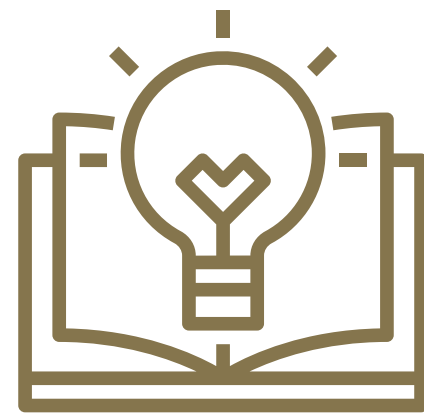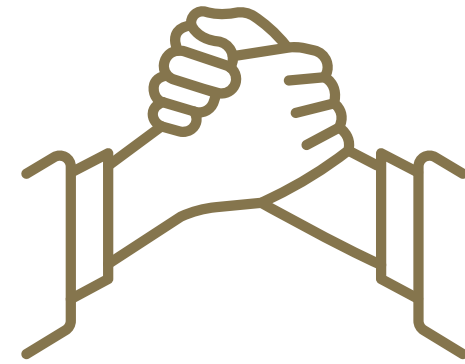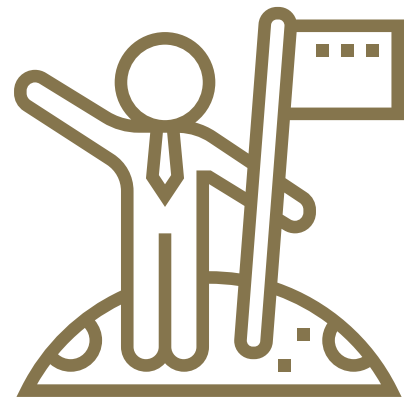**W** / AERO & ASTRO

A&A DEI RUBRIC

Areas of Assessment

Mission and Communication

A clear DEI mission statement can be used as a roadmap with defined pathways to the goals and objectives of the department, and consistent communication about DEI work within the department highlights ongoing work and efforts and available resources to staff.

Institutional Support

A department's commitment to continuous planning, leadership engagement in DEI work, and employee development programs demonstrates transparent efforts to produce an inclusive and equitable culture for all.

Education and Training

Funding training, workshops, and additional resources enables an organization to continue to build knowledge that will result in sustainable change with policies, approach, and employee relations.

Recruitment and Retention

Departments must assess and revise recruitment and retention practices and procedures in order to ensure they're providing equitable access for entry, advancement opportunities, pay equity, and employee development.

Values and Climate

An organization displays their commitment to DEI work through their values and commitment to create equitable representation, enhance the employee experience, and create access to resources that keep creating awareness around DEI issues.

Policies and Written Material

The institutionalization of diversity, equity, and inclusion lies within policy, procedures, and communication.

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PHASES

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PHASE ONE: BEGINNING

In this phase the department is beginning to understand Diversity, Equity, and Inclusion and the importance of its value in organizational strategies.

PHASE TWO: EVOLVING

In this phase the department In this phase the department is holding discussions about developing frameworks, strategies, and procedures that can institutionalize and maintain DEI work within the organization.

PHASE THREE: TRANSFORMING

In this phase the department has built on the Evolving foundation and fully adopted and implemented Diversity, Equity, and Inclusion policies and strategies within their scope of work. The department will continue to assess their practices and progress in order to cultivate sustainable institutional change within the department and across the University.

Assessment Area I: Mission and Communication

COMMITMENT STATEMENT: Evolving (3)

- The department is currently creating a Diversity, Equity, and Inclusion social statement with their mission and department values.
  - *Indicators: Your department is in this phase if there is an initial DEI commitment statement draft under review or being vetted for implementation.*

STANDARD DEI DEFINITION: Evolving (2)

- The department is currently creating a standard definition of DEI that can be used consistently in their internal communications and practice.

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Assessment Area I: Mission and Communication

LEADERSHIP SUPPORT: Evolving (3)

- Importance of DEI is generally communicated and demonstrated by leadership within your department.

