Taking AIM: Integrating Organization Development into the Creation of a Diversity, Equity, & Inclusion Audit

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University of Denver

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American University

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Agenda

• Overview of Audit
• Integration of Organization Development (OD)
• Pilot Process & Results
• Next Steps
Integration of OD: Star Model

<table>
<thead>
<tr>
<th></th>
<th>Non-Existent</th>
<th>Novice</th>
<th>Intermediate</th>
<th>Advanced</th>
<th>Expert</th>
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<th>Improving</th>
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<th>Evolving</th>
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<tr>
<td>DEI are explicitly addressed in the Library’s strategic plan</td>
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<td>DEI are explicitly addressed in the Library’s mission, vision, and values’ statement</td>
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<td>DEI are explicitly addressed in the Library’s policies</td>
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<td>A DEI plan of action to address identified gaps and needs has been developed</td>
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## People Section

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<tr>
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<tbody>
<tr>
<td>The Library has assessed the demographic profile of its internal community and determined employee diversity levels</td>
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<td>The Library understands the DEI needs of its internal community’s different cultural groups</td>
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<td>The Library has developed strategies to increase employee diversity</td>
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<tr>
<td>The Library has taken DEI related actions that have resulted in increased employee diversity</td>
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<td>The Library has created and adopted DEI indicators for the Library and all employees</td>
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<td>Progress Interpretation</td>
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<td>0 – 4</td>
<td>Little to no work has been done to integrate DEI into strategic planning efforts.</td>
<td>Little progress has been made towards integrating DEI into the Library’s strategic planning efforts.</td>
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<tr>
<td>5 – 8</td>
<td>Some work is being done to integrate DEI into strategic planning efforts, but mostly in the form of discussion and planning.</td>
<td>Some progress has been made towards integrating DEI into the Library’s strategic planning efforts.</td>
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<tr>
<td>9 – 12</td>
<td>Demonstrable work is being done to integrate DEI into strategic planning efforts, though most activities are very recently implemented.</td>
<td>Moderate progress has been made towards integrating DEI into the Library’s strategic planning efforts.</td>
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<tr>
<td>13 – 16</td>
<td>Significant work is being done to integrate DEI into strategic planning efforts. Most outcomes have been fully addressed and activities fully implemented.</td>
<td>Significant progress has been made towards integrating DEI into the Library’s strategic planning efforts.</td>
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<table>
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<tr>
<th>Score Range</th>
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<td>0 – 5</td>
<td>Little to no work has been done to address issues related to the DEI of library employees.</td>
<td>Little progress has been made towards addressing issues related to the DEI of library employees.</td>
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<td>6 – 10</td>
<td>Some work is being done to address issues related to the DEI of library employees, but mostly in the form of discussion and planning.</td>
<td>Some progress has been made towards addressing issues related to the DEI of library employees.</td>
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<td>11 – 15</td>
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<td>Significant progress has been made towards addressing issues related to the DEI of library employees.</td>
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Pilot Process

• Eight libraries identified
• Each library asked to identify at least 2 participants to complete audit
  ▪ Two libraries had participants complete the audit as a group
• Participation included:
  ▪ Completing the full audit
  ▪ Completing a separate evaluation form for the audit
  ▪ Participating in a follow-up interview via Zoom
Pilot Participants

*Completed the audit as a group
• Institutional barriers
  ▪ Institution size

• Scoring instructions and interpretation
  ▪ Correlation between Status and Progress

• Examples and definitions
  ▪ What do you mean by…?

• Differentiating between the organization and individuals
  ▪ Who gets credit for the work?
Pilot Results: Interrater Reliability

- Intraclass correlations (ICC) indicated only moderate to poor interrater reliability.
- Wording of some statements identified as an issue.
- Perception of individuals identified as key.

<table>
<thead>
<tr>
<th>Participant Code</th>
<th>Number of Raters</th>
<th>Status ICC</th>
<th>95% Confidence Interval</th>
<th>Progress ICC</th>
<th>95% Confidence Interval</th>
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<tr>
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</table>
Next Steps: Audit Structure

- Address wording issues
  - Diversity, Equity, Inclusion vs DEI
  - Inclusion of examples, definitions, clarification

- Address functionality
  - Scoring viewable throughout audit
  - Ability to save and alter submissions
  - Increase detail in final report of results

- Additional features
  - Inventory of activities
  - Benchmarking ability
  - Access to resources for additional support
Next Steps: From Audit to Action

• Audit is a snapshot of organization’s current state
  ▪ Audit’s Goal: Awareness
• Future State: Inclusive Organization
  ▪ How: Organization Development (OD)
    ▪ Pro Bono consulting for 2 pilot libraries
• OD Consultant & Process Consulting
  ▪ Entry -> Contracting -> Diagnosis -> Intervention (Action Taking) -> Evaluation & Termination
Next Steps: Action Research Cycle

- Identifying the issue
- Planning action
- Taking action
- Evaluating action

Libraries & Organization Culture
- Built on Whiteness
- Unconscious
- Continues to impact retention

Thank you very much for your time

If you have any questions about this presentation or the audit please don’t hesitate to contact us at:

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- ghouse@american.edu