedback about the ITS work climate and demonstrated actions and measurement around inclusiveness.

Education + Scholarship

- ITS has demonstrated our commitment to staff training and development by dedicating an FTE to this effort, committing professional development dollars, and tracking our progress. These efforts have led to the development and roll-out of the new IT Academy.
- The IT Academy can/should be expanded to include diversity, equity and inclusion topics and courses.
- The IT Academy can/should be expanded to include inclusive hiring practices for ITS managers and supervisors.
- Our ITS Learning & Development Officer is highly experienced in organizational development and passionate about diversity and inclusion. In addition to incorporating DEI courses into the IT Academy, she can also coordinate ongoing facilitated discussions about inclusive excellence topics.

Goals, Actions, Measures and Implementation Plan

At the start, our ITS goals, actions and measures will be centered around three of the dimensions of UVA's Inclusive Excellence framework: Access + Success, Climate + Intergroup Relations, and Scholarship + Education.   Primarily, our initial focus will be on the ITS workforce and the ITS workplace. Over time, we may expand our efforts into the additional IE framework dimensions of Infrastructure + Investment and Community + Partnership.

Given the iterative nature of this Plan, we will review outcomes, progress, and/or new findings at least once annually, with corresponding updates and revisions made to the Plan and shared with all ITS staff via the ITS Intranet, newsletters, etc.

Access + Success		2030 Vision: *Recruit and support exceptionally talented, diverse, and service-oriented students. Recruit, support, and retain excellent and diverse faculty and staff.*				
Goals/Objectives		Actions	Outcomes (Data/Metric)	Timeframe(s)	Responsible Office/Position	Funding/ Resource Allocation
Increase ethnic diversity in ITS hires	1. Update CIO website with commitment to diversity, equity and inclusion 2. Work with HR and ITS hiring managers to revamp job postings w/ link to website, with fewer requirements, and elimination of biased language *(See*		Improved/more inclusive recruitment and hiring practices across ITS Increased overall ethnic diversity within ITS (currently 16%)	Increase overall diversity > current percentage by 2025.	Deputy CIO (lead) and CIO Leadership Team	Will allocate funding to support expanded job advertising sites. (Example: annual sponsorship of CWIT, Diversity.com, etc.)

Goals/Objectives	Actions	Outcomes (Data/Metric)	Timeframe(s)	Responsible Office/ Position	Funding/ Resource Allocation
	Education + Scholarship) 3. With HR, implement new recruitment pipelines and regularly review success of pipelines with HR 4. Implement new hiring selection practices, including interview teams and candidate prep for *all* interviews 5. Ensure DEI training for all hiring/ selection team members *(See Education + Scholarship)*		Implement new inclusive recruitment/ hiring practices by July 2021 *(See overall timeline under Communi-cation Plan section)*		
Increase female representation in ITS with a focus on underrepresented groups.	1. Adopt new job posting practices 2. Encourage ITS staff to take DEI training via IT Academy 3. Require managers and supervisors to take new ITS/HR-developed course on Inclusive Hiring/Selection Practices via IT Academy.	• Increase percentage of females within EI, InfoSec & UE&E departments (recognizing global Cybersecurity female representation) • Note: Current percentages are: EI=17% InfoSec=30% UE&E=25%	100% compliance with new recruitment and hiring practices for all job postings initiated after July 1, 2021 Increase percentage of females by July 2025.	EI: Clayton Lockhart, AVP for EI InfoSec: Jason Belford, CISO UE&E: Dave Strite, AVP for UE&E	Will allocate funding to support expanded job advertising sites. (Example: annual sponsorship of CWIT and other sites)

Climate + Intergroup Relations	2030 Vision: *Continuously promote and strengthen an inclusive community of trust, a culture of integrity, mutual respect, excellence, collaboration, and innovation.*				
Goals/Objectives	**Actions**	**Outcomes (Data/Metric)**	**Timeframe(s)**	**Responsible Office/ Position**	**Funding/ Resource Allocation**

*Develop a better understanding of the ITS work climate, from the perspective of our employees, and foster a more inclusive workplace	Issue climate survey to all ITS employees: 1. What do you like the most about working in ITS? 2. What do you like least about working in ITS 3. What helps you feel included and supported in ITS? 4. What prevents you from feeling included and supported in ITS? 5. What two changes would make it easier for you to do a great job?	• Top 3 - 5 'likes' about working in ITS will be incorporated on the updated CIO website that promotes ITS to prospective talent/job seekers • Survey results will be reviewed and discussed with CIO leadership team and CIO Managers group • Will focus on potential improvement oppor-tunities and/or other employee concerns identified via survey.	Issue survey in March 2021 Provide survey feedback to staff in April 2021 Discuss results with leaders and managers in April/May 2021	CIO Office	N/A

