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# DIVERSITY, EQUITY, INCLUSION, & ACCESSIBILITY (DEIA) CHANCELLOR'S OFFICE STRATEGIC PLAN (2024)



PREPARED BY: FORESIGHT STRATEGY SOLUTIONS  
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# LETTER FROM THE CHANCELLOR

## Greetings,

As we continue our commitment to fostering an inclusive and equitable environment at the Chancellor's Office, it is with great pleasure that I share the enclosed update regarding our Agency's strategic framework for diversity, equity, inclusion, and accessibility (DEIA).

Our community colleges have always been spaces that welcome and celebrate individuals from all walks of life, and the same is to be said for the Chancellor's Office. The strength of our system lies in the rich diversity of our students, faculty, and staff, representing a myriad of backgrounds, cultures, and perspectives. This diversity is not only our reality but also our greatest asset. It enhances everyone's professional and educational experience and prepares our students to thrive in an interconnected and diverse world.

The strategic updates we present today reflect our ongoing dedication to creating an inclusive and equitable environment. It is a culmination of collaborative efforts from across our Agency's divisions, involving input from staff, administrators, and other Agency stakeholders. These updates outline actionable initiatives that will further promote diversity, equity, and inclusion in every aspect of our Agency.

I am confident that the continued implementation of our DEIA Framework will lead to a more inclusive and equitable Chancellor's Office and California Community Colleges System. By celebrating and embracing our diversity, we can provide work and educational environments that empower all of us to succeed and contribute meaningfully to society.

I extend my gratitude to all who contributed to the development of our Agency's framework and look forward to working together to bring about positive change in our Agency community.

Sincerely,



**SONYA CHRISTIAN**

Chancellor  
California Community Colleges System

# LETTER FROM THE DIRECTOR OF PEOPLE & CULTURE OPERATIONS

**Dear Colleagues,**

I trust this letter finds you in good health and high spirits!

As the Director of People and Culture Operations, I am particularly thrilled to witness the commitment and enthusiasm demonstrated across our Agency in developing and implementing our Diversity, Equity, Inclusion, and Accessibility (DEIA) Framework. It is evident that the collaborative efforts of our diverse Agency community have resulted in a roadmap that not only aligns with our values but also propels us toward creating an even more inclusive and equitable work environment.

I would like to highlight the following aspects of the plan that resonate strongly with our commitment to fostering a positive and inclusive workplace culture:

- **Employee Development and Training:** The plan underscores the importance of ongoing training and development programs to enhance cultural competence among our staff and administrators. This commitment aligns seamlessly with our goal to provide resources and opportunities for continuous learning and growth.
- **Equitable Hiring Practices:** The emphasis on promoting diversity in our workforce through equitable hiring practices is a crucial step towards building a team that reflects the richness of perspectives within our community.

I look forward to working closely with you to ensure that our hiring processes align with these principles.

- **Community Engagement:** The plan recognizes the significance of strengthening our connections with local communities. As the Director of People and Culture Operations, I am excited about the prospect of collaborating with other organizations to create initiatives that promote inclusivity and address the unique needs of different populations.
- **Inclusive Work Environments:** Creating inclusive learning environments is not limited to our system's classrooms alone. Our Agency's framework acknowledges the need to foster inclusive workplaces where every employee feels valued and supported. This is an essential component of our collective efforts to cultivate a positive and collaborative work culture.

I am confident that the continued implementation of our Agency's DEIA Framework will have a positive impact on our organizational culture, contributing to a workplace where diversity is celebrated, and everyone is empowered to reach their full potential.

Warm regards,



**Tiffany Argento**

Chief - People and Culture Operations  
California Community Colleges Chancellor's Office



# LETTER FROM THE MANAGER OF CULTURE & TALENT

## Greetings Colleagues,

I hope this letter finds you filled with enthusiasm for the continuing and upcoming diversity, equity, inclusion, and accessibility (DEIA) initiatives within our Agency! As the Culture and Talent Manager, I am particularly thrilled to emphasize our dedication to advancing diversity and inclusion across the six key areas in our DEIA Framework, namely: recruitment, hiring, retention, performance management, promotion, and culture.

- **Recruitment:** We are committed to implementing innovative and inclusive recruitment strategies that attract a diverse pool of talent. By actively seeking individuals from varied backgrounds, we aim to enrich our community and better reflect the diversity of our student population.
- **Hiring:** Creating an equitable hiring process is fundamental to building a workforce that values diversity. Our focus is on establishing fair practices that provide equal opportunities for all candidates, irrespective of their background or experiences.
- **Retention:** Employee retention is at the core of our efforts. We will develop initiatives that ensure our workplace is supportive, inclusive, and responsive to the needs of all staff members, fostering an environment where everyone can thrive.