  - *Indicators: Your department is in this phase if discussions about DEI are emerging within your team or department meetings and internal DEI committees are being formed to help support DEI efforts within your department.*

DEI DEVELOPMENT: Evolving (3)

- The department encourages staff to attend DEI development courses, training, and workshops throughout the year.

Assessment Area I: Mission and Communication

RECOGNITION: Evolving (2)

- The department is currently developing an employee recognition program to nominate diversity, equity, and inclusion advocates and/or volunteers.

  - *Indicators: Your department is in this phase if a committee has been formed to assess and develop a DEI recognition program.*

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Assessment Area I: Mission and Communication

TOTAL SCORE: 13

- Evolving Phase Score: (10–19) If your total score falls in this range, this indicates that your department is in the Evolving Phase and has a good understanding of DEI and its value to organizational development. In this phase your department has established foundational work drafting a DEI mission statement, and leadership is communicating their support of DEI work and encouraging the development of DEI resources such as committees, initiatives, training, recognition programs, and making other educational opportunities available to their staff.
- Next Steps:
  - Refer to Evolving indicators.
  - Establish funds to allocate training and DEI development resources.
  - Develop clear goals, visions, and strategies that can be published and shared across your department.
  - Finalize and vet DEI mission statements.
  - Initiate discussion around formally recognizing those who are leading and advocating for increased DEI efforts (those who volunteer often).

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Assessment Area II: Institutional Support

PRIORITIES & OUTCOMES: Evolving (3.5)

- Departmental leadership is developing a communication of DEI priorities and objectives within the department.

LEADERSHIP INVOLVEMENT & ENGAGEMENT: Evolving (2)

- The department is drafting expectations and goals for those in leadership (e.g., managers and department heads) to encourage leadership involvement of DEI objectives.

    - *Indicators: Your department is in this phase if the department is establishing DEI departmental goals and leadership is establishing norms with their staff (e.g., how they can be of support).*

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Assessment Area II: Institutional Support

DEI COMMITTEES/TASKFORCE: Evolving (3.5)

- The department has a DEI committee in place to promote DEI but the committee lacks agency or real influence implementing DEI initiatives, policies, and practices. The committee lacks diverse representation or is made up of the same individuals who are repeatedly asked to serve and represent their specific identity group. Leadership are exploring ways to incentivize members of the committee for their time and service.

  - *Indicators: Your department is in this phase if a DEI committee has been formed to discuss ways to implement DEI initiatives and best practices within the department. Members volunteer to meet regularly to develop resources and recommendations for the department. However, recommendations and best practices may not be implemented, and committee may lack diverse representation.*

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Assessment Area II: Institutional Support

EFFORTS & INITIATIVES: Evolving (2)

- Awareness of DEI programs and resources are generally discussed and taught to new staff.
    - *Indicators: Your department is in this phase if the department is introducing new employees to DEI resources available to them on campus, informing new employees of campus-wide DEI efforts, and ensuring that new employees are attending the Welcome Day DEI training within the first 30 days of their hire date.*

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Assessment Area II: Institutional Support

FUNDING DEI POSITIONS: Evolving (3)

- The department is currently developing DEI position(s) to formally carry out the responsibility of DEI initiatives, projects, and resources, but the positions are not at the leadership / administrator level and have limited decision-making authority.
  - *Indicators: Your department is in this phase if it has developed job descriptions for DEI position(s), job descriptions are being reviewed/vetted, and funds for the DEI position(s) have been requested.*

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Assessment Area II: Institutional Support

TOTAL SCORE: 14

- Evolving Phase Score: (10–19) If your total score falls in this range, this indicates that your department is in the Evolving Phase and has a good understanding of the importance of establishing and implementing practices that will create institutional support of DEI efforts. At this phase your department has begun substantive discussion and is working towards implementation. The department has discussed, created a DEI communication plan, and is on the path to implementation. The department has begun to look for funds to allocate for leadership DEI development and begun creating recognition events to highlight and recognize those who have instrumentally led DEI efforts.
- Next Steps:
  - Finalize a DEI communication and display it.
  - Find funds and begin allocating to those who would like to engage in professional DEI development.
  - Implement strategies to form recognition events or other practices.

