

# Center Diversity & Inclusion Plan

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## OHSU Goal Area 1: Increased Recruitment

Center Goal: Increase diversity in recruitment and hiring efforts, as measured by:

- Inclusion of bias-free language related to diversity and inclusion in all job descriptions and recruitment materials
- Use of diverse recruitment sources for all postings

### Strategy 1: Reduce biases and predispositions within existing recruitment process

#### **Action**

- a. Have Center Leadership Team review recruitment process annually
- b. Review recruitment sources, identify additional (general and job-specific) sources to post and disseminate Center job openings, and work with OHSU internal diversity recruiting resources (such as Employee Resource Groups) and external diversity recruiting resources
- c. Create and include question(s) related to diversity and inclusion for the hiring manager to use in all interviews
- d. Create diverse Center staff interview panels for screening and interviewing potential job candidates, consultants, and subcontractors

### Strategy 2: Maintain bias-free language in all Center recruitment materials

#### **Action**

- a. Ensure recruitment materials, including job descriptions and position announcements, are bias-free and include the Center's goal of a diverse and inclusive environment
- b. Ensure job descriptions for existing and new positions include a statement that reflects the Center's goal of a diverse and inclusive environment
- c. Create a Center-wide diversity and inclusion statement to be included in all recruitment materials (including job descriptions and position announcements)



## OHSU Goal Area 2: Strengthen Retention

Center Goal: Strengthen retention of a diverse and inclusive workforce, as measured by a retention rate that is equal to or greater than the Center's historical 5-year average

Strategy 1: Reaffirm existing and develop further mentorship and growth opportunities, to foster workforce retention

**Action**

- a. Emphasize unique aspects of the Center in onboarding materials and training conversations, including its team-based, collaborative model that thrives on a diverse skillset
- b. Ensure a range of professional development opportunities are available to all staff, including new skill development, core skill assessments, employee-driven opportunities, and employee recognition participation, and share opportunities with staff annually
- c. Use OHSU-sanctioned process (currently GROW), and Center job-specific processes, for employees and their direct manager to assess core skills necessary for the staff member's role at the Center, and to develop a plan to enhance those skills. (e.g., Core Skills Assessment)

Strategy 2: Develop a formal exit interview process

**Action**

- a. Establish a standardized exit interview process, with questions designed to draw out areas that could lead to improvement of Center processes and work environments
- b. Address key takeaways, actions steps, or changes suggested in exit interviews that would improve the Center overall as well as advance the Center's goals of retaining a diverse staff and maintaining an inclusive work environment



## OHSU Goal Area 3: Improve the Climate of Inclusion

Center Goal: Improve the Center’s climate in support and advancement of diversity and inclusion, as measured by an 80% or greater average rating by employees on the annual staff survey

Strategy 1: Maintain a team-based approach
<b>Action</b>
a. Have opportunities, when feasible, for staff to collaborate with others on projects, ideally bringing together members from different teams and who do not usually work together
b. Build time into project calendars and staff schedules for staff to review each other’s work, including staff from across different roles at the Center (e.g., research, policy)
c. Create at least 1 optional opportunity annually for staff to engage with each other outside of work
d. Offer Center-wide team trainings to improve professional standards and create common language for communicating about our work (e.g., facilitation training)
e. Assign a peer and a mentor when onboarding staff

Strategy 2: Provide real-time feedback, both to recognize when a job is well done and to foster growth through constructive critique
<b>Action</b>
a. Build time into the end of meetings and projects, when appropriate, for staff to debrief and provide constructive and critical feedback to each other and to discuss what went well and what did not
b. Document staff and leadership expectations for the Center as well as for each major, ongoing project
c. Provide feedback regarding individual and team performance on a regular and consistent basis, using GROW and regularly scheduled checkins

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## Strategy 3: Ensure all staff feel valued

### **Action**

- a. Use the current OHSU-designated GROW process, supervisor and mentor checkins, team meetings, and staff meetings to help all staff understand their strengths and contributions to the Center
- b. Acknowledge and recognize the work and value of staff contributions to the Center’s work using multiple avenues including GROW, checkins, team meetings, and staff meetings

## Strategy 4: Ensure open communication across Center teams, leadership, and staff

### **Action**

- a. Ensure Leadership Team continuously shares information about OHSU, the Center, projects, and other factors that affect staff
- b. Use staff checkins as an opportunity for staff to discuss any professional or personal topics that may affect their work with their supervisors and managers
- c. Create multiple avenues for staff communication to discuss diversity and inclusion subjects (e.g., staff meetings, anonymous surveys, team meetings)
- d. Ensure most meetings include an opportunity for staff to communicate ideas, contributions, and concerns



## OHSU Goal Area 4: Build Community Partnerships

Center Goal: Build or enhance the Center’s business, academic, and service relationships with diverse internal and external communities, as measured by the number of policies, standards, projects, or partnerships created addressing racial, ethnic, and other diversity

Strategy 1: Incorporate Center Diversity & Inclusion Goals into research process
<b>Action</b>
a. Review and revise Center research standards continuously to include guidance on addressing issues of race and ethnicity in research projects
b. Develop a statement regarding race and ethnicity as a risk factor to include in Center’s Methods Appendix
c. Ensure that Findings and Discussion sections of reports include information about applicability of the research findings for the intended population(s)
d. Consider adding the Office of Minority Health to the policy searching form as a source
e. Consider Diversity & Inclusion goals when selecting partners and consultants for Center work

Strategy 2: Consider diversity and inclusion in Center products and business opportunities
<b>Action</b>
a. Produce reports, research products, and resources with consideration of culturally appropriate and accessible formats
b. Develop an Equity Lens sub-section for inclusion in State Considerations or Discussion section of each relevant Center product
c. Prioritize business development opportunities that enable the Center to further its goals regarding health equity, diversity, and inclusion

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## Strategy 3: Support Center staff in activities that promote and engage with diversity and inclusion

### **Action**

- a. Encourage use of professional development funds to increase knowledge of health inequities and other diversity topics related to Center work
- b. Support use of professional development funds for opportunities that emphasize equity or allow time to participate in health equity-related professional organizations
- c. Support staff in opportunities to present information about the Center at conferences or community events that promote diversity and inclusion
- d. Include information about Diversity & Inclusion Plan on Center website
- e. Identify and support opportunities for Center staff to participate in OHSU diversity and inclusion efforts as committee members, leaders, or in other university positions (e.g., partnering with the School of Public Health)

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## OHSU Goal Area 5: Overall Benchmarks for Excellence

Center Goal: Maintain diversity and inclusion benchmarks to ensure responsibility and accountability for all Center staff, as measured by incorporating the Diversity & Inclusion Plan and benchmarks into annual Center Strategic Plan and Annual Report.

Strategy
<i>Action</i>
a. Create an annual review process to review and revise this Diversity & Inclusion Plan. A Centerwide survey will be included as part of the review to assess progress; updated plan will be shared at the annual Center staff retreat
b. Communicate about the Center’s diversity, inclusion, and equity efforts both internally at the Center and externally with partners, and include benchmarks in the Center’s Annual Report: <ol style="list-style-type: none"><li>1. Community partnerships and volunteer work</li><li>2. Reports and research with focus on equity and health disparities</li><li>3. Recruitment and retention of diverse staff</li><li>4. OHSU and other academic involvement and recognition</li></ol>
c. Emphasize our diversity, inclusion, and equity approaches to research, technical assistance, and collaboration when marketing the Center and when cultivating new business and partnerships.
d. Develop metrics to review diversity, inclusion, and equity initiatives within the Center and review these metrics on an annual basis within the Leadership Team