- **Performance Management:** Our commitment to diversity extends to our approach to performance management. By enhancing cultural competence across our organization, we seek to create an environment that not only acknowledges but also celebrates diverse perspectives, contributing to the overall success of our team.
- **Promotion:** We recognize the importance of promoting diversity within leadership roles. Our focus is on establishing programs and opportunities that support the professional growth and advancement of individuals from underrepresented groups, ensuring leadership reflects the richness of our community.
- **Culture:** Fostering an inclusive culture is a collective responsibility. We will champion initiatives that promote cultural competence and awareness, creating a workplace where every individual feels valued, heard, and embraced.

As we embark on this journey, I am confident that our shared commitment to diversity, equity, inclusion, and accessibility will not only strengthen our workplace culture but also contribute to the success of our students and the communities we serve.

Best wishes,



**Toija Currie**

Culture and Talent Manager  
California Community Colleges Chancellor's Office

# APPRECIATION FOR THE DEIA ADVISORY COMMITTEE

The Chancellor's Office would like to express its sincere gratitude to the members of the Diversity, Equity, Inclusion, and Accessibility (DEIA) Advisory Committee for their invaluable contributions in shaping the Agency's DEIA Framework.

The committee, composed of dedicated individuals with diverse backgrounds and expertise, played a critical role in the Framework's development. They generously offered their time, insights, and perspectives throughout the process, which proved instrumental in ensuring the Framework is **comprehensive, data-driven, and grounded in experience.**

The Agency deeply appreciates the ongoing commitment of the DEIA Advisory Committee. Their dedication and collaboration have been instrumental in crafting a framework that will guide our efforts to create a more diverse, equitable, inclusive, and accessible environment for all. We are confident that the DEIA Framework will be a powerful tool in advancing our Agency's mission by fostering a culture of respect, inclusion, and opportunity for all stakeholders.

## DEIA ADVISORY COMMITTEE MEMBERS



Carrie Tan



Gary Adams



Chantee Smith



Michael Quiaoit



LaCandice Ochoa

The following individuals served on the DEIA Advisory Committee but not pictured here are: Gary Alexander, Rafael Chavez, Alejandro Sandoval, Kimberly Cortijo, Zitali Torres, and Tiyasha Watts.



# EXECUTIVE SUMMARY:

## EMBRACING DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY

This executive summary outlines our Agency's unwavering commitment to cultivating a diverse, equitable, inclusive, and accessible (DEIA) environment for both our workforce and the campuses and communities we serve.

We firmly believe that embracing these core values strengthens our workplace culture, fosters innovation, and ultimately contributes to the success of our students.

### ➤ Building a Diverse and Talented Workforce

Our DEIA journey begins with building a diverse and talented workforce that reflects the richness of our student population. We are actively implementing innovative recruitment strategies that reach out to individuals from varied backgrounds, enriching our team and fostering a deeper understanding of the needs of the students we serve. By establishing equitable hiring practices, we ensure that all qualified candidates have equal opportunities to thrive within our Agency, regardless of their background or experiences.



### ➤ Fostering a Supportive and Inclusive Workplace

Beyond recruitment and hiring, we are dedicated to retaining valuable employees by fostering a supportive and inclusive workplace. We recognize that individuals come with diverse perspectives and experiences, and we strive to create an environment where everyone feels valued, respected, and heard. Through inclusive workplace initiatives and employee development programs, we aim to nurture a sense of belonging and empower individuals to contribute their unique skills and perspectives to our shared goals.



## ➤ Building a Culture of Cultural Competence and Collaboration

Our commitment to DEIA extends beyond creating a diverse workforce. We are actively working to enhance cultural competence across all levels of the organization. This involves fostering understanding and appreciation for diverse cultures and perspectives, and integrating this awareness into our performance management processes. By acknowledging and celebrating these diverse perspectives, we aim to create a collaborative and innovative work environment that fuels our team's success.



## ➤ Collective Responsibility: Championing a Culture of Inclusion

Building a truly inclusive culture requires a collective effort. We are committed to championing initiatives that promote cultural awareness and understanding, fostering an environment where individuals feel comfortable expressing their unique perspectives and celebrating their identities. This commitment extends beyond the workplace, as we strive to be a positive force in the communities we serve, promoting diversity, equity, and inclusion for all.

## ➤ Investing in the Future: Leadership Development and Inclusive Promotion

Recognizing the importance of diverse leadership, we are committed to supporting the professional growth and advancement of individuals from underrepresented groups. We will establish mentorship programs aimed at equipping individuals with the skills and knowledge necessary to thrive in leadership roles. By investing in their talent and potential, we aim to build a more equitable and inclusive leadership team that reflects the diversity of our community.



