OFFICE OF THE GOVERNOR OF THE COMMONWEALTH OF VIRGINIA

ONE VIRGINIA

Office of Diversity, Equity, and Inclusion
The Honorable Janice Underwood, PhD

The Office of Diversity, Equity, and Inclusion

- Evaluation of leaders, legislation, and logistics
- Statewide Strategic Plan
- Backbone support for DEI initiatives for the Commonwealth

ONE Virginia Mission

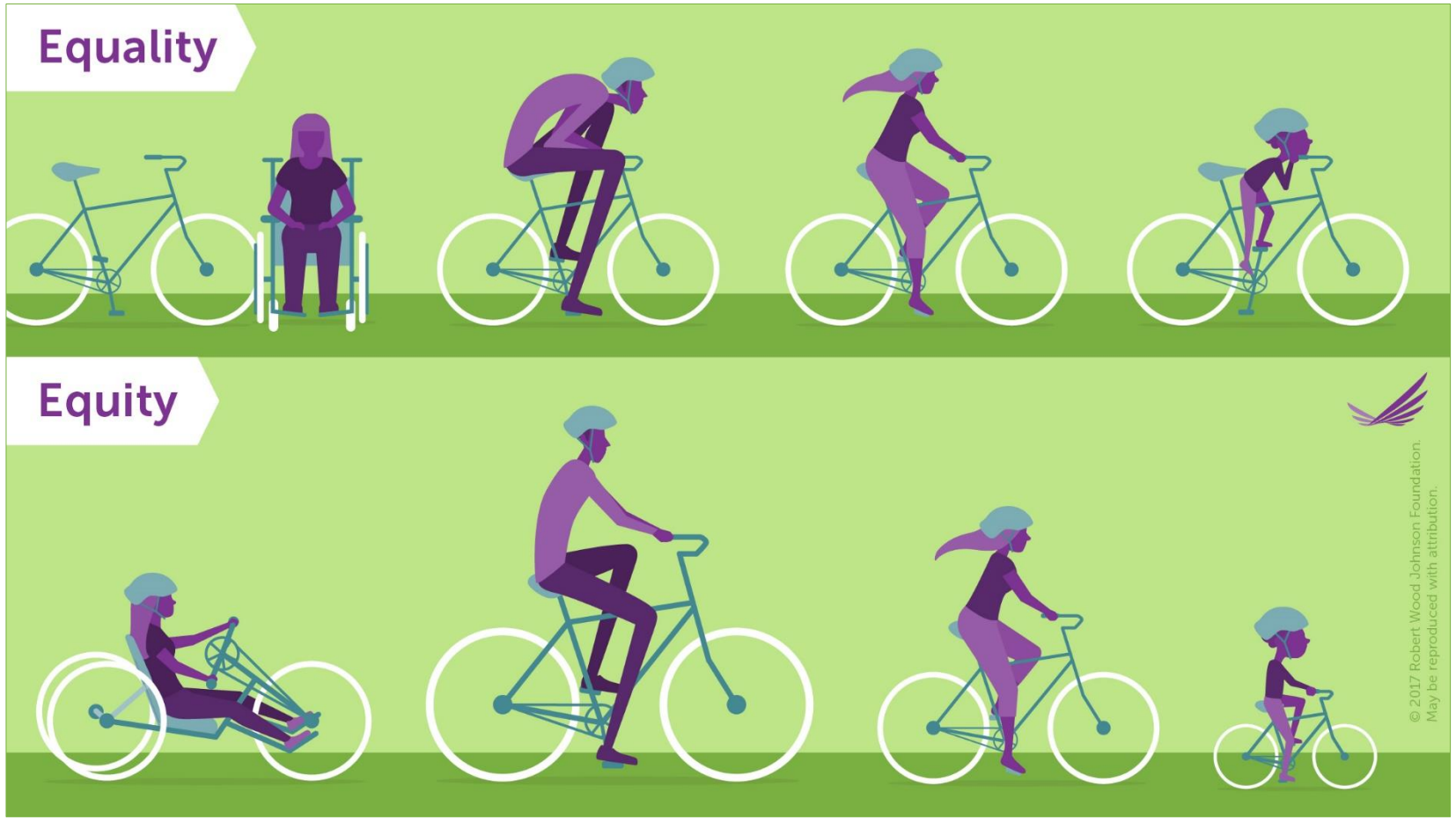
To increase organizational effectiveness and become an employer-of-choice by:

