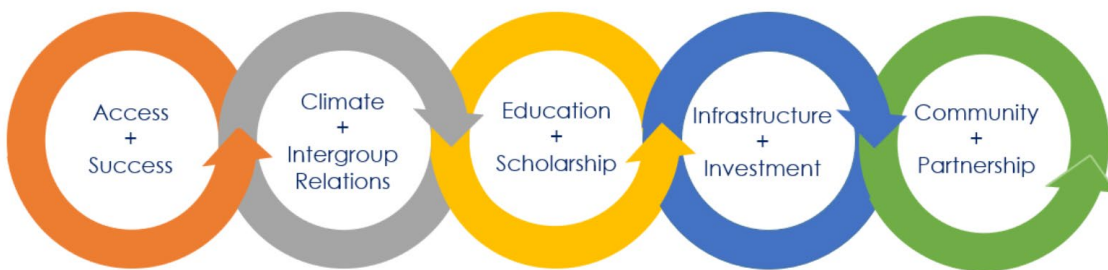


Inclusive Excellence Plan

UVA Human Resources

May 2022



Executive Summary

In 2019, the Office for Diversity, Equity, and Inclusion (ODEI) introduced the Inclusive Excellence framework. This work directly supports the 2030 goal of the University of Virginia (UVA) becoming a great and good institution. According to President Ryan, “the most effective way to achieve this dual goal of great and good is straightforward:

1. Recruit and retain the best people, whether students, faculty, or staff;
2. Create and sustain an atmosphere where all can thrive and do their best work; and
3. Nurture a culture that emphasizes the importance of serving not just ourselves, but others.”

The UVA Human Resources (HR) Inclusive Excellence plan that follows is intended to be “inside out,” meaning that we will first focus on applying the framework and making substantive change within the HR team before sharing and applying what we learned to benefit the institution as a whole. While we have made some organization-wide accomplishments already, the plan that follows will be the starting place for HR as a department as we build capacity to scale beyond our four walls.

HR is in a unique and critical position to not only increase diversity and inclusion within our team, but also to lead the way from an operations standpoint with this critical work. Because HR impacts every employee at UVA, it is incumbent upon HR to play a foundational and key role in systemic change at the University. The research on DEI is clear; a diverse workforce can improve innovation, attract and retain talent, increase productivity, and better customer service, according to Hult International Business School and other academic research.¹ Through HR’s IE framework and what we learn from our proposed initiatives, HR can celebrate its diversity, support other university-wide initiatives, and work toward increasing inclusion and belonging, operationalize DEI concepts, model inclusive behavior, and lead thoughtful conversations across Grounds.

Work beyond HR has already begun, including a comprehensive review of 18 HR policies to ensure the language was inclusive and the policy was equitable, and then making adjustments as appropriate. HR has built partnerships with community organizations such as the Chamber and local high schools but has also focused specifically on furthering partnerships with organizations such as the International Rescue Committee, JABA, the Virginia Department for Aging & Rehabilitative Services, Young Black Professionals, and Virginia Values Veterans to ensure that our hiring practices are inclusive and supportive of the local community. Indeed, 10 veterans have been hired at UVA through the Virginia Values Veterans partnership.

Furthermore, HR was a partner in a recent Pipelines and Pathways working group that made a far-reaching recommendation to the President, outlining strategies for reaching underserved local populations and creating more points of entry for employment at UVA. The Talent Management team undertook an extensive review of its learning and leadership development programs to ensure diversity, equity, and inclusion were part of the curriculum. And our Employee Relations team continuously reviews data regarding disciplinary actions to ensure an equitable approach is taken.

¹ <https://www.hult.edu/blog/benefits-challenges-cultural-diversity-workplace/>

In addition, in 2021, UVA HR undertook a comprehensive review of the University's benefits summary plan descriptions to ensure that the language used was as inclusive as possible. For example:

- "Family" was redefined to include same sex spouses.
- All references to sex change, gender reassignment, or any other terms related to transgender transition were deleted and replaced with "gender affirmation treatment."
- All references to specific gender and members with particular organs or conditions were deleted and made generic.
- All references to "mothers" were deleted and made generic (e.g., "members who are pregnant" or "members who are delivering").

