

Business & Finance

Diversity, Equity, and Inclusion Strategic Plan



Five-Year Strategic Objectives, Measures and FY20 Action Items

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Diversity Equity and Inclusion Strategic Plan Overview

At the University of Michigan, our dedication to academic excellence for the public good is inseparable from our commitment to diversity, equity, and inclusion. It is central to our mission as an educational institution to ensure that each member of our community has full opportunity to thrive in our environment, for we believe that diversity, equity and inclusion is key to individual flourishing, educational excellence, and the advancement of knowledge.

Goals: Diversity, Equity and Inclusion

Diversity: We commit to increasing diversity, which is expressed in myriad forms, including race and ethnicity, gender and gender identity, sexual orientation, socio-economic status, language, culture, national origin, religious commitments, age, (dis)ability status, and political perspective.

Equity: We commit to working actively to challenge and respond to bias, harassment, and discrimination. We are committed to a policy of equal opportunity for all persons and do not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status.

Inclusion: We commit to pursuing deliberate efforts to ensure that our campus is a place where differences are welcomed, different perspectives are respectfully heard, and where every individual feels a sense of belonging and inclusion. We know that by building a critical mass of diverse groups on campus and creating a vibrant climate of inclusiveness, we can more effectively leverage the resources of diversity to advance our collective capabilities.

Rationale: Mission, Vision, Values of Business and Finance

Business and Finance (B&F) seeks to enhance diversity, equity, and inclusion among its six areas: Facilities and Operations, Finance, Information Quest, Investment Office, Shared Services Center and University Human Resources. The more diverse our staff, the more equitable our experience, and the more inclusive our workplaces, the better we are able to create a positive workplace climate. We believe this type of climate attracts and retains the best talent and enables us all to provide exceptional service to advance the university's mission.

Year Three Highlights and Impact Since Launch

In B&F, all DEI work has been fully integrated into our overall organizational strategic plan, which is focused on building a positive and inclusive organizational culture. Across all areas of B&F, we are working to create an environment where staff believe that what they do matters and that they can make a difference. Our EVPCFO, Kevin Hegarty, his senior leadership team, and the top three tiers of leadership that attend the B&F Leadership Forum lead the way in support of this important work.

This year we have seen the positive results of our efforts over the last two years to move from a centrally managed, "one-size-fits-all" DEI action plan toward a more intentionally targeted approach to DEI in B&F. While we share the common aim to make progress on our goal of creating a positive organization that is more diverse, equitable and inclusive, each area of B&F is able to do so in a manner that is aligned with the unique needs of their functional areas, microclimates and employees. Most B&F areas have their own DEI task force, advisory group or committee, led by a B&F Diversity Working Group (BFDWG) member. The BFDWG members work with their local leaders, human resource directors, communication directors and training leads to ensure DEI efforts are aligned with overall culture efforts in each B&F area.

In addition to the local efforts, B&F's DEI implementation leads (DEI-ILG members) also coordinate a number of key initiatives centrally. We continue to convene our expanded leadership group, called the B&F Leadership Forum, once a month during the academic year to discuss topics related to positive and inclusive leadership, and provide a platform for leaders to share ideas and build relationships with others working to effect culture change. We also meet twice a month with B&F's DWG members to discuss B&F-wide initiatives and share ideas and resources. B&F's DEI-ILG members serve as project managers and leads for the overall DEI effort in B&F and help support the local efforts in each B&F area. Lastly, the DEI-ILG members also coordinate a cross-departmental communications team that meets monthly to create and implement strategies to connect teams to purpose, promote DEI and other culture goals, and ensure staff are aware of key support resources available to them.

DEI Events and Activities

Across B&F, departments and teams held more than 475 different kinds of activities and events to promote DEI and a positive organizational culture, including:

- More than 40 lecture or guest speaker events and more than 20 focus groups
- Nearly 50 different kinds of DEI-focused departmental or unit meetings, many happening on a regular basis
- As many as 75 local DEI training & education sessions (not including the sessions attended through Organizational Learning)
- More than 260 “other activity” events were held, including
 - MLK Symposium watch parties
 - Black History Month educational event and spotlight
 - Welcome events for new employees
 - Brown bags, lunch-n-learns, potlucks, DEI-themed book clubs
 - Personal connection tours, where staff visit areas to support line of sight
 - Team-building picnics, ice-cream socials, tailgates
 - Service events (examples: “Slice of Life” at Buddy’s to raise funds for the Capuchin Soup Kitchen, sent letters to soldiers around Memorial Day)
 - Celebrations to honor holidays (Veterans’ Day, Cinco De Mayo, St. Patrick’s Day, etc.)
 - Row Down the River (took a team on a raft down the Huron River to learn that everyone has differences and we need to learn to row together)

All of these events were intended to promote topics related to DEI, including intercultural awareness, appreciation of differences, inclusion and belonging. B&F staff who participated said they look forward to these events and they requested more activities and events. To support requests to go deeper into DEI topics, we developed a session on “how to have difficult conversations” as a resource for staff who are helping to facilitate these additional conversations.