- Increasing diversity at all levels of leadership
- Fostering an inclusive and welcoming organizational culture
- Generating knowledge about diversity-lead innovation
- Establishing a shared accountability for visible equity
- Fostering genuine community engagement

ONE VIRGINIA

Many Virginians: One Commonwealth

The Problem


Equality
Equity
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The Equity Opportunity

Benefits of equity for the Commonwealth and beyond

- Return on investment
- Recruitment, retention, engagement and productivity
- Psychological safety
- Diversity-led innovation
- Problem solving

ONE Virginia Vision

The Governor's Office of Diversity, Equity, and Inclusion seeks to develop Virginia into an inclusive state where all people can live, learn, work, play, and thrive.

ONE Virginia Plan– 5 Goals

1. Recruit and retain a diverse workforce
2. Create and sustain an organization/agency that respects diversity and employs inclusive practices throughout daily operations
3. Engage all stakeholders in learning the concepts of DE&I, and the importance of these concepts to completing the organization's mission
4. Create and sustain an organizational infrastructure to support accountability in achieving equity for the institution and Commonwealth
5. Focus community engagement activities on those that provide measurable, direct, equitable, and sustained benefit to all of Virginia's diverse communities

ONE Virginia Executive Steering Team

Dr. Janice Underwood, Chief Diversity Officer (Chair)

Dr. Kevin McDonald, VP of DE&I, UVa (Co-Chair)

Alaysia Black Hackett, Deputy Chief Diversity Officer

Emily Elliott, Director, DHRM

Vilma Alejandro, DHRM

Dr. Susan Gooden, Virginia Commonwealth University

Phyllis Randall, Loudoun County

Carlos Brown, Dominion Energy

Karla Bruce, Fairfax County

Dr. Tara Warne-Griggs, Assessment Consultant

Our Approach

Use the **Inclusive Excellence Model** to guide us toward *visible diversity, equity, and inclusion*.

Best Practices In Implementing Diversity, Equity And Inclusion

- CDO/VP of DEI reports to CEO
- Executive Cabinet Role
- Institutional Memberships (NADOHE, AAAED)
- Diversity Recruitment Plan (SREB)
- Staff of VP of DEI (compliance and DE&I initiatives, equitable budget)
- Strategic Diversity Plan
- Accountability
- DEI Training (ongoing, consultants)

DE&I – What to Do

- VP of Diversity is a member of agency leadership team
- Be proactive about integrating (VP) diversity into all areas of the agency
- Integrate accountability measures for diversity initiatives
- Recruit and retain diverse leadership and staff
- Affirm DE&I at all levels (deeper level)
- Be open to different opinions and change
- Expand opportunities and practices
- Build a sense of urgency for diversity lead innovation
- Build equity into systems

DE&I – What Not to Do

- Offer hollow diversity statements
- Limit role of diversity to one person/office (surface level)
- Allow micro/macro aggressions
- View diversity initiatives as a one-time investment or crisis response (Don’t be reactive)
- View diversity officers with a compliance mindset or as the “Diversity Police”

Why Inclusive Excellence?