*NOTE: Based upon the results of the ITS climate survey, there may be opportunities and/or need to examine more structural and root causes of any issues that surface. Further, after the initial survey, we may want to consider how we consistently measure ITS employee engagement.
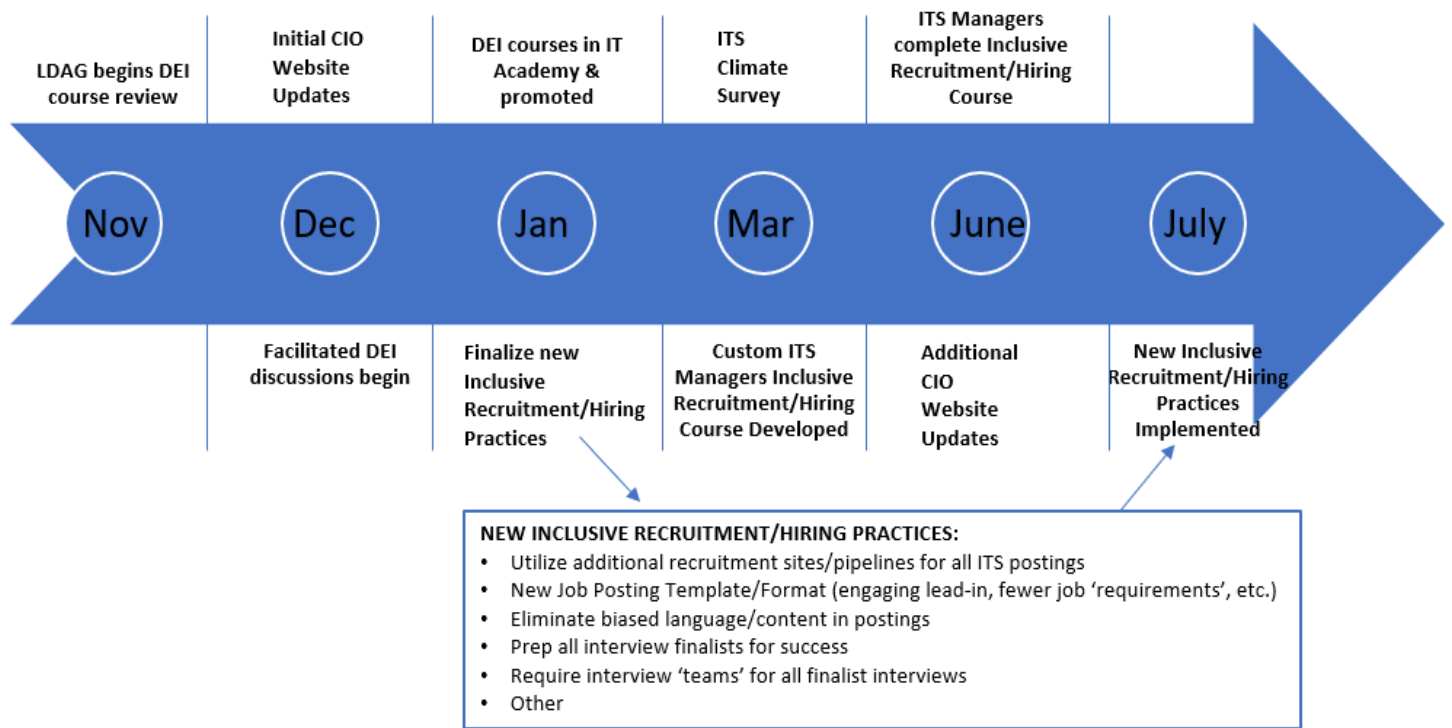
Education + Scholarship	2030 Vision: *Enable faculty, staff, and students to work across traditional boundaries and prepare servant-leaders to shed new light on enduring and profound questions in our diverse community and globally connected world.*				
Goals/Objectives	Actions	Outcomes (Data/Metric)	Timeframe(s)	Responsible Office/Position	Funding/ Resource Allocation
Provide diversity and inclusion awareness training to ITS workforce	1. Engage L&D Advisory Group to evaluate and select DEI course offerings 2. Add selected course offerings to IT Academy 3. Encourage all ITS employees to take 2 IT Academy DEI classes by June 30, 2021 (and all new hires	70% of ITS employees complete DEI training	Implement DEI courses within IT Academy and begin to market/promote them by end of January 2021. 70% of ITS employees complete recommended	Finalized courses within IT Academy – Learning & Development Officer ITS employee training completion – CIO Leadership Team	If funding required, will utilize IT Academy budget