To support DEI engagement events and activities centrally, we also held a DEI Symposium in October 2018 that convened more than 70 DEI leads and committee members, as well as other culture agents, from across B&F to engage in collective planning, idea sharing and collaboration. In March 2019, we held a half-day presenter/facilitator training for more than 115 B&F staff to equip them with skills needed to lead culture-building programs, facilitate discussions and engage their colleagues in DEI-related activities.

In addition to local and central events, B&F employees attended 632 DEI sessions (7 different courses) provided by Organizational Learning.

Connecting Teams to Purpose

As a way to recognize the behind-the-scenes support that our B&F teams provide to university students and further connect staff to a sense of purpose, this year we undertook the B&F Purpose Project. We hired two U-M student interns in the summer of 2018 to take photos of B&F staff at work and interview teams about their purpose at the university. Like many U-M students, our interns could not imagine what it takes to Make Blue Go when they first came to B&F. Through the Purpose Project, they realized that their incredible student experiences wouldn't have been possible without B&F teams.

To say thank you, the students created a wonderful video, which included just some of the more than 600 photos they captured. The photomontage was set to a voiceover of an original script they wrote, which became known as the "[love letter to B&F](#)." The video was first presented by the interns at our B&F Leadership Forum in November 2018, and has since been viewed more than 2,000 times by teams and individuals in B&F and beyond. The project not only served to advance our objective of making everyone in B&F believe that what they do matters, but also provided a unique opportunity for our staff to see the importance of what they do (their purpose at the university) through the eyes of students. Click here to [watch the video](#).

Customized DEI Engagement/Education Sessions

In partnership with Michigan Medicine, we rolled out a customized hiring and selection-focused version of Unconscious Bias Training (UBHST) to B&F hiring managers, designed to help identify and mitigate bias throughout the hiring and selection process. The SSC, Finance and UHR have made the UBHST required for all hiring managers and for individuals serving on hiring committees, and F&O is rolling out the training to select groups of hiring managers over time.

In addition, the UBHST is now a standard part of all hiring committees for executive-level positions in the EVPCFO Office, and was used this year to support the search process for the first Staff Ombuds, the AVP for Finance and the AVP for HR. The training prompted the hiring committees to make decisions to blind all first-round resume reviews, spurred regular committee discussions about bias throughout the hiring process, and resulted in diverse interview pools. The sessions were very well received by committee members and prompted many requests for the training across campus.

The session has now been requested by many other U-M schools/colleges/units through word-of-mouth and is so popular that Organizational Learning has asked B&F, in partnership with Michigan Medicine, to develop and conduct "train the trainer" sessions for facilitators so it can be offered more widely across campus and throughout Michigan Medicine.

Building on the success of UBHST, we continue to develop customized, facilitated sessions to address specific DEI topics being requested by B&F teams and departments. Topics include issues such as improving intercultural communication, understanding power and privilege, and generations in the workplace. These customized sessions provide an opportunity to discuss key topics in an in-depth way, increase cultural awareness, and further build on the formal educational programming offered by Organizational Learning.

DEI Plan Impact Since Launch

Across B&F, there are now many more discussions taking place about DEI and what it means to be a positive and inclusive organization than in 2016—or at least we are tracking on them. And leaders reported they are more actively and confidently working as agents of change in their local environments.