Adaptable and Scalable

- Colleges and universities
- Businesses
- Non-profits
- K-12 schools
- Government organizations

Integrates Quality Improvement and DEI

- Centers DEI as the heart of organizational excellence
- Everyone's job
- Every organization's job

Emphasis on Intentionality

- Metric driven
- Strategically integrated initiatives
- Substantial sustainable impact

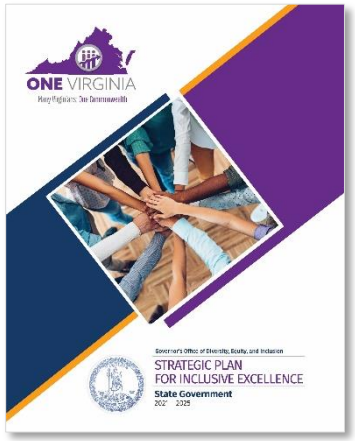
Dimensions of Inclusive Excellence

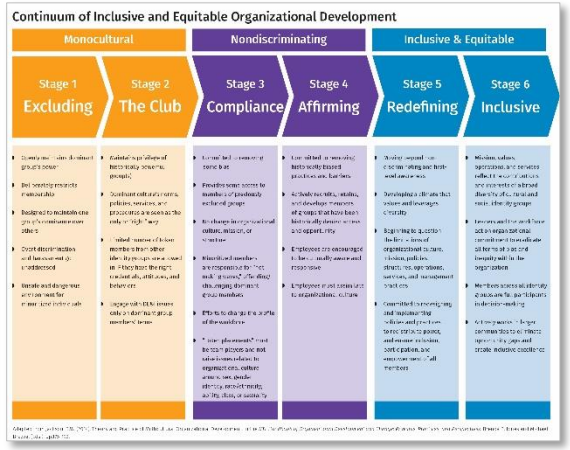
Access and Success	• Compositional diversity of an agency's workforce and constituency groups • Context-specific outcomes gained from their relationships with the agency
Climate and Intergroup Relations	• The experience of being connected to the agency • Constituent perspectives related to feeling respected, a sense of belonging, and affirming empowering relationships with agency representatives
Training and Education	• Professional development and training within state government that formalizes constituent engagement • Equity lens throughout daily operations
Infrastructure and Accountability	• Sustainability and accountability for policies, mechanisms, relationships, cultural norms, etc. • Performance measures that inform and enable an intentional inclusivity and equity
Community Engagement	• Partnerships to create collective impact around opportunity gaps in the broader community • The ways agencies serve diverse Virginia communities