While our work continues in areas such as these, the focus of the proposed Inclusive Excellence initiatives in the following plan are for inside of HR itself and will require a substantial investment of time, resource allocation, and leadership role-modeling. HR must invest in core DEI initiatives to not only manage workforce risks in turnover and retention but also to enable the corresponding benefits stemming from a thoughtful DEI strategy for the future. By clearly defining our HR DEI strategy, we will ensure alignment to UVA's 2030 plan and eventually place itself at the center of enabling exceptional DEI outcomes for UVA at large. Now is the time for HR to make these initiatives a top priority within our department first, and then move into a leading role with DEI within the institution as a whole.

Inclusive Excellence Plan

Introduction

UVA HR supports both the Academic and UVA Health divisions. With 230 HR employees supporting 17,400 benefited employees, this department's footprint is small, but its influence is far-reaching. HR is the only area of UVA that impacts every employee from the beginning of their employment through their development and career progression to the end of their employment here. To deliver best in class service, HR is organized in the following communities of expertise:

- 1) Talent
 - a) Talent Recruitment
 - b) Talent Management
 - c) Employee Relations
- 2) Service
 - a) HR Business Partners
 - b) HR Solution Center
- 3) Impact and Decision Support
 - a) HR Business Operations
 - b) People Data and Technology
 - c) Total Rewards
 - d) Continuous Improvement / Project Management

Each group within HR has responsibility for the Inclusive Excellence plan and its outcomes. This draft was initiated by the HR DEI committee, which includes individuals from all communities of expertise across HR and approved by the Vice President & Chief Human Resources Officer.

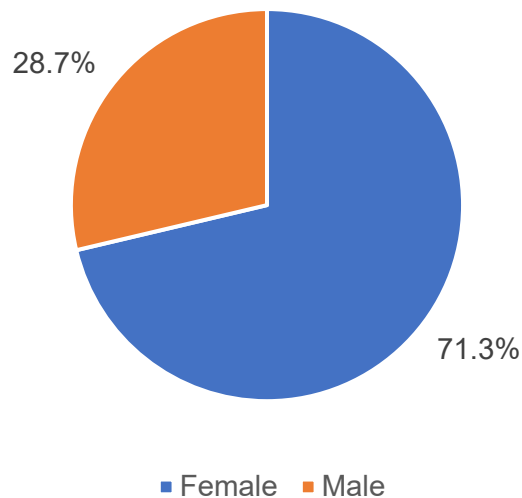
During their self-assessment of HR, the committee gained consensus on initiatives that can have the biggest impact on the department and perhaps the organization. Our proposed Inclusive Excellence HR initiatives address at least one area of each of the following:

1. Assess HR processes and practices to determine gaps against DEI goals/focus
2. Develop a measurement and tracking system for processes and practices to demonstrate value of culture change within HR
3. Address the hiring practices and retention of historically underrepresented groups in HR
4. Partner with University Offices for Diversity, Equity, Inclusion and Community Partnerships to create, promote and support DEI efforts across Grounds and UVA Health System
5. ELT and SLT will lead messaging to define importance, create awareness, and transparency across HR goals

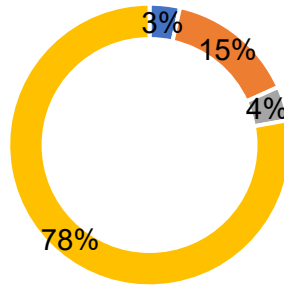
Self Assessment

UVA HR Demographic Data as of January 2022

The gender demographics of HR are predominantly female.

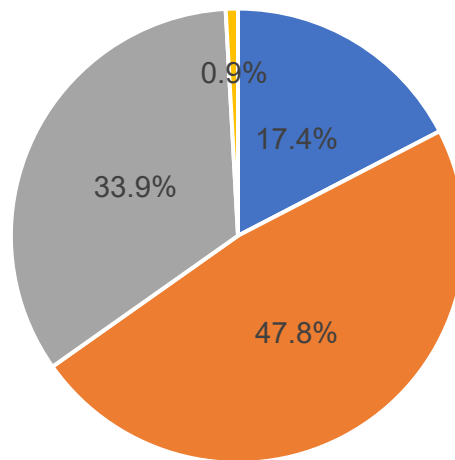


The race/ethnicity of HR is 78% White, 15% Black or African American, 4% Hispanic or Latino, and 3% Asian, American Indian or Alaska Native, Two or More Races, and Unknown (this area has been combined due to the small number of employees).