- 96% of B&F leaders say their confidence in using positive leadership practices has grown over the last year
- 94% of B&F leaders are trying new techniques with their teams, including
 - 86% are connecting teams to purpose
 - 78% are building high quality relationships with staff
 - 78% are trying new ways to promote DEI
- The number of B&F leaders who are talking with their teams about DEI at least monthly increased from 60% to 79% in the last year, with 94% of this activity happening in staff meetings

In addition, in Year Three we revamped our B&F employee survey to align it with our goals to create a more positive and inclusive organization. We also included nine questions from the University’s Climate Survey, which we chose (from the 2017 findings) to use as a baseline of statistics to measure progress on our culture goals over time, called our “key nine.” We saw significant increases on all of the “key nine” findings from the Climate Survey (see Supplemental Section, page 19), for example:

- My unit has a strong commitment to DEI – 16% increase
- I feel I belong – 15% increase
- I feel valued as an individual – 13% increase

The new survey will be repeated annually, so we can monitor the impact of our continued efforts over time. To date, we believe these initial results indicate that our strategic focus on leaders (equipping them with practical skills in positive and inclusive leadership so that they can effect and steward culture change in their departments and teams) is having a significant impact on our work environment, is helping to interweave DEI activities into the fabric of our culture, and is resulting in a more positive, welcoming and engaging work experience for our staff. We plan to continue to focus on developing and supporting leaders, in combination with strategically focused central initiatives, in Year Four.

Planning Team and Process

B&F leadership appointed the B&F Diversity Working Group in September 2015 and charged them to oversee the DEI planning process. Starting in November 2015, the BFDWG began gathering and analyzing data from a variety of sources to understand the local climate, identify key challenges and opportunities, and generate ideas about how to best promote DEI within B&F. This information formed the basis of our strategic objectives and Year One action items, which were further refined by leadership.

Over the last three years, B&F has implemented changes to the structure and related processes for our DEI work that began in Year One. In Year Two, the BFDWG focus shifted from overseeing the overall plan implementation to a more strategic and targeted emphasis on DEI-related engagement and education in each of the B&F areas. In Year Three, our structure and processes remained the same, though we continued to seek ways to be more efficient and effective. Leaders across B&F are responsible for moving our DEI work forward, however the following six groups have been designated as key action owners for managing and reporting on major DEI areas of focus:

- The B&F Diversity Working Group (DWG), made up of at least one DEI lead from each B&F area, oversees DEI engagement and education efforts in each area, tracks that work and looks for opportunities to collaborate across B&F. To further support and enhance this work, the DWG members have each established new, or enlisted existing, staff committees in their areas.
- The B&F Communications Team, comprised of at least one representative from each B&F area, develops and implements a strategic communications plan focused primarily on promoting a positive and inclusive culture, recognizing the important contributions of the various B&F teams, and helping ensure individual staff feel valued and appreciated.
- The B&F Human Resources Steering Group, made up of the HR directors from each B&F area, directs the DEI work related to recruitment, hiring and selection and retention. For example, the steering group is directing the new hiring and selection training under development.
- The EVPCFO Senior Staff represents B&F's executive team, are the sponsors of our DEI Strategic Plan and ultimately responsible for shepherding its implementation. They ensure representation from each area on all the DEI-related implementation groups, as well as oversee DEI work done with and through the top three levels of leadership in B&F.
- Lead Trainers from B&F areas, in those that have them, provide guidance around leadership development as it relates to DEI and collaborate closely with their area's DWG member.
- Two B&F DEI Leads provide project management support to drive the DEI work happening across B&F and oversee the overall implementation of the DEI Strategic Plan.

With this infrastructure, we are well positioned to continue working together effectively in Year Four.

Throughout the Year Three implementation, we collected additional information about challenges and opportunities, as well as new data on which interventions were successful and which were not. We used this information, in combination with our original assessment data, to adjust our plan for Year Four. Our B&F DEI leads solicited input and feedback on Year Four action items from a variety of stakeholders, including the six groups listed above, as well as subject-matter experts from across the organization, and these action items were approved by B&F leadership.

Data Analysis and Themes

During the initial planning year, various data were collected and analyzed, and a number of themes were identified that shaped the strategic objectives and action plans.

The major themes identified through both data analysis and engagement activities with B&F staff in Fall 2015-Spring 2016 included:

- Provide education and develop DEI skills
- Hiring and HR practices
- Staff diversity
- Career development and advancement
- Celebrate cultural differences
- Build strong teams
- Culture and climate
- Empowerment

These themes continue to guide and inform our Year Four planning efforts, in combination with learnings from our Year Three implementation, Climate Survey and B&F Employee Engagement Survey results and more recent employee profile data.

As a whole, the B&F staff community is comprised of more males (56% male) than females, has 22% minority members, and has an average age of 47.