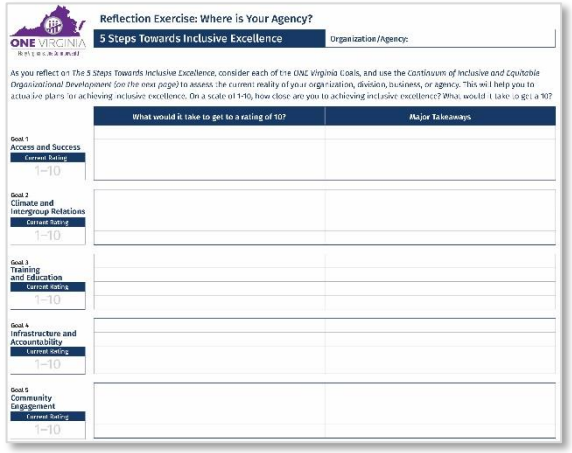
ONE Virginia Online Tool Kit

- **Customizable templates and materials are available online**

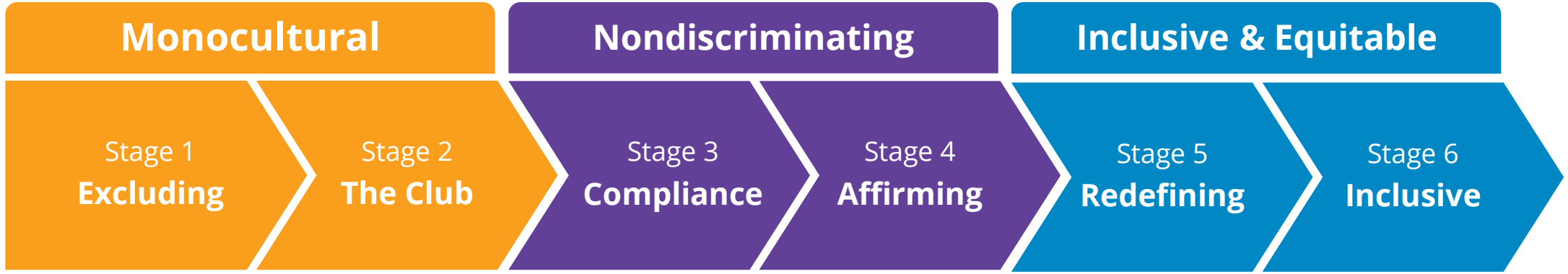
- **Toolkits for**
  - State and local government agencies
  - Higher education
  - K-12
  - Nonprofit and for-profit businesses







Where does your organization fall on the continuum?



Adapted from Jackson, B.W. (2014). Theory and Practice of Multicultural Organizational Development. In the *NTL Handbook of Organizational Development and Change: Principle, Practices, and Perspectives*. Brenda B. Jones and Michael Brazzel (Eds.), pp.175-192.

Sample Output Metrics

Access and Success	• # of recruitment and hiring processes documented and analyzed for barriers • Number of recruitment and hiring processes documented and analyzed for barriers
Climate and Intergroup Relations	• % of employees with awareness and understanding of the organization's Principles of Community • Awareness and understanding of organizational resources related to harassment, discrimination, and identity-based violence
Training and Education	• Number and types of training offered • Participation rates in different types of training
Infrastructure and Accountability	• Units provide an annual report to senior leadership on the goals outlined in the Inclusive Excellence framework
Community Engagement	• Number of partnerships • Results of social performance with accompanying action steps

Sample Outcome Metrics

Access and Success	• Composition of applicant pools across the stages of recruitment and hiring • Composition of the organization's workforce both cross-functionally and top-down • Promotion rates for employees and leaders
Climate and Intergroup Relations	• Perceptions of the climate for diversity • Sense of belonging ratings
Training and Education	• Movement toward organizational learning goals • Percent of employees reporting they feel comfortable communicating with colleagues from different backgrounds offerings
Infrastructure and Accountability	• Evidence of integration of Inclusive Excellence into strategic plan • A mechanism for setting and monitoring continuous improvement toward Inclusive Excellence
Community Engagement	• Evidence of coordination of resources with partnering organizations • Dollars spent on philanthropic efforts related to Inclusive Excellence

Steps Toward Inclusive Excellence

1. Make an organizational commitment to Inclusive Excellence
2. Assess your agency or organization by analyzing its current practices, policies, and data using the Inclusive and Equitable Organizational Development Continuum
3. Identify and prioritize root causes of systemic inequity and barriers to change
4. Develop strategies to eliminate or mitigate root causes and barriers
5. Monitor progress of DE&I efforts to ensure they remain integrated, intentional, and central to the core mission and functioning of an inclusive and equitable state government

Planning Process

1. Create Inclusive Excellence work group
2. Clarify vision
3. Establish business case
4. Identify opportunity gaps
5. Self study
6. Engage stakeholders
7. Share results organization wide
8. Draft Inclusive Excellence plan
9. Establish robust reporting and improvement processes

Discussion questions for your workgroup

1. When I think of diversity, equity, and inclusion, I think about _____.
2. When you think of a statewide plan for inclusive excellence what is important to you that should be included?
3. Who and which organizations should be included in an initiative such as this?
4. In what ways can the ODEI help?
5. What are the next steps?

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THANK YOU

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Acknowledgement and Reference

The *Inclusive Excellence model* is based on three monographs disseminated by the Association of American Colleges and Universities:

- Toward a model of inclusive excellence and change in postsecondary institutions