



Diversity, Equity, and Inclusion 2023 Strategic Plan

Diversity, Equity, & Inclusion Pledge:

We live our values and embrace our culture. Our diverse voices, backgrounds, and experiences are fundamental to our success and critical for the population that we serve. We value strength in community, progress through passion, action with purpose, and belief in all people.

We solve problems together. We believe collaborating early and often is key to success and maintaining transparency. Our individuality adds perspective and experience to our team and helps to drive innovation, broaden connections, and inspire growth within the VOC.

Our behaviors drive the way we care for our Veterans, each other, and our community. Diversity, Equity, and Inclusion are essential for our culture and for our success as an organization.

Vision:

To have a respectful and supportive workplace that enables us to attract and retain a diverse workforce that represents our clients and community.

Purpose:

This strategy is a one-year plan to help us work towards our diversity, equity, and inclusion goals. It provides a shared direction and commitment for the DEI committee and the agency so we can work together to respect and value our diverse staff and clients and build a more inclusive workplace.

It comprises of four key goals and identifies the priorities and actions we will take in 2023. It outlines the key roles and responsibilities and how we will track progress and measure success.

Goals:

1. Workforce diversity – Recruit from a diverse, qualified group of candidates to increase diversity of thinking and perspective.
2. Workplace inclusion – Foster a culture that encourages collaboration, flexibility and fairness to enable all employees to contribute to their potential and increase retention.
3. Sustainability and accountability – Identify and breakdown systemic barriers to full inclusion by embedding diversity and inclusion in policies and practices and equipping leaders with the ability to manage diversity and be accountable for the results.
4. Enhanced client support – Create a culture of diversity and inclusion for clients as well as staff so we can better support the needs of our veterans.



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Goals	Objective	Actions	Key Staff and Groups	Deadlines and Schedules	Success will be measured...
Workforce diversity	Recruit from a diverse, qualified group of candidates to increase diversity of thinking and perspective.	<ol style="list-style-type: none"> 1. Work with HR to identify and start utilizing diverse recruitment resources. 2. Evaluate the hiring process to identify any areas of equity and inclusion that could be improved. 3. Create a revised version of the yearly climate survey that does not collect any demographic information but does include agency climate questions and evaluations of the hiring and onboarding process to be completed as part of 90 day reviews. 	Director of Human Resources, senior leadership, and agency managers	<ol style="list-style-type: none"> 1. Initial meetings with HR by February 2023. 2. Have additional diverse recruitment strategies in place and in use by June 2023. 3. Have the new survey included as part of the 90 day review process by June 2023. 	<ol style="list-style-type: none"> 1. Based on the increase or decrease of diverse employees at VOC 2. Based on survey answers from new staff members and feedback on the hiring process. 3. Based on new staff participation in the 90 day review survey.



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Workplace inclusion	Foster a culture that encourages collaboration, flexibility and fairness to enable all employees to contribute to their potential and increase retention.	<ol style="list-style-type: none"> 1. Host trainings to educate staff on topics of diversity and inclusion. 2. Acknowledge and celebrate diversity among staff through activities and events further detailed in the attached calendar. 3. Share the staff climate survey annually to gauge staff diversity as well as feelings and attitudes towards DEI at VOC. 	All VOC staff	<ol style="list-style-type: none"> 1. See attached calendar for a suggested schedule of trainings. The committee will host a minimum of six staff trainings in 2023. 2. See attached calendar for a suggested schedule of events and activities. 3. Climate survey will be shared annually. 	<p>By attendance and participation. Our goal is to have:</p> <ol style="list-style-type: none"> 1. Every staff member attend at least four DEI trainings in 2023. 2. At least 75% staff participation in non-training events or activities planned. 3. 90% staff participation in the climate survey.



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Sustainability and accountability	Identify and breakdown systemic barriers to full inclusion by embedding diversity and inclusion in policies and practices and equipping leaders with the ability to manage diversity and be accountable for the results.	<ol style="list-style-type: none"> 1. Work with senior leadership and agency managers to improve knowledge of how to respect diversity in staff and accommodate differences and disabilities if disclosed by staff members. 2. Review employee handbook to ensure diversity, equity, and inclusion is embedded in our official policies. 3. Create an open-door policy to the DEI committee to support and advise staff with any DEI related issues they may face in their dealings with clients, other staff, or community partners. 4. Prepare semiannual reports detailing DEI initiatives and accomplishments to be shared with the agency and board of directors. 	Agency managers, all VOC staff, agency board of directors	<ol style="list-style-type: none"> 1. The committee will host at least one training in 2023 on the topic of supervising a diverse staff. The committee will also share optional relevant trainings and webinars with managers and supervisors as they are available. 2. The committee will review the handbook with the following three deadlines: Sections 1 and 2 by April 30th, Sections 3 and 4 by August 31st, and Section 5 by December 31st. 3. The committee will remind staff of their availability and encourage staff to utilize them as needed at least once every other month through email and reminders at all-hands and committee meetings. 4. The DEI reports will be prepared and available by the July and December board meetings. 	<ol style="list-style-type: none"> 1. Based on climate survey responses to questions regarding support from supervisors and feelings of being supported by the agency. 2. Based on feedback from the full committee on the employee handbook and on any revisions the committee suggests. 3. By the number of staff who utilize the DEI committee as a resource when they need. 4. Based on feedback from staff and the board of directors.



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Enhanced client support	Create a culture of diversity and inclusion for clients as well as staff so we can better support the needs of our veterans.	<ol style="list-style-type: none"> 1. Host trainings to educate staff on topics of diversity and inclusion so they can better serve clients of diverse backgrounds. 2. Improve our public diversity representation through signage in the agency, enhanced outreach materials, and better representation and acknowledgement on social media and our website. 3. Host events celebrating diversity for clients. 4. Host DEI trainings for clients in partnership with the Employment and Training team. 	All program staff, Advancement department, clients, community partners	<ol style="list-style-type: none"> 1. See attached calendar for a suggested schedule of trainings. The committee will host a minimum of six staff trainings in 2023. 2. Social media initiatives will be scheduled around the attached calendar of diversity representation and cultural holidays in 2023. 3. The committee will host a minimum of one diversity focused event geared towards clients in 2023. 4. The DEI committee and Employment and Training team will host at least two client trainings in 2023. 	<ol style="list-style-type: none"> 1. By staff attendance. Our goal is to have every staff member attend at least six trainings in 2023. 2. Based on feedback from staff and the committee. 3. By attendance of staff, clients, and community partners. 4. By client attendance.