## ➤ Moving Forward: Shared Commitment and Collaboration

As we embark on this journey, we recognize the importance of collaboration and shared responsibility. We are confident that by working together, and with unwavering dedication to our DEIA framework, we will not only strengthen our Agency but also contribute to the success of our students and the communities we serve.



The subsequent pages of this document outline the 6 key DEIA Framework areas along with the action statement, corresponding core values, and notable DEIA Framework achievements to date for each of the following:

- (1) Recruitment;
- (2) Hiring;
- (3) Performance Management;
- (4) Promotion;
- (5) Retention; and
- (6) Culture

This document also contains descriptions of the Landmark Equity Initiatives that the Agency has launched above and beyond the Framework's tenets.

**Our Agency is excited to share our progress and future with you!**



# DEIA Framework Areas





# DEIA Framework Area 1: Recruitment

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## Recruitment Action Statement:

The Chancellor's Office is compelled to implement a robust talent engagement and recruitment process that extends beyond conventional methods and focuses on maintaining an effective outreach system to attract a diverse pool of qualified candidates. This proactive approach reflects a forward-thinking mindset, emphasizing the Agency's commitment to creating an inclusive workplace where diverse perspectives contribute to innovation and problem-solving.

Moreover, by leveraging the backgrounds and expertise of current employees, we acknowledge the significant role diverse experiences play in shaping effective recruitment strategies, and our collaboration with external individuals demonstrates a commitment to embracing fresh perspectives, which contributes to a dynamic and inclusive organizational culture.

## Recruitment Core Value:

**Agency-Wide Recruiting Culture:** We empower and encourage every team member to actively engage in recruiting efforts, recognizing the continuous interaction with external individuals as a valuable opportunity. Talent acquisition is not merely a task for specific departments but is a collective responsibility woven into the fabric of our organizational ethos.

By embracing a culture of recruitment, we tap into the diverse networks and perspectives of our entire team, ensuring that each member actively contributes to identifying and attracting top-tier talent as reflective of our dedication to building a thriving and dynamic workforce.



# Notable DEIA Framework Recruitment Achievements to Date

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2022



## Quarter 3

Created Agency department specific LEAP exams in partnership with CalHR and Agency subject-matter experts.

## Quarter 3

More broadly disseminated available job postings to historically black colleges and universities and partnered with Marketing & Communications to more prominently display them on the Chancellor's Office website.

2023



## Quarter 2

Expanded active recruiting opportunities for the Chancellor's Office by expanding job posting access to new websites including LinkedIn, Indeed, Diversity Jobs, Circa, CalHR Recruiters' Roundtable, and HigherEd.



# DEIA Framework Area 2: Hiring

## Hiring Action Statement:

The Chancellor's Office is committed to ensuring that our hiring processes are equitable, inclusive, and fair while also being strategic, intentional, evidence based, and data driven. We are continuously working to safeguard the process from start to finish such that hiring outcomes are objective, merit based, nepotism free, and are implemented by a team that is unbiased and thoughtfully trained. Our focus is to increase transparency while providing equal opportunity for internal and external candidates.

## Recruitment Core Values:



**Equitable & Inclusive:** The hiring process is evaluated step-by-step and applied equally to all applicants, with allowances for accommodations and supportive services.

**Fair:** Every candidate is interviewed without bias and is given equitable time to prepare for the interview in order to provide thoughtful responses.

**Strategic & Intentional:** All hiring should have a clearly defined strategy aligned with organizational need and the Agency's strategic plan.

**Evidence Based & Data Driven:** Chancellor's Office DEIA data is collected, regularly reviewed, published, and presented to the staff community to benchmark progress toward DEIA goals together as a work community.

**Transparent with Equal Opportunity for Internal and External Candidates:** All candidates have equal access to knowledge of employment announcements, qualification requirements/exams, and Statement of Qualification (SOQ). All candidates receive equal treatment concerning interview notifications and hiring procedures.

**Autonomous, Merit-Based, and Unbiased:** Hiring managers independently make hiring decisions and recommendations based on the merit system and best interest of the team, division, and Agency without influence from other parties.

**Trained, Thoughtful, and Responsive:** Interview panels are trained on best hiring practices, eliminating implicit bias, interview methods for diverse populations, and awareness of employees with different abilities. Hiring managers receive timely information about the hiring process with the requirement to meet established deadlines.

**Nepotism Free:** Hiring decisions are made impartially and without bias or consideration of the candidate's personal and professional relationships.