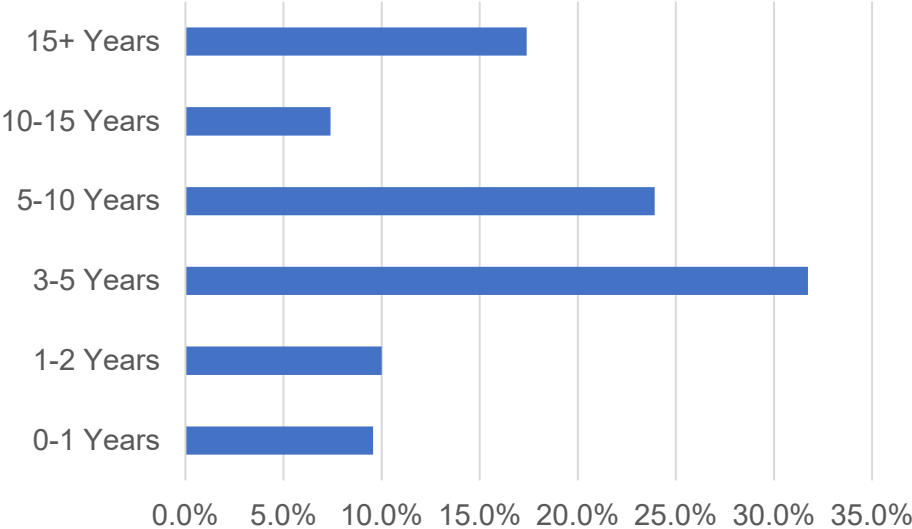
- Asian, American Indian or Alaska Native, Two or More Races, Unknown
- Black or African American
- Hispanic or Latino
- White

Almost 50% of the HR workforce is part of Generation X (ages 42-57). The second largest generation population is Generation Y / Millennials (ages 26-41) with 33.9%. Baby Boomers (ages 58-76) make up 17.4% of HR.

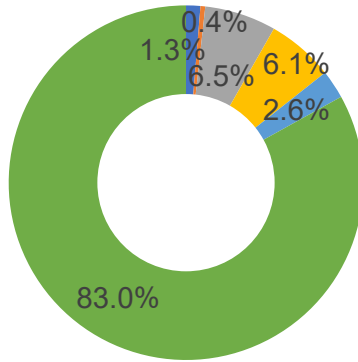


- Baby Boomers (1946 -1964)
- Generation X (1965 -1980)
- Generation Y / Millennials (1981 -1996)
- Generation Z (1997 and onwards)

The length of service for HR employees is broadly spread; 56% of the HR workforce has between 3-10 years of service at UVA.



The levels of management in HR are as expected with Individual Contributors making up the majority.



- Executive Management; HS Chief
- Associate & Assistant Deans, University Registrar, Assoc Chiefs, and Administrators
- Directors, Head & Associate Coaches, Associate Athletic Directors
- Manager / Assistant Managers
- Supervisors
- Individual Contributor

Framework Overview

HR's Inclusive Excellence plan is organized into the following areas:

Access + Success

Improving our candidate and new hire diversity, increasing local and internal hiring, and supporting a robust succession planning process to develop and promote internal talent.

Climate + Intergroup Relations

Reviewing HR processes and policies, baselining metrics to measure and track, and ensuring accountability.

Education + Scholarship

Representing a large and specific area of impact that HR can have on DEI at UVA: both internal HR programs and broader UVA programs can improve culture, which increases engagement, retention, and creates a more inclusive environment.

Infrastructure + Investment

Building an official framework for DEI support into our HR structure.

Community + Partnership

Focusing on outreach programs to advance DEI efforts within HR and eventually beyond.