B&F Employee Profile (November 2018)

	Headcount	Female (%)	Male (%)	Minority (%)	Avg. Age	Avg. Years of Service	Eligible to Retire (%)
EVPCFO Senior Staff Members**	9	67%	33%	33%	57	17	56%
F&O	1746	28%	72%	23%	48	12	18%
Finance	349	65%	35%	16%	47	14	22%
Investment Office	21	52%	48%	19%	43	9	14%
SSC	249	75%	25%	20%	43	8	11%
UHR	321	84%	16%	20%	46	11	15%
B&F Total	2692	44%	56%	22%	47	12	18%

** NOTE: Each of the Senior Staff Members is also included in the data for her/his AVP area. Overall B&F Totals only count a person once.

In Year Four, we will continue deepening our understanding of key challenges and opportunities with the results of the Climate Survey, the B&F Employee Engagement Survey, additional engagement efforts, and key learnings from our Year Three implementation efforts.

Synthesis of Findings

During the initial planning year, members of the planning team categorized findings from each area of B&F into four planning domains (Recruitment, Retention and Development; Education and Scholarship; Promoting an Equitable and Inclusive Community; Service) to identify commonalities from multiple units. The first three domains remain the same for our Year Three plan, the fourth domain, “Service,” was removed in Year Two. While the service domain is foundationally important to B&F, our university-wide service work relative to DEI is specifically reflected in the central U-M DEI Strategic Plan (accessible facilities, staff recruitment and retention, employee training, etc.) and thus is not duplicated in the B&F DEI Plan (see BFDWG Findings/Recommendations summary table below).

This year we added Item 8. Sexual misconduct/harassment training to the Education domain, in support of the campus wide effort to educate our community on sexual harassment and misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive.

*BFDWG Findings/Recommendations summary (updated July 2019)
Preliminary list of common findings and potential strategies and tactics for B&F 5-year plan*

<p>Recruitment, Retention and Development</p> <ol style="list-style-type: none"> 1. Expanded recruitment strategy <ol style="list-style-type: none"> a. Deeper data dive b. More resources for diversity hiring resources within HR c. State the university's commitment to DEI in every B&F job posting d. Hire a recruiter to reach out to underrepresented communities 2. Succession planning 3. Define path for advancement 4. Mentoring opportunities 5. Perform equity reviews to identify biases related to race and gender with regard to compensation and promotion 6. Cross-functional development opportunities 7. Greater tuition assistance 	<p>Education</p> <ol style="list-style-type: none"> 1. DEI training for managers and staff 2. Hiring training (do's, don'ts, etc.) 3. Educate staff about cultural differences, abilities 4. Bring educational opportunities to staff departments/locations 5. Increase B&F diversity resources (expert, dedicated staff?) 6. Unconscious Bias/Privilege 7. Change role of diversity committee 8. Sexual misconduct/harassment training
<p>Promoting an Equitable and Inclusive Community</p> <ol style="list-style-type: none"> 1. Increase engagement, from top-down 2. DEI accountability for managers and staff <ol style="list-style-type: none"> a. Annual reviews b. Employee satisfaction survey 3. Create management feedback loop 4. Gender-neutral bathrooms 5. More staff town hall events themed around DEI 6. Match minority students with staff mentors 7. Allow opportunities for openness, honesty w/o repercussions 8. Increase feeling of being equal stakeholders/Expose staff to different parts of the university on a routine basis 9. Encourage staff to express differences 10. Create training and materials to ensure our products/services are accessible 	<p>Service</p> <p style="color: red;">B&F's university-wide service relative to DEI are reflected in the central U-M DEI Strategic Plan.</p>

Strategic Objectives, Measures of Success and Action Plans*

Business & Finance is comprised entirely of staff and thus reflects the sole constituency of this plan. Except where specified, the plan pertains to all B&F staff.

We have identified a limited number of strategic objectives to further the university-wide goals of diversity, equity and inclusion within B&F. These have been aggregated into the three domains determined by the university. Each of these strategic objectives is accompanied by updated actions for Year Four that we will take to accomplish those objectives, along with corresponding measures of success.

Five-Year Strategic Objectives

A. Recruitment, Retention and Development

- A1.** Enhance career path development and advancement opportunities.
- A2.** Cultivate an inclusive and diverse applicant pool and attract and maintain a diverse staff.

B. Education and Scholarship

- B1.** Continue to build and track the cultural competency of B&F staff, managers, and supervisors.
- B2.** Educate our community on sexual harassment and misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive.

