

Equity, Inclusion and Diversity Framework

The following provides guidance and a summary overview of current best and promising practices in each of the core functional areas of agency equity and inclusion plans. While each agency has committed to advancements in equity and inclusion in the areas of recruitment, retention and agency culture, no agency has implemented practices in every area. This type of framing enables agencies to evaluate their current state and plan improvement strategies. This framework is not comprehensive of all available equity and inclusion frameworks available for agencies to consider in their planning.

Best and Promising Practices in Core Functional Areas in Equity and Inclusion Plan Standards

| Core Area | Agency |
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| <p>Agency Commitment</p> <p>The agency is committed to achieving a diverse workforce and an equitable, and inclusive working environment.</p> | <ul style="list-style-type: none"> ▪ Does long-range strategic planning, with clear goals and values reflecting a high-priority focus on diversity, equity, and inclusion, with meaningful targets regularly measured to determine if goals are being met. ▪ Provides equity, diversity and inclusion training for all employees, from the Secretaries to entry-level hires. ▪ Has diversity among its top leadership, reflecting the organization’s commitment to diversity. ▪ Promotes diversity from the senior executive level. A senior executive is responsible for leading the diversity, equity, and inclusion effort. ▪ Staffs and resources its diversity, equity, and inclusion effort adequately. |
| <p>Culture</p> <p>The agency proudly brands itself as a leader in diversity, equity and inclusion.</p> | <ul style="list-style-type: none"> ▪ Has established a strong business case for diversity and aligned its management and business practices accordingly. ▪ Develops relationships with diverse communities as a matter of standard practice. ▪ Has established and empowered an Equity and Inclusion/Agency Affirmative Action Committee (AAAC) which acts as an advocate and a resource for equity and inclusion in the agency. ▪ Has established a diversity-sensitive process for resolving conflicts that emerge around race, culture, ethnicity, gender, or other diversity-related issues acting as a supporting enhancement to agency respectful workplace policies. ▪ Fosters a culture of open communication and transparency, and enables forums for discussion of diversity, equity, and inclusion. |
| <p>Recruitment</p> <p>The organization actively recruits, promotes, and retains a diverse workforce that is reflective of the populations it serves.</p> | <ul style="list-style-type: none"> ▪ Forecasts workforce needs, sets strategic diversity hiring goals and measures progress against them. ▪ Assesses policies and processes for potential bias in selection and removes barriers to diversity, equity and inclusion. ▪ Creates opportunities to hire strategically and opportunistically from targeted diverse populations. ▪ Reaches into educational institutions to cultivate interest in minority communities and offers internships, apprenticeships, and other creative points of entry. ▪ Actively reaches out to diverse populations in its recruitment process through professional networks, online and social media, diversity websites and job boards to expand its outbound reach. |

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| | <ul style="list-style-type: none"> ▪ Promotes equal opportunity in its selection process through diverse hiring committees, blind screening, cohort hires, and culturally sensitive language in job postings, interview questions, and evaluation criteria. |
| <p>Retention</p> <p>The agency takes proactive measures to retain a diverse workforce and to promote opportunities for staff and leadership development to ensure a diverse workforce that is prepared to meet current and future needs.</p> | <ul style="list-style-type: none"> ▪ Sustains an onboarding and new employee orientation process that creates a welcoming atmosphere and includes a briefing on or by the Equity and Inclusion/AAAC on diversity, equity, and inclusion. ▪ Ensures equitable salary and benefits to all staff as well as other amenities that are inclusive and sensitive to a diverse workforce. ▪ Has reward and recognition programs to honor the achievements of all employees that support the mission, contribute to the community, and promote diversity, equity, and inclusion. ▪ Provides developmental planning for all employees including goal setting, coaching, and evaluation. ▪ Actively and regularly measures employee satisfaction in a way that promotes candor and fairness, evaluates the results, and takes action for continuous improvement. ▪ Conducts exit and stay surveys and interviews and applies feedback to efforts to improve retention. ▪ Regularly assesses training needs and provides training equitably to meet current and future workforce needs. ▪ Provides mentoring, scholarship, leadership training, and upward mobility programs that are offered equitably. |