Assessment Area III: Education and Training

EDUCATIONAL RESOURCES FOR STAFF: Beginning (1)

- The department has not developed DEI training materials and resources and has not provided educational opportunities for staff to discuss equity, inclusion, and diversity.

EDUCATIONAL RESOURCES FOR LEADERSHIP: Evolving (2)

- The department is currently developing opportunities for leadership to participate in inclusive teaching and learning designed to respond to experiences of all employees.
  - *Indicators: Your department is in this phase if it is developing DEI training, designed for those in leadership. Trainings are encouraged by the "higher ups."*

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Assessment Area III: Education and Training

LEADERSHIP KNOWLEDGE & AWARENESS: Evolving (3)

- Department leaders:
  - Generally have an understanding of diversity and are somewhat aware of its imperative function within their scope of work.
  - Have taken a training (understand the meaning of DEI) and are looking into bringing in resources like consultants or trainers.
  - Have consulted with DEI committees about developing initiatives.

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Assessment Area III: Education and Training

PROFESSIONAL DEVELOPMENT: Evolving (3)

- The department encourages staff to attend DEI development courses, training, and workshops throughout the year.
  - *Indicators: Your department is in this phase if it is providing opportunities for staff to attend workshops, courses, and training available on campus. This may include partnering with a DEI project team to request a workshop and strongly encouraging participation, or allocating some funds to pay for training staff can request to attend.*

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Assessment Area III: Education and Training

TOTAL SCORE: 9

- Evolving Phase Score: (8-15) If your total score falls in this range, this indicates that your department is in the Evolving Phase and has a good understanding of the importance of DEI education and training and is in communication or drafting a strategy to provide professional DEI development access to leadership and staff.
- Next Steps:
  - Form a task force for implementation.
  - Implement a DEI educational strategy.
  - Advocate for funds to allocate to DEI professional development.
  - Create discretionary funds.
  - Promote the importance of DEI education and professional DEI development to your department.

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Assessment Area IV: Recruitment and Retention

ONBOARDING: Beginning (1)

- The department does not formally or consistently inform new employees of DEI initiatives or help connect them to DEI committees, affinity groups, and educational/ training resources.

SUCCESSION PLANNING: Evolving (2)

- The department is beginning to utilize mentoring practices and partnerships with its staff to provide greater impact to their hiring and advancement rates. A formal mentor process is in development. Policies and parameters are being developed to ensure equity.
  - *Indicators: Your department is evolving if mentorship and sponsorship practices are being discussed with the appropriate stakeholders and a formal mentorship program is being developed to help increase professional development and advancement opportunities for systemically underrepresented staff.*

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Assessment Area IV: Recruitment and Retention

PAY EQUITY: Evolving (3.5)

- The department is beginning to strategically use internal and comparative data to regularly set goals and assess outcomes for pay of staff.

OUTREACH & HIRING: Evolving (2.5)

- Recruiting and outreach practices are being developed to attract diverse candidates and efforts are being made to implement more inclusive hiring practices. However, there is minimal standardization across the department, efforts are not proven to be effective, and outcomes show limited success.

  - *Indicators: Your department is in this phase if it is working with HR (UWHR, POD, and/or internal HR) and hiring teams to implement best practices for outreach to connect with diverse and systemically underrepresented populations. You are reviewing some job descriptions for exclusive language, posting ads on diverse websites, and sending openings to affinity groups.*

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Assessment Area IV: Recruitment and Retention

REPRESENTATION: Evolving (2)

- The department has developed and begun implementing more equitable hiring practices, but metrics and goals have not been established to track progress and effectiveness. The department has made limited efforts to ensure diverse representation, specifically in decision-making positions and leadership roles.

