Human Resources, Diversity and Inclusion (HRDI) Strategic Plan

Strategic Direction (Goal) 5 Highlights

Strategic Direction (Goal) 5: Collaborative Partnerships: Pursue strategic collaborations with University partners to strengthen diversity and inclusion and scale University initiatives.

A. Objectives to Achieve the Goal:
1. Unite stakeholders around initiatives to positively impact compositional diversity and an inclusive climate in support of University Strategic Plan.
2. Collaborate with University partners to develop or revise key initiatives, policies, and procedures.
3. Develop, promote and deliver, training programs that support cross-divisional goal attainment and address employee development and expertise.
4. Pursue opportunities to develop relationships and increase communication with University partners.

B. Measurements/benchmarks that prove the goal was accomplished:
1. Unite stakeholders around initiatives to positively impact compositional diversity and an inclusive climate in support of University Strategic Plan.
   A. Institutionalize President’s Commission on Equity and Inclusion as the campus’s diversity accountability body. The charge of the PCEI unit was realigned to serve as stakeholders and advisors on various Strategic Plan objectives and strategies. Further discussions on the work related to goal 3 of the University Strategic Plan will begin in 2019-20.
   B. Continue to refine and further develop the HRDI Faculty Diversity and Inclusion Fellows Program with Academic Affairs.
   C. Conduct education and outreach about Discrimination Harassment Retaliation to inform stakeholders of relevant trends and benchmarks.
      • DHR Administrator facilitated “Bias in the Workplace: What’s DHR and How to Avoid it” training in October 2018 and co-facilitated Inclusive Customer Service in November 2018.
      • Based on information gathered from outreach activities in fall 2018, DIEP has met with campus partners monthly throughout the quarter to discuss services and education needs to provide to the campus community related to Individuals with Disabilities and religious diversity.
      • Ongoing training to new employees and continue to relationship-build with key referral sources - Title IX Office and the Dean of Students. A new DHR brochure is being developed.
   D. Provide ongoing updates and semi-annual communications regarding faculty recruitment and compensation processes in the Manager’s Toolbox.
      • FAQ document is available in the toolbox for use during the next recruitment year.
      • Developed new reports for deans & Academic Affairs throughout the recruitment cycle to incorporate equity considerations, salary ranges.
      • Compensation reports were provided to Deans to assist in setting appropriate compensation for newly hired TT faculty prior to hiring cycle.

2. Collaborate with University partners to develop or revise key initiatives, policies, and procedures.
A. Created a transition plan for Student Employment module, from batch entry to student direct entry in timesheet.
   • Partnered with Student Affairs and IT create transition plan. Implementation will be completed in phases. Pilot groups have been identified for IT and HRDI.
   • HRDI and Payroll Services student employees have been selected for phase one for implementation during the June 2019 pay period. Phase 2 pilot group for IT has been identified. Next step will be to implement to other divisions in 2019-2020.

B. Review and assess current campus practices concerning after-hour access to campus labs and studios. [CARRY OVER]

C. Review, revise, and implement Presidential directives. (#16, “On-Campus Use of Personal Forms of Transportation” and #12, “University Risk Management”.
   • Risk Management submitted request for faculty representatives and collaborated with Parking and Transportation Services to identify other members for the directive #16 review committee. Researched other CSU/UC campus risk management policies and programs as part of review of directive #12. Working on finalizing draft of directive #12.
   • Process to review and revise directive #16 in in progress. Committee to review driving on campus has been established and is meeting, purpose expanded to include review of Directive #16.

D. Develop various guidelines and written procedures related to campus Risk Management (RM).
   • Risk Management is chairing a campus drone policy subcommittee, which included researching and assessing other CSU drone policies and reviewing the draft of the campus drone policy. RM also partnered with ASC and Humanities to review/revise Project Rebound housing license and related documents. Initiated review of assignment of drivers’ training to all employees in response to change in learning management systems.
   • RM and Environmental Health and Safety will coordinate committees to review driving on campus (in light of ongoing construction) and identify/review trip hazards

E. Explore improving/changing the timeline of the Annual Evaluation Process
   • Revision to the evaluation timeline was implemented and communicated to campus community. The new timeline was discussed with unions. Performance Evaluation trainings are complete.

F. Work with campus partners to update the process for faculty additional pay.
   • HRDI launched the new faculty additional work appointment and pay procedures on November 30, as scheduled. RM is working with campus partners to address issues/questions as they arise during transition.
   • Completed work on the project in conjunction with campus partners to address pay in the summer months. HRDI with campus partners launched summer faculty additional employment process. Training for constituent groups has been completed. The Work Break component of additional pay went live on May 3.

G. Develop and implement the plan to update the separation and property clearance process. [CARRY OVER]

3. Develop, promote and deliver, training programs that support cross-divisional goal attainment and address employee development and expertise.
   A. Assess leadership gaps within the divisions and develop strategic solutions to address identified gaps.
      • Supporting Transgender Employees and in collaboration with the Gender Diversity Task Force, met and compiled a framework of best practices for Transgender Employees who wishes to transition in the work place. The Transgender Guide was completed in Q2 and
is available on the HRDI, Title IX and Pride Alliance websites.

- Piloted an Inclusive Leadership Development program in the IT division. The goal of the program is to build the capacity and confidence of the managers to be serve as champions for inclusion within their departments, foster a climate of inclusivity to encourage employee retention and inclusive customer service for our diversity campus community, and develop a Diversity Action Plan for the IT division.

- A Strategic Recruitment Resource Guide was developed and sent to all members of search committees. The trainings assist search committees with the direction and goals for the search, answer questions, and address various topics as requested by the search committee members. Will collect feedback from the trainings this academic year and look to recreating/enhancing the search committee trainings for the 2019-2020 academic year.

- A new competency model is being developed with CultureFactors.

B. Collaborate with the central budget office and Academic Affairs to develop and implement training on position management/recruitment. [CARRY OVER]

4. Pursue opportunities to develop relationships and increase communication with University partners
   
   A. Increased HRDI participation in Academic Senate (AS) and other campus committees.
   
   B. Proactively engaged campus partners by meeting with one key partner per quarter to include hosting quarterly meetings with the Associate Deans and Divisions’ HR Coordinators, meeting with Union Representatives/Partners, ongoing collaboration with FAR and FDC.
   
   C. VP Forgues was invited to attend meetings as a guest speaker to provide HRDI updates. Presented to ASI Board, Administration and Finance MPPs and University Advancement Development Directors
   
   D. VP Forgues hosted a dinner on March 3 with 12 Titans. This was amazing opportunity to connect and engage with members from our Titan community and learn about their experiences.

   E. Diversity, Inclusion and Equity Programs continues outreach to campus partners frequently to collaborate on events and programs.
   
   F. Identified opportunities/ event(s) to build upon the relationship between union representation and the Labor and Employee Relations (LER) unit.
      - Annual lunches will occur with each union and LER representatives.

   G. Participate in campus wide IT leader team meeting.
      - VP Forgues continues to be an active participant in the IT advisory committee.

   H. Identify and help facilitate additional affinity employee group(s) across campus.
      - Collaborated with campus partners to identify new affinity groups on campus and developed policies for establishing new Faculty/Staff Associations.
      - Facilitated the establishment of a new Veterans FSA on campus and Undocumented and Ally FSA.