# Notable DEIA Framework Hiring Achievements to Date

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2022



## Quarter 3

Require candidates to submit their understanding of diversity, equity, inclusion, and accessibility as part of the Statement of Qualifications for each job posting.

## Quarter 4

Updated invitation to interview correspondence to include new language requesting applicants to share their preferred pronouns and name pronunciation.

## Quarter 4

Revised Agency interview scripts to include new language inquiring as to candidates preferred pronouns and name pronunciation.

## Quarter 4

Eliminated opportunities for unconscious bias based on candidates' interviewing background by providing instructions to candidates on how to set-up digital backgrounds during virtual interviews.

2023



## Quarter 1

Launched the Agency's 24/7 real-time online exam portal so that candidates can now take all available exams online at any time of their choosing, eliminating the need to manually distribute and publish a schedule of exams.

2023



## Quarter 3

Engaged CalHR and its Equal Employment Opportunity (EEO) executives regarding developing candidate pool diversity metrics to evaluate progress toward diversification across state agencies and proposed revisions to the current EEO section of the employment application to include a wider selection of gender identity selection options.

2024



## Quarter 1

Began collecting and evaluating data regarding the diversity of Chancellor's Office staff to identify trends and encourage progress, with objectives to be adjusted every two years based on trend analysis.



# DEIA Framework Area 3: Performance Management

## Performance Management Action

### Statement:

Our commitment to clear, consistent, unbiased, and inclusive communication extends beyond the initial hiring process and permeates throughout performance management practices as well. We strive for transparency and open dialogue in setting expectations, providing constructive feedback, and fostering continuous learning and development. This aligns seamlessly with our DEIA principles and Framework, ensuring fairness, equity, and respect in how we guide and empower our employees. We encourage open communication and feedback loops to identify areas for improvement and celebrate successes, ultimately cultivating a high-performing and inclusive work environment for all.



## Performance Management Core Values:

### > Intentionality & Equity of Application

Ensure that each employee receives an annual performance appraisal, including Executives/managers/supervisors. Performance management goals should be targeted at an Agency-specific (macro) level and an employee specific (micro) level.

### > Consistent

Performance appraisals and probationary reports should be conducted in a standardized manner over time.

### > Inclusive

Managers/supervisors will think beyond an employee's current assignment to learn about and leverage an employee's hidden unique talents and abilities that may be unrelated. Managers view the employee holistically and provide a diverse array of tasks that align with their classification.

### > Unbiased

Managers/supervisors will recognize their own biases regarding various characteristics of their staff and actively work to shift those perceptions toward value.

### > Transparent

Employees will ideally understand their current job performance, expectations, and goals so they can work towards job promotions and/or other career goals. Employees are provided the performance evaluation rubric well in advance of the annual review.

### > Accountability

The performance management process provides real opportunity to staff to provide feedback to managers regarding the managers' performance.



## Performance Management Core Values:

### > Responsive

Management follows up to support staff following review with an action plan / steps.

### > Encouraging

Accolades should be given when employees perform above and beyond expectations.

### > Continuous Improvement Over Punitive Action

Training opportunities should be identified to help underperforming employees. Performance management should be viewed as an opportunity to provide guidance, coaching, and professional growth and development feedback.

### > Aligned with Vision for Success

Individual and team performance should be aligned to the Agency's Vision for Success plan.

### > Clear communication

Management has clear conversations with staff, listing out goals and objectives needing to be accomplished.

### > Objective

Performance management goals (checklists) should be rated objectively, should be measurable, and neutral.



# Notable DEIA Framework Performance Management Achievements to Date

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2022



## Quarter 4

Began ideating possible trainings to be provided by HR to managers/supervisors at the beginning of the performance appraisal cycle with reminders and examples of model performance appraisals to ideally be sent throughout the year to ensure alignment and consistent calibration.

2023



## Quarter 2

Added a Diversity, Equity, Inclusion, and Accessibility section to the annual Agency-wide Expectations Memo and created safe spaces to discuss the same in unit meetings, division meetings, and all staff meetings by updating the drafts to include inclusive language that calls upon leadership to facilitate staff's open expression of thoughts or concerns.