    - *Indicators: Your department is in this phase if it is revising outreach and hiring practices to specifically increase diversity in decision-making positions and leadership roles. Leadership is working to establish a data baseline to better understand where the department has the most/least representation of systemically underrepresented staff.*

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Assessment Area IV: Recruitment and Retention

TOTAL SCORE: 11

- Evolving Phase Score: (10-19) If your total score falls in this range, this indicates that your department is in the Evolving Phase and has a good understanding of the importance of developing equitable recruitment and retention practices and procedures for new and existing employees. Your department is integrating a formal check-in practice with new employees as part of the onboarding process, engaging them in DEI initiatives, and informing of resources available to them that will help establish them to the UW community. Your department is creating a formal exit interview to begin surveying and capturing the employee experience. Additional efforts continue as your department creates equitable recruiting and outreach practices.
- Next Steps:
  - Establishing implementation.
  - Standardizing practices across departments.
  - Data tracking.

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Assessment Area V: Values and Climate

DATA-DRIVEN PRACTICES: Beginning (1)

- The department does not have a standard method in place to gather and analyze demographic data and does not use quantitative or qualitative data collecting methods to measure diversity, equity, and inclusion in the workplace.

PULSE SURVEY: Beginning (1)

- The department has not created a department-focused pulse survey to assess work culture and employee engagement.

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Assessment Area V: Values and Climate

SUPPORT & RESOURCES: Evolving (2.5)

- The department is working on developing specific resources and procedures where staff in the department can report any issues of insensitivity, exclusion, disrespect, or harassment as it arises in the workplace.

  - *Indicators: Your department is in this phase if department leaders have met with the appropriate stakeholders to gather resources and are developing a reporting tool and procedures for receiving and addressing complaints.*

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Assessment Area V: Values and Climate

EMPLOYEE EXPERIENCE: Evolving (3)

- The department is in the developing stages of creating formal engagement check-ins, development conversations, or exit interviews to survey and enhance the employee experience.
    - *Indicators: Your department is in this phase if it has developed questions for an employee experience interview or <u>POD's Employee Experience Toolkit</u> is being used. Your department is piloting the employee experience surveys and exit interviews with some staff. The department is developing procedures and researching tools to specifically assess a sense of belonging and psychological and sociological safety of systemically underrepresented staff.*

Assessment Area V: Values and Climate

TOTAL SCORE: 7.5

- Beginning Phase Score: (0-7) If your total score falls in this range, this indicates that your department is in the Beginning Phase and has developed minimal practices to demonstrate its commitment to improving the employee experience. Your department has not developed practices that demonstrate a commitment to DEI work and equitable representation. There are no standardized systems in place to ensure that there is adequate representation hiring within leadership roles. There is no standard method in place to gather and analyze demographic data and the department does not use quantitative or qualitative data collecting methods to measure diversity, equity, and inclusion in the workplace. DEI taskforces have not been fully created in order to help with DEI initiatives.
- Next Steps:
  - Begin researching models and methodologies for employee engagement and retention of systemically underrepresented staff.
  - Begin discussion in regard to developing a DEI committee or taskforce that can be tasked with assisting DEI initiatives and assessing current practices through a DEI lens.
  - Data-driven strategies are pivotal to creating institutional and long-lasting change.

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Assessment Area VI: Policies and Written Material

INCLUSIVE LANGUAGE Evolving (3)

- Policies, documented procedures, and written materials generally incorporate language that displays respect to all identities, culture, and backgrounds throughout.