C. Promoting an Equitable and Inclusive Community

- C1.** Commit to improve the B&F culture related to diversity, equity and inclusion by building awareness of the university's commitment.
- C2.** Build a more inclusive cross-functional community within B&F via events, communication and establishing routinized mechanisms to solicit and respond to ongoing employee engagement.
- C3.** Maintain robust and systematic accountability systems and techniques for conflict identification and resolution (including discrimination, bias, harassment, inequity).

For additional detail on assignments, timelines and accountabilities, see Action Planning Tables, page 13.

**All strategic objectives and related actions will be pursued in accordance with the law and University policy.*

Goal-related Metrics

Data on demographic composition and climate survey indicators for staff are provided from the Office of Diversity, Equity & Inclusion in the annual DEI Metrics reports and those categories are listed below. Initial data were collected campus wide from the climate survey during Years One and Two, and was included in the first release of the DEI Metrics report in summer 2018; these data will once again be collected in Year Five.

Demographic Composition:

- Headcount
- Race/ethnicity
- Sex
- Age (Generation cohort)

Climate Survey Indicators:

- Satisfaction with unit climate/environment in work unit
- Assessment of semantic aspects of the general climate in work unit
- Assessment of semantic aspects of the DEI climate in work unit
- Feeling valued in work unit
- Feeling of belongingness in work unit
- Assessment of work unit commitment to diversity, equity, and inclusion
- Perceptions of equal opportunity for success in work unit
- Feeling able to perform up to full potential in work unit
- Feelings of professional growth in work unit
- Feelings of discrimination in work unit

In addition to the list above, B&F is tracking on these climate survey indicators:

- Feeling that ideas are considered in work unit
- Feelings of inclusion in decision-making in work unit
- Feeling respected in work unit

Action Planning Tables with Details and Accountabilities

A. Recruitment, Retention and Development

Strategic Objective	Detailed Actions Planned (measurable, specific)	Measures of Success	Group/ persons accountable
A1. Enhance career path development and advancement opportunities.	A1.1 B&F will continue to explore and implement strategies to support career/professional development for staff at all levels, drawing on tools such as the Development Journey, DEI Lifelong Learning and Leadership Expectation models developed by the Department of Organizational Learning to guide this work where possible.	Career/professional development for staff at all levels is explored and strategies to support career/professional development are implemented.	Leads: BFHRS Consultants: Training & Development working group, DOL
	A1.2 Select B&F areas will continue to address the need for succession planning in key positions beyond the top three levels of leadership.	Key positions identified and conversations about succession planning for those positions held.	Leads: B&F Senior Staff, BFHRS
	Revised A1.3 Consider recommendations for on-the-job development opportunities for staff; develop implementation plan.	Implementation plan developed; work team identified to support implementation.	Leads: B&F Senior Staff
	Revised A1.4 Consider recommendations for workplace flexibility opportunities for staff; develop implementation plan.	Implementation plan developed; work team identified to support implementation.	Leads: B&F Senior Staff
A2. Cultivate an inclusive and diverse applicant pool and attract and maintain a diverse staff.	Revised A2.1 Develop recommended changes to the hiring and selection process that may better support B&F's commitment to a diverse workforce. Continue to develop an online Hiring & Selection training module that focuses on process and policy/law compliance. Collaborate with Organizational Learning to complete a train-the-trainer program for the new in-person Unconscious Bias-Hiring & Selection course so the training can be provided to campus and UMMM departments.	UB-HST session transitioned to DOL and new facilitators trained and equipped to lead the session. Online HST: Assessment complete; plan for training developed and implementation of the plan started.	Leads: BFHRS Consultants: DOL & Denise Williams re: UB-HST

	Revised A2.2 Based on analysis of current process used to identify and select apprentices, utilize recommendations developed by working group in FY19 for new hires.	Recommendations implemented and tracked.	Leads: F&O HR
	Revised A2.3 Expand approach to behavior-based interviewing across F&O and augment hiring processes by incorporating tools such as interview architect, interview templates, and standard competencies that promote positive organizational principles.	Behavior-based interviewing used in all ten F&O departments. Additional tools/resources added to hiring processes and tracked.	Leads: F&O HR
	A2.4 Select B&F areas will continue to develop new, or review existing, orientation and onboarding processes for new employees, looking for ways to make the processes more welcoming and inclusive.	Processes analyzed in select B&F areas; new and/or updated processes recommended.	Leads: BFHRS