Detailed Plan for UVA Human Resources

Access + Success					
2030 Vision: <i>Recruit and support exceptionally talented, diverse, and service-oriented students. Recruit, support, and retain excellent and diverse faculty and staff.</i>					
Goals/Objectives	Actions	Outcomes (Data/Metric)	Timeframe(s)	Responsible Office/Position	Funding/Resource Allocation
Develop a diverse Succession Plan for HR.	Review and assess current employee populations among manager, supervisory and senior leadership roles.	Increase diversity among leadership positions, beyond current benchmark	2 years	Executive/Senior Leadership	None
Ensure that new hires in HR are as diverse as possible (full spectrum of definitions of diversity).	Recruitment discussion with hiring manager – what is needed in your department to represent a diverse workforce/ Charlottesville population	<ul style="list-style-type: none"> •EOCR Underutilization report •Talent – Neuron Gartner report •What did we learn, what can we share with others at UVA about what we learned? 	2 years	Recruitment	None
Ensure that HR applicant pools are as diverse as possible (full spectrum of definitions of diversity).	Review HR applicant pools to ensure that diversity is robust and closely representative to the Charlottesville area for minority populations, when appropriate. Work with Recruiters to cultivate the most diverse applicant pools.	Workday reports will provide the metrics Compare to current benchmarks and increase percentages of diversity in applicant pools	2 years	Recruitment	None
Focus on internal UVA talent and local area candidates for open HR positions	Establish a baseline target for positions to be filled by qualified current UVA and HR employees	Workday reports to compare external and internal candidates hired into open positions; percent of	2 years	IMPACT, Recruitment, Workforce Planning	None

	and/or local community members (not quotas).	local applicants that convert to hire; survey these groups for qualitative data			
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Climate + Intergroup Relations		2030 Vision: <i>Continuously promote and strengthen an inclusive community of trust, a culture of integrity, mutual respect, excellence, collaboration, and innovation.</i>			
Goals/Objectives	Actions	Outcomes (Data/Metric)	Timeframe(s)	Responsible Office/Position	Funding/Resource Allocation
Exit and Stay Interviews within HR	Conduct stay interviews as well as exit interviews for HR employees. How do those who are minorities, have disabilities, or in underrepresented groups feel about the work environment, culture, and their opportunities for success? What could be better? What stands in their way? What could we do differently/better to support them?	Turnover and retention data, cost to fill, etc. Establish scaled questions and track response data. Report findings once per quarter to the HR Leadership Team. Share what we learn with VPs, Deans and Chiefs in order to scale beyond HR	6 months - 1 year	The HR HRBP; HR managers	None
HR Demographic/ Diversity Assessment	Assess HR's demographics as a whole and by department (gender, ethnicity, etc.) and determine where improvements can be made. Compare to Charlottesville/ surrounding areas demographics for context.	Workday - employee head count report compared to census Data. Generate gap analysis and action plan to narrow/close gaps	Completed – Reoccurring annual task	IMPACT/ Workforce Planning	None
HR Compensation survey	Review compensation to ensure pay equity.	Workday, market data. Measure will be employees knowing they are compensated equitably	Completed – Recurring scheduled task	Compensation	TBD

HR mandatory and recommended training	Each HR role will be assessed to determine which training will be required or recommended. Topics will include unconscious bias, microaggressions, racism, prejudice, difficult conversations, compassion/empathy, etc. Leaders will have more required training than individual contributors who may be invited to participate.	Curated program utilizing existing content and resources and use LinkedIn Learning for any content gaps. Track through Workday	2 years; design, deliver and complete then ongoing	Learning and Development, Organizational Development	TBD
Develop a climate of inclusion in HR	Build inclusion into all facets of work and interactions in HR. Measure inclusion via HR employee pulse surveys.	Improved retention of new hires within the first two years of service	5 years	HR Leadership	TBD

Education + Scholarship					
2030 Vision: <i>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.</i>					
Goals/Objectives	Actions	Outcomes (Data/Metric)	Timeframe(s)	Responsible Office/Position	Funding/Resource Allocation
DEI Resource Website/SharePoint for HR employees	Create a DEI resource page with items such as suggested readings, book reviews by category, articles to read, podcasts, movies, etc.	Website analytics	Completed	DEI Committee	Time to maintain site and update with content
HR Weekly Roundup – feature HR employees	Weekly “Experiences that Shaped Us” series where HR employees discuss/write experiences in their lives that shaped who they are today. Include successes and failures.	Track inclusion of DEI stories in HR Weekly Roundup; Create an inclusive, authentic environment	1 month	DEI Committee	Time to write and edit story