    - *Indicators: Your department is in this phase if written policies, documents, and materials are starting to be consistently reviewed. Your department is standardizing language and commonly used terms and is reviewing with HR (UWHR, POD, and/or internal HR), a DEI consultant (internal and external), or the appropriate stakeholders for exclusive terms, phrases, and verbiage. Current best practices are being reflected, and inappropriate language is being omitted or replaced by more inclusive and equitable terms. Tools and procedures are being developed to ensure any new communications or documents are assessed and reviewed for inclusivity and equity before being published or implemented.*

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Assessment Area VI: Policies and Written Material

ACCESSIBILITY: Evolving (2)

- Some materials are under review and strategies are being developed, edited, and utilized around accessibility for staff with disabilities. Resources and guidance around best practices are promoted and shared in a limited capacity.
- Specific examples:
    - ASL translators
    - Closed captioning
        - *Indicators: Your department is in this phase if leadership has started to update some materials to be more accessible, and resources and tools around best practices are utilized for specific presentations and are available by request. Strategies to implement an accessibility transition plan for written materials and communications are being developed.*

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Assessment Area VI: Policies and Written Material

KEY TERMS & IMPACT: Evolving (2)

- The department has some operational definitions for common DEI terms or phrases but department-wide DEI definitions have not been established or reviewed for inclusivity, relevancy, and respectfulness.

  - *Indicators: Your department is in this phase if some commonly used DEI terms such as BIPOC, anti-racism, and Bias, are being operationalized in written materials and communications but formal definitions or explanation of terms have not been developed or published. Leadership is partnering with the appropriate stakeholders to gather resources, research, and develop department-wide definitions.*

Assessment Area VI: Policies and Written Material

DEI Audit: Evolving (3)

- The department is starting to formally review policies, documented procedures, and written materials with a DEI lens to ensure inclusivity, equity, and respectfulness. A department-wide DEI policy is being developed by the appropriate stakeholders.

  - *Indicators: Your department is in this phase if leadership is starting to work with HR (UWHR, POD, and/or internal HR), appropriate stakeholders, and a DEI consultant (internal or external) to assess and review department polices, documented procedures, and written materials for potential inequities and exclusions. Tools and resources are being researched to establish consistent guidelines for determining if the policy is equitable and inclusive to all. A department- wide DEI policy is being created to ensure DEI best practices are institutionalized across the department.*

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Assessment Area VI: Policies and Written Material

TOTAL SCORE: 10

- Evolving Phase Score: (8-15), If your total score falls in this range, this indicates that your department is in the Evolving Phase and has a good understanding of what institutionalizing DEI consists of. The department has begun discussion and planning on auditing and reassessing language in their messaging, documents, contracts, etc. The department has begun developing a list of key terms centered on DEI to provide readers with context and further education on relevant terms. The department is considering developing a role that oversees DEI legislation at the state and federal level and who will work with the organization on updates and implementation. There is also a committee or task force that will come together to audit the department's policies, messaging, documents, contracts, etc., to ensure that language is consistent with current best practices.
- Next Steps:
  - Implementation is key. Further the implementation of inclusive language within documents, communication, and messaging.
  - A task force/committee has assessed the department's practices through a DEI lens and will continue to review quarterly or yearly.
  - Your department works closely with a policy analyst, DEI specialist, or DEI consultant to ensure that new DEI legislation is implemented and in time for operation and you are in compliance.

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Top Resources

- Affinity Groups: https://www.washington.edu/diversity/staffdiv/
- Communicating with an Equity Lens: https://www.washington.edu/brand/editorial-elements/equity-lens/
- Compliance and Risk Services: https://www.washington.edu/crs/
- Diversity Blueprint: https://www.washington.edu/diversity/diversity-blueprint/
- Employee Experience Toolkit: https://hr.uw.edu/pod/organizational-excellence-and-development/organizations/enhancing-the-employee-experience/
- POD Consultants: https://hr.uw.edu/pod/university-consulting-alliance/meet-the-consultants/
- Staff Diversity Hiring Toolkit: https://www.washington.edu/diversity/staffdiv/hiring-toolkit/
- UW Climate Survey Results: https://www.washington.edu/uwclimatesurvey/
- UWHR DEI website: https://hr.uw.edu/diversity/
    - DEI-RELATED TRAINING: https://hr.uw.edu/diversity/dei-related-trainings/
    - INCLUSIVE HIRING: https://hr.uw.edu/diversity/hiring/
    - UW STAFF DEMOGRAPHIC BASELINE REPORT: https://hr.uw.edu/diversity/demographics/

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