	encouraged to take 2 classes w/in first 90 days)		DEI training by June 30, 2021		
Develop and provide specialized diversity and inclusion training to hiring managers and interview team members	1. With HR, develop custom course content based upon Gartner, Better Allies and NCWIT resources & best practices 2. Implement new 'ITS Inclusive Recruitment & Hiring Practices' course in IT Academy 3. Require all ITS managers/supervisors to complete training	100% compliance in ITS Managers training and implementation of new recruitment & hiring/interview practices	Custom training course complete by March 2021 All ITS managers trained by June 30, 2021	Finalize new hiring/interview processes w/ leadership team – DCIO Course content development - DCIO/L&D officer/F&A Director/HR	If funding required, will utilize IT Academy budget
Promote ongoing facilitated discussion sessions around DEI topics – to develop a more inclusive ITS work culture	1. Using a variety of resources (Ted Talks, book club, webinars, activities promoted by higher ed peers, etc.), promote, arrange, or schedule facilitated DEI discussions on regular cadence, at least quarterly	Increased ITS workforce awareness around unconscious bias, tactics/approaches for a more inclusive work culture, etc.	Begin facilitated discussions in December 2020	Learning & Development Officer, with input from LDAG, CIO Leadership team, etc.	If funding required, will utilize IT Academy budget

Communication Plan

The ITS Inclusive Excellence Plan will be posted to the ITS Intranet and shared with all ITS staff once submitted, reviewed, and considered to be finalized. Ongoing status, progress updates, and/or revisions to this Inclusive Excellence Plan will be posted at least annually, at the end of each fiscal year (FY21 through FY25).

Our short-term communication plan will focus on our commitment to diversity and inclusion within ITS and the numerous initiatives and recruitment/hiring process improvements planned for the remainder of this fiscal year. Targeted communication will be tied to the following milestones:

LDAG begins DEI course review

Initial CIO Website Updates

DEI courses in IT Academy & promoted

ITS Climate Survey

ITS Managers complete Inclusive Recruitment/Hiring Course

Nov   Dec   Jan   Mar   June   July

Facilitated DEI discussions begin

Finalize new Inclusive Recruitment/Hiring Practices

Custom ITS Managers Inclusive Recruitment/Hiring Course Developed

Additional CIO Website Updates

New Inclusive Recruitment/Hiring Practices Implemented

NEW INCLUSIVE RECRUITMENT/HIRING PRACTICES:
- Utilize additional recruitment sites/pipelines for all ITS postings
- New Job Posting Template/Format (engaging lead-in, fewer job 'requirements', etc.)
- Eliminate biased language/content in postings
- Prep all interview finalists for success
- Require interview 'teams' for all finalist interviews
- Other

The details of our communication plan are provided below:

Audience	Message	Mechanism	Target Date	Responsible Person/Position
All ITS Staff	Initial ITS communication re commitment to diversity & inclusion	Email to IT-All	-Nov 2020 -Additional periodic updates	CIO & DCIO
Learning & Development Advisory Group (LDAG)	Importance of adding a selection of DEI classes to IT Academy, in support of overall ITS commitment to DEI	Live/Virtual Meeting	Nov 2020	DCIO
All ITS Staff	Announcement of new DEI courses availability in IT Academy	Email to IT-All	February 2021	CIO or DCIO
All ITS Staff	Promotion of DEI classes in IT Academy + new regularly scheduled Facilitated DEI discussions	Monthly ITS Professional Development Newsletter	Monthly, beginning January 2021	Learning & Development Officer
All ITS Staff	Invitations to participate in series of Diversity/Inclusion Facilitated Discussions	Email to IT-All Monthly IT Professional Development Newsletter Monthly ITS Staff newsletter	Monthly	DCIO + Director, Finance & Admin + Learning & Development Officer

All ITS Staff	Distribution of ITS Climate Survey	Email to IT-All	March 2021	CIO or DCIO
CIO Managers	Announcement of availability of new ITS Manager course on inclusive recruitment/hiring practices	Email to CIO Managers; Announcement at CIO Managers meeting; Advocacy/promotion by AVPs	April 2021	CIO Leadership Team
CIO Managers	Review of ITS climate survey feedback with managers/supervisors	CIO Managers meeting	April/May 2021	CIO Leadership Team
External Talent/Job Seekers	Promotion of UVA & ITS as a great place to work	Updated CIO Website	June 2021	CIO's Office
CIO Managers	New, inclusive recruitment/hiring/selection practices implemented	CIO Managers email; Update at CIO Managers meeting; Update at IT All-Staff meeting	July 2021	DCIO & Director, Finance & Administration
All ITS Staff	Annual IE Plan Update	ITS All Staff email, with link to updated plan (w/ status updates and revisions) on ITS Intranet	July 2021 July 2022 July 2023 July 2024 July 2025	DCIO & Director, Finance & Administration

Plan Revision History

Description	Date
Initial Plan Development	October 23, 2020
CIO Leadership Team Approval	December 1, 2020
Updated per University Review/Feedback	March 1, 2021