



LIBRARY OF VIRGINIA

Agency Action Plan for Implementing Inclusive Excellence

Goal 1: Access and Success: **Recruit, hire, and retain a diverse workforce.**

Objective 1: Recruit and hire a diverse workforce

Strategy 1: Implement a comprehensive outreach, recruitment, and assessment plan focused on hiring standards and practices and ensure that all staff involved in the hiring process (search committee members and hiring managers) undergo mandatory anti-bias training

Strategy 2: Employ intentional outreach and recruitment strategies to increase applicants and hires from historically underrepresented populations (among them posting all open positions with organizations such as the HBCU Library Alliance, the Black Caucus of ALA, and the SAA Archivists and Archives of Color and partnering with the Department of Aging and Rehabilitative Services and the Virginia Department of Veteran Services)

Objective 2: Take proactive steps to retain a compositionally diverse workforce

Strategy 1: Revise employee onboarding to incorporate inclusive principles and ideas

Strategy 2: Analyze current professional and leadership development processes to ensure that all staff have equitable growth opportunities

Strategy 3: Analyze current processes related to promotion to ensure equitable promotion practices

Strategy 4: Offer mentorship, coaching, and succession planning programs that maximize career potential for underrepresented groups within the agency

Goal 2: Climate and Intergroup Relations: **Create and sustain an agency culture that affirms and respects diversity and employs inclusive practices throughout daily operations.**

Objective 1: Create a climate that is supportive and respectful and that values and integrates differing perspectives and experiences

Strategy 1: Assess the Library's working environment, identify barriers to maximum engagement, and develop targeted actions

Strategy 2: Effectively address concerns and complaints

Strategy 3: Promote productive methods of conflict resolution

Objective 2: Demonstrate commitment to DEI at every level of the Library

Strategy 1: Normalize and encourage flexible work policies such as telework, wellness programs, tuition assistance, community service leave, and professional development to support employees' and agencies' growth and productivity at all levels

Strategy 2: When possible, build diverse teams and partnerships to foster DEI practices

Strategy 3: Emphasize senior management's commitment to DEI by conveying the business need for DEI in messaging, promotion, and behaviors

Goal 3: Training and Education: Engage in learning the concepts of DEI and the importance of these concepts in completing the agency mission.

Objective 1: Increase the multicultural competencies of senior management and staff

Strategy 1: Encourage participation in DEI-related professional development opportunities

Strategy 2: Encourage staff to self-report growth in DEI awareness and competencies

Strategy 3: Integrate DEI knowledge and awareness into performance appraisals for all employees

Goal 4: Infrastructure and Accountability: Create and sustain an agency infrastructure that effectively supports progress and accountability in achieving diversity goals.

Objective 1: Increase agency efforts to advance the goals of the One Virginia DEI plan

Strategy 1: Incorporate DEI interests into strategic planning and reporting efforts

Objective 2: Create structures and processes of effectiveness and accountability for organizational leadership

- Strategy 1:** Establish a DEI Advisory Committee to promote, refine, and assess agency DEI efforts and progress
- Strategy 2:** Engage key leaders and stakeholders in analyzing data and special studies to better understand and address longstanding organizational challenges related to DEI
- Strategy 3:** Enforce a no-tolerance policy with respect to sexual harassment, hostility, bullying, and discrimination and reinforce equitable workplace policies and practices
- Strategy 4:** Ensure agency leadership accountability for achieving specific measurable, actionable, the timely DEI objectives

Goal 5: Community Engagement: Ensure that the Library’s community engagement activities provide measurable, equitable, and sustained benefit to Virginia’s diverse communities.

Objective 1: Improve outcomes and experiences for the various populations and communities that the Library serves

- Strategy 1:** Identify the communities currently served by the Library and assess services and relationships through an equity lens
- Strategy 2:** Develop new strategies of engagement to improve the experiences of the communities that the Library serves based on input from those communities
- Strategy 3:** Strive for equitable access to Library programs, activities, and collections to meet the needs of all Virginians

Objective 2: Improve outcomes and experiences for underrepresented groups in the Library’s larger community

- Strategy 1:** Identify underserved communities that the Library might better serve through outreach and community partnerships
- Strategy 2:** Create a formal communication process to solicit input from underrepresented groups

Sandra M. Treadway

Agency Head Signature

Vanessa D. Anderson

Human Resource Director