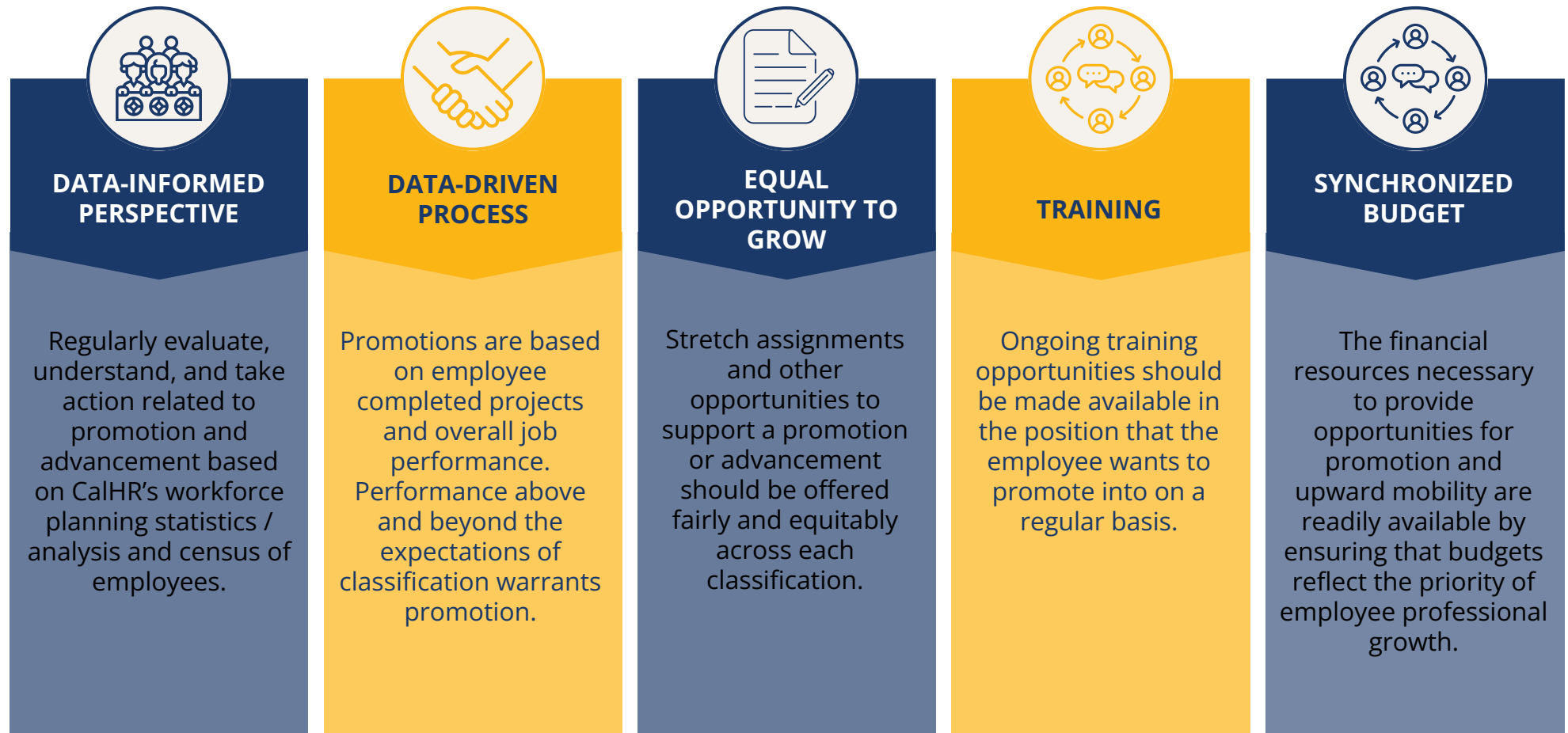


# DEIA Framework Area 4: Promotion

## Promotion Action Statement:

We foster a culture of growth by providing equitable opportunities for development and advancement to all employees. Our training programs are designed to empower individuals and equip them with the skills and knowledge needed to excel in their roles and pursue career aspirations. The promotion process itself embodies our commitment to fairness and transparency. It is meticulously designed to be unbiased, data-driven, and efficient, ensuring every candidate receives a fair and equal chance based on merit and qualifications. We dedicate committed resources and synchronized budgeting to ensure the staffing identification process aligns seamlessly with promotion opportunities, creating a clear path for high-performing individuals to contribute their talents at increasingly impactful levels within our organization.

## Promotion Core Values:



# DEIA Framework Area 4: Promotion

## Promotion Core Values:



### TRANSPARENT

The skills and experiences to move to a new classification are clearly stated.



### INTENTIONAL

Thoughtful, strategic, and proactively designed policies implement best practices to support upward mobility.



### UNBIASED

Policies and practices are applied consistently at all levels without favoritism or bias.



### EFFICIENT

The promotion process is handled efficiently so as to not lose talented employees to other entities due to passage of time.

# Notable DEIA Framework Promotion Achievements to Date

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2022



## Quarter 3

Completed the development of the new department specific classifications and began posting and implementing the new exams (including the LEAP exam).

2023



## Quarter 3

Designed a Promotion In Place (PIP) policy document with checklist and a process review opportunity for leadership staff to ensure the PIP process and procedures are equitably followed.