Build a database of HR trainers for DEI topics	Work with IE at UVA to create a tool to capture the names, contact info, and topics of instruction for DEI currently being conducted across Grounds. Will contain names outside of HR but HR will maintain.	Create and populate the tool; measure the number of times it is utilized	1 year	Learning and Development, EOOCR	TBD
HR Job Postings	Look at each job posting and description through a cultural lens, use more inclusive language to ensure the posting is appealing to all applicants.	A diverse candidate pool – demographic report from Workday	2 years	Recruitment	Time
HR DEI Open Forum	Create a space where DEI ideas are welcomed, shared, and discussed.	Track numbers of attendees and increase over time; survey for impact – how have you used what you learned, etc.	1 - 2 years	HR DEI Committee	None/minimal
HR Mentor program	Create upper management mentoring opportunities. Look at the “Plus One Pledge” program as example.	Track participants’ career progression; survey for how the program helped their progression specifically	1 - 2 years	Talent Management	Time
HR Lunch and learn series	Monthly educational series to enlighten staff (topics TBD by staff).	Track number of attendees; survey for impact of application of what was learned	1 - 2 years	DEI Committee	None
HR DEI Dashboard	Create a dashboard within Workday for leadership review (demographic, turnover data etc.)	A visual tool to measure HR data and monitor trends and progress/	Completed	IMPACT, Workforce Planning	TBD

		improvement. Share transparently within HR			
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Infrastructure + Investment					
2030 Vision: <i>Be a community that consistently lives its values and ensure that our systems enable our students, faculty, and staff to do their best work.</i>					
Goals/Objectives	Actions	Outcomes (Data/Metric)	Timeframe(s)	Responsible Office/Position	Funding/Resource Allocation
1.0 FTE in HR leadership designated for DEI	Create a Senior level position devoted to overseeing and furthering HR's DEI efforts.	TBD	6 months	HR Leadership	Salary and TBD budget
HR Policies and Procedures	Review HR policies to ensure they do not adversely impact underrepresented groups (i.e. attendance, performance, and disruptive behavior); "Safegrounds."	Look at trends, turnover info, and Group Notices to ensure an equitable application of policies	Preliminary work completed	Employee Relations	None

Community + Partnership					
2030 Vision: <i>Be a strong partner with and good neighbor to our region, contributing to economic and social well-being by providing accessible healthcare, innovative education, opportunity, and engaging alumni.</i>					
Goals/Objectives	Actions	Outcomes (Data/Metric)	Timeframe(s)	Responsible Office/Position	Funding/Resource Allocation
HR support of recommendations of the Pipelines and Pathways group (i.e. UVA Navigator role; internal career progression)	Create a UVA entity to assist with opportunity navigation based on seeker's skills and interests. Build out career pathways as part of career architecture project.	Measure usage and outcomes of UVA Navigator interactions. Track career progression via resources utilized. Report transparently on what we learned	2 – 3 years	Talent Flexibility	TBD
HR Employees who volunteer in the community	Create a mechanism for local volunteer opportunities for HR and other UVA employees.	Increase the number of employees volunteering and increase the number	1 - 3 years	Total Rewards	None

	Build alliances with various area non-profits to provide more volunteering opportunities, using the 16 hours for community involvement	of opportunities to volunteer. Report on what we learn and share with others outside of UVA for best practice			
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Conclusion

HR intends to use this Inclusive Excellence plan as an ever-evolving 'Learning Laboratory,' documenting what we learn, where we may stumble or fall short and where we succeed or are (pleasantly) surprised by outcomes. In so doing, we can then shift our focus to the broader University community and scale what was successful (which providing some cautionary tales for others where we may not have found success). As the organization responsible for the University's human resources, the HR team is uniquely positioned to lead by example with respect to DEI, not just for HR itself but also for all of UVA. We take this responsibility seriously while recognizing our own commitment to improve continuously, viewing any opportunity for improvement as necessary for growth and development. By putting the action plans listed above into place, HR is poised for strategic growth and to lead systemic change. We look forward to putting these plans into place for the ultimate future benefit of all at UVA.

Short description for Inclusive Excellence website:

UVA Human Resources is committed to creating a great place to work and creating opportunities for our colleagues across the University help each other, support the surrounding communities, and create a just and equitable institution for all people. In partnership with UVA's Office for Diversity, Equity, and Inclusion and the Office for Equal Opportunity and Civil Rights, UVA HR promotes awareness of and respect for diversity among UVA faculty, staff and team members, advocates for inclusion and inclusive practices and policies, and ensures equity in human resources programs and processes.