B. Education and Scholarship

Strategic Objective	Detailed Actions Planned (measurable, specific)	Measures of Success	Group/ persons accountable
B1. Continue to build and track the cultural competency of B&F managers, supervisors and staff.	B1.1 Use climate survey, employee engagement survey, and other data to develop a customized education and learning plan to address issues within the microclimates of the B&F areas.	Customized education and learning plan created and implemented for each B&F area.	Leads: BFDWG Consultants: DOL Inform: BFHRS
	B1.2 Continue to garner high-level themes of feedback supervisors/managers are providing related to the questions, "In what ways have you supported your own or the development of your staff related to DEI?" and "What DEI-related activities have you found most effective?"	Themes of feedback collected and used to inform future planning.	Leads: B&F Senior Staff
B2. Educate our community on sexual harassment and misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive.	New B2.1 Support unit-level participation in mandatory training.	Staff participation in mandatory training complete and reported as directed.	Leads: BFHRS

C. Promoting an Equitable and Inclusive Community

Strategic Objective	Detailed Actions Planned (measurable, specific)	Measures of Success	Group/ persons accountable
C1. Commit to improve the B&F culture related to diversity, equity and inclusion by building awareness of the University's commitment.	C1.1 Include questions in our Employee Satisfaction Survey to gauge employee awareness of our commitment to DEI, and track changes in awareness levels over time. Continue to implement plan to increase awareness of B&F's commitment to diversity, equity and inclusion through regular communications and by encouraging leaders to promote our commitment to DEI among their teams.	Increased staff knowledge of our commitment to DEI and increased promotion among leaders.	Leads: B&F Comm Team Consultants: BFDWG, B&F Comm Directors
	Revised C1.2 Continue to monitor awareness of B&F upper management, regarding their knowledge of the B&F DEI plan, to ensure awareness and related activity remains high.	Awareness and activity monitored through follow up assessment.	Leads: B&F Senior Staff Consultants: B&F Leadership Forum Planning Committee
C2. Build a more inclusive cross-functional community within B&F via events, communication and establishing routinized mechanisms to solicit and respond to ongoing employee engagement.	C2.1 Implement at least one engagement mechanism in each area within B&F (such as town halls, diversity cafes, etc.) to raise awareness of diversity, equity and inclusion issues.	Engagement activities conducted; evaluations completed and staff awareness measured.	Leads: BFDWG
	C2.2 B&F senior leadership will continue to conduct team site visits, hold cross-departmental activities and otherwise take steps to get to know staff and the work they do, promote a positive organizational culture and give staff access to leadership.	Leadership conducted events and other outreach to staff.	Leads: B&F Senior Staff Tracking overseen by: BFDWG

	C2.3 Continue to refine and implement a comprehensive communications plan designed to promote an inclusive organizational culture, with a particular emphasis on highlighting efforts across the organization to create a line of sight for B&F staff that connects their roles to the university's mission impact; begin implementation of the plan.	Continue working the plan.	Leads: B&F Comm Team
C3. Create and maintain robust accountability and self-assessment systems and techniques for conflict identification and resolution (including discrimination, bias, harassment, inequity).	C3.1 Promote awareness of the current policies and mechanisms available to report, investigate and resolve conflicts relating to identity harassment, bias, discrimination, bullying. Develop a targeted awareness-building plan (as needed) based on the assessment findings.	Continue to promote the newly designed FAQ to promote awareness and develop a promotion plan to announce the Staff Ombuds office once it is ready for business.	Leads: B&F Comm Team Consultants: OIE, Staff Ombuds

Plans for Supporting, Tracking and Updating the Strategic Plan

To ensure we have the right infrastructure in place to support the action items in the Year Four plan, the following resources are in place to support implementation of the plan:

- Amy Bunch, DEI Planning Lead (35% FTE)
- Tina Jordan, DEI Planning Lead (60% FTE)
- The six groups mentioned earlier in this report:
 - B&F Diversity Working Group
 - B&F Communications Team
 - B&F Human Resources Steering Group
 - EVPCFO Senior Staff
 - Lead Trainers from B&F areas, in those that have them

The DEI Planning Leads will provide the project management support to drive the action items to completion. They will provide a mid-year progress report on the plan to the EVPCFO Senior Staff in January-February 2020. In addition, they will coordinate a final evaluation and assessment of Year Four and lead a process to develop Year Five recommendations in summer 2020.

Supplemental Section

B&F Climate Questions