## Quarter 4

Created a reference document for managers to help identify opportunities to provide stretch assignments (projects with high visibility) and distribute them equitably amongst staff as growth opportunities.

## Quarter 4

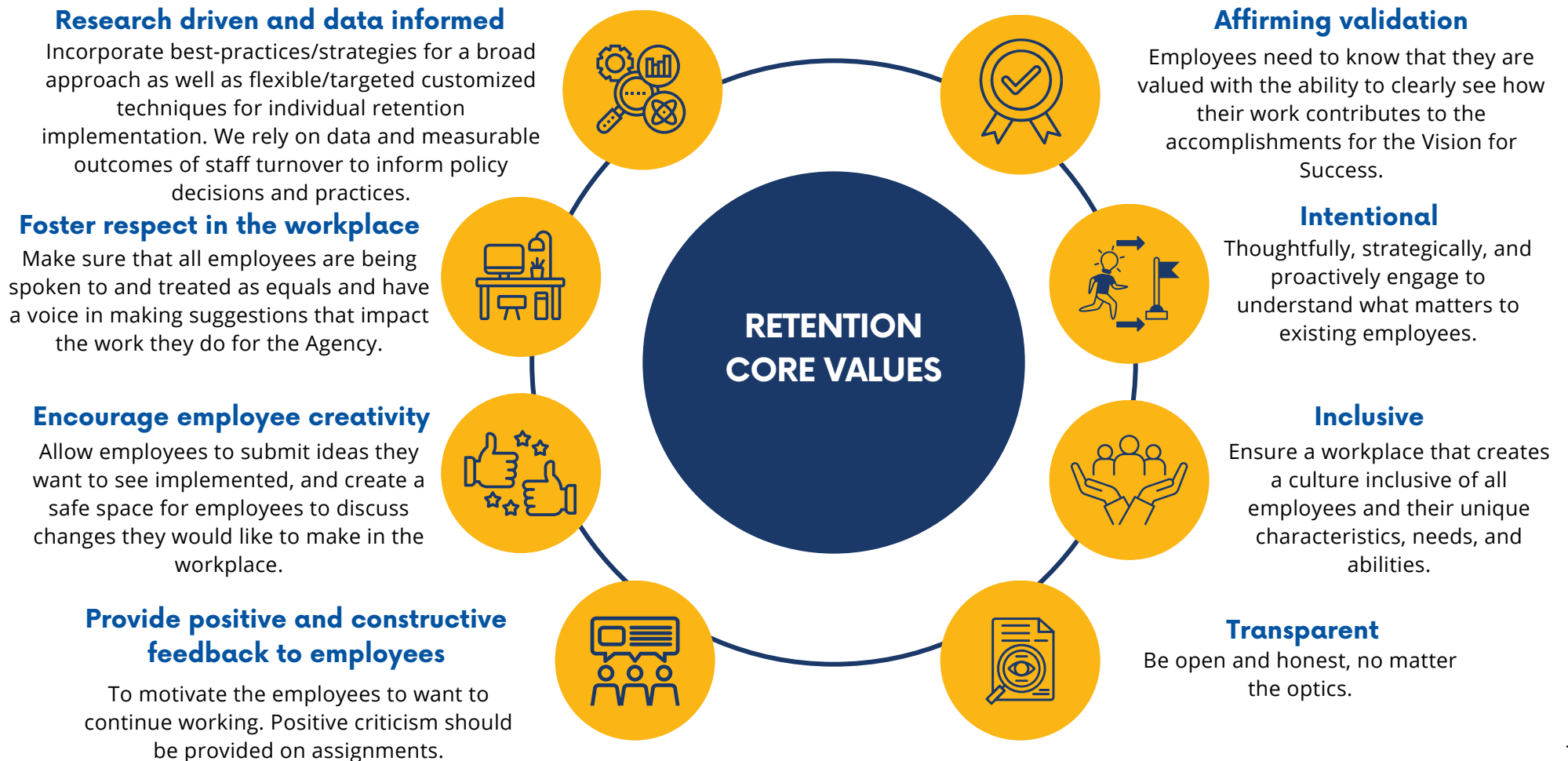
Issued communications for managers and staff to help them more frequently engage in the IDP process to ensure that staff have access to career path professional development opportunities.



# DEIA Framework Area 5: Retention

## Retention Action Statement:

Cultivating a vibrant and respectful environment is paramount to our commitment to employee retention. We actively foster creativity and encourage diverse perspectives, knowing that empowered individuals are more likely to thrive and contribute their unique talents. Our feedback culture emphasizes transparency and inclusivity, ensuring all voices are heard and valued. We prioritize providing constructive and validating feedback, fostering a culture of continuous learning and growth where individuals feel supported and empowered to reach their full potential. This commitment to development, coupled with a respectful and inclusive work environment, creates a strong foundation for long-term employee satisfaction and retention.



# Notable DEIA Framework Retention Achievements to Date

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2023



## Quarter 2

Initiated the process of identifying a dedicated psychological safety training module and developing a continuous improvement process to ensure fidelity to the trainings' principles.

## Quarter 3

Reviewed CalHR's Workforce Planning Toolkit to determine which actions can immediately be taken to more visibly demonstrate employee appreciation.

## Quarter 3

Liaised with CalPERS to determine what elements of that agency's employee appreciation program are transferable to the Chancellor's Office.

## Quarter 3

Investigated an anonymous method for staff to contribute feedback in a constructive way to promote psychological safety in the Agency.

2024



## Quarter 1

Began ideation of a template document for employees to submit feedback to their managers on the changes they want to see implemented.

# DEIA Framework Area 6: Culture

## Performance Management Action Statement:

We cultivate a culture of openness and psychological safety, where every individual feels empowered to contribute their unique perspective and thrive. This foundation of trust is bolstered by transparent, unbiased, evidence-based, and data-driven decision-making and communication. This approach fosters a sense of ownership, accountability, and shared purpose, leading to a more engaged and collaborative work environment. We believe in open dialogue and accessible information, ensuring everyone feels comfortable sharing ideas, voicing concerns, and participating actively in shaping our collective success. This commitment to transparency and inclusivity creates a vibrant and dynamic culture where employees feel valued, respected, and supported, leading to increased satisfaction and long-term engagement.



## Culture Core Values:



### OPEN AND TRANSPARENT COMMUNICATION

Communication and collaboration must be key elements for everyone, from the top down. All employees must feel they can openly communicate and be their authentic selves in our office. The Chancellor's Office must be a safe space for all by being open and honest with staff no matter the optics.



### INTENTIONAL

Thoughtfully, strategically, and proactively engage to understand what matters to employees.



### INCLUSIVE

Our workplace supports all employees and their unique characteristics, needs, and abilities.



### UNBIASED

Prioritize a fair and equitable workplace for all employees at all levels.



### EVIDENCE-BASED / DATA-DRIVEN

Frequently solicit and rely on data from staff feedback (i.e. exit interviews and surveys) to inform policy decisions and practices. Do so legitimately, and not in performative ways.



# Notable DEIA Framework Culture Achievements to Date

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2022



## Quarter 4

Identified trainings to be included in the on-boarding process to help new employees align with Agency culture and build relationships with staff.

2023



## Quarter 2

Held Agency-wide focus groups discussing the Agency's core values, deliberating and revising draft DEIA mission and vision statements, and collaboratively determined methods for celebrating diversity and cultural holidays in the Agency.

## Quarter 3

Leveraged the Agency's intranet and employee assistance provider to support Agency teams and divisions in alignment with the Agency's commitment to mental health.

## Quarter 3

Determined the set of DEI training to be included in the on-boarding process to help new employees align with Agency culture and build relationships with staff.

2024



## Quarter 1

Began strategizing how best to train and coach all Chancellor's Office employees in adapting the "Outward Mindset" or equivalent training.



# Landmark Equity Programming Initiatives

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# Landmark Equity Programming Initiatives

This section provides an overview of progress made on various landmark equity initiatives undertaken by the Chancellor's Office to foster a more diverse, equitable, inclusive, and accessible (DEIA) workplace environment, above and beyond the achievements made in alignment with the Agency's DEIA framework. This and the following pages outline the significant strides taken towards shifting the Agency's operations and achieving our commitment to building a workforce that reflects the state's diverse population and serves all communities effectively.

Investing in DEIA is not just a moral imperative, but also a strategic imperative. It has been well-documented that organizations with strong DEIA practices experience numerous benefits, including:



## **ENHANCED INNOVATION & CREATIVITY**

A diverse workforce brings a wider range of perspectives and experiences to the table, leading to more creative solutions and improved problem-solving.



## **INCREASED EMPLOYEE ENGAGEMENT & MORALE**

When employees feel valued, respected, and have opportunities for growth, they are more engaged and productive.



## **STRONGER TALENT ACQUISITION & RETENTION**

By fostering a welcoming and inclusive environment, we attract and retain top talent from diverse backgrounds.



## **IMPROVED DECISION-MAKING**

Diverse perspectives help to identify and address potential biases, leading to more informed and equitable decision-making.



## **ENHANCED PUBLIC IMAGE & REPUTATION**

Demonstrating a commitment to DEIA strengthens our public image and builds trust with the communities we serve.



**With these benefits in mind, we have embarked on several key initiatives to advance DEIA at the Chancellor's Office:**

### ➤ Employee Resource Groups (ERGs)

This year will bring the successful establishment of 4 ERGs, catering to diverse demographics within the Agency. These groups aim to foster a sense of belonging, provide networking opportunities, and offer valuable insights on promoting inclusion within the workplace. ERGs are crucial because they create a safe space for underrepresented groups to connect, share experiences, and advocate for their needs. This fosters a more cohesive and supportive work environment, leading to increased employee engagement, retention, and sense of belonging. Namely, the first round of ERGs the Agency established are:

- Women's
- Black/African American
- Hispanic/Latinx
- Disability Advisory Committee

### ➤ Mentorship Programs

We have successfully begun iterating an Agency-wide mentorship program, connecting employees with experienced mentors tailored to their career goals. This initiative fosters professional development, career growth, and knowledge sharing while promoting inclusivity within our team structure. Investing in mentorship fosters a culture of learning and growth, leading to a more skilled and adaptable workforce. Additionally, diverse mentor-mentee interactions can challenge implicit biases and promote understanding across various backgrounds, strengthening team dynamics and innovation.



## ➤ DEIA Website and Monthly Messaging

We have established a dedicated DEIA website that serves as a central hub for information, resources, and updates on Agency-wide DEIA initiatives. Additionally, we have initiated monthly DEIA messaging, which keeps employees informed about ongoing efforts and fosters open communication about inclusivity. Transparent communication is vital for building trust and ensuring that everyone is aware of, and invested in, our DEIA efforts. The DEIA website and monthly messaging provide easily accessible information, encouraging engagement and facilitating open dialogue about these important topics.

## ➤ Stretch Assignment Framework

To encourage professional growth and broaden skill sets, we have launched a comprehensive stretch assignment framework. This framework offers employees the opportunity to take on challenging projects beyond their usual roles, fostering learning, adaptability, and diverse perspectives within the Agency. Providing stretch assignments empowers employees to broaden their knowledge, build new skills, and gain valuable experience outside their comfort zone. This fosters a culture of continuous learning and personal development, leading to a more agile and dynamic workforce.

## ➤ Pulse Survey

A pulse survey was conducted to gauge employee sentiment and identify areas for improvement in promoting DEIA within our Agency. The valuable feedback received will be analyzed and factored into future DEIA initiatives. Employee feedback is crucial for measuring the effectiveness of our efforts and identifying areas for improvement. The pulse survey allows us to understand employee perceptions of the workplace climate, identify any potential challenges, and tailor future initiatives to address specific needs.

This report provides a snapshot of the Agency's efforts towards a more inclusive and equitable workplace. Following this executive summary, you will find detailed reports on each initiative, outlining specific achievements, challenges encountered, and future plans for continued progress. We remain dedicated to building a diverse and inclusive environment where all employees feel valued, empowered, and able to contribute their unique perspective to the success of our Agency.

# Conclusion: Embracing the Power of Diversity for a Brighter Future

This report has illuminated our Agency's unwavering commitment to fostering a diverse, equitable, inclusive, and accessible (DEIA) environment for all stakeholders. We firmly believe that embracing these core values transcends mere compliance and instead serves as the cornerstone of our organization's success. By prioritizing DEIA, we aim to:

## ➤ Unleash a wellspring of innovation

A diverse workforce fosters a vibrant exchange of ideas, perspectives, and experiences, leading to more creative solutions and groundbreaking approaches. This innovation fuels our ability to meet the evolving needs of our students and communities more effectively.

## ➤ Attract and retain top talent

In today's competitive talent landscape, a DEIA-committed organization is more likely to attract and retain high-performing individuals who value a workplace that celebrates their unique contributions. This fosters a culture of excellence and propels our Agency forward.

## ➤ Enhance our understanding and service

A team that reflects the richness of the communities we serve allows us to develop a deeper understanding of their needs and challenges. This fosters a sense of empathy and empowers us to deliver services that are truly relevant and impactful.

## ➤ Build a stronger and more resilient community

When we stand united in our commitment to DEIA, we create a ripple effect that extends beyond our walls. By promoting inclusion and fostering understanding within our Agency, we contribute to building a more just and equitable society for all.

The roadmap we presented in this report demonstrates our unwavering commitment to translating these aspirations into tangible realities. Moving forward, we remain dedicated to fostering an environment where everyone feels valued, respected, and empowered to contribute their unique talents. We believe that by embracing the power of diversity, we can build a brighter future for our students, our community, and our Agency. We invite you to join us on this journey as we strive to make a positive and lasting impact on the world around us.

