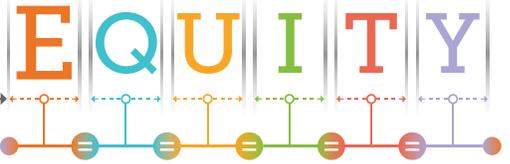


Internal Action Plan



Increasing Equity, Diversity and Inclusion at CDE

CDE leadership is committed to learning more, taking action and advocating for change to create a more inclusive organization at CDE and a more equitable school system where regardless of skin color, students have access to equal opportunities in their lives.

The first step is to bridge the gap between our words and our actions, and to do so successfully requires learning together and building trust. To do that:

- We need to meet people where they are, and realize that people are at really different places.
- We should recognize that there are a variety of ways to approach this work, and not everyone may agree with the approach we take.
- And finally, we will make mistakes on this journey. But showing up imperfectly is better than not showing up for this work at all.

This work is not a one-time project, but a long-term journey that requires efforts of the entire CDE Team.

This work will be challenging. **As Maya Angelou says,**

*“Do the best you can until you know better.
Then when you know better, do better.”*



Norms for this work:

- **Meet people where they are** – everyone is at a different spot and research shows that to engage and keep people engaged we must work with them where they are.
- **Work carefully to build trust by really listening and validating experiences, even if they are different than our own or hard to hear.** All of us experience the world differently, and all of our experiences are our own truths.
- **CDE is one team** – not individual units and offices. We are all working together to make a difference and create an inclusive workplace.
- **Showing up imperfectly is better than not showing up at all** – assume good intentions.
- **In hard conversations and actions, mistakes will be made.** But that’s where the learning happens. So let’s commit to share our reactions professionally, help each other learn and get better.
- **Acknowledge that we may not get it right the first time and be open to feedback for improvement.**

MARCH 2021



2021 Action Plan

CDE’s internal action plan was developed after several listening sessions, staff email feedback and staff survey feedback, one-on-one discussions, and the results from our racial equity workplace assessment. The workplace assessment included a staff survey, focus groups, one-on-one discussions and policy and procedure reviews. The plan will be adjusted as we move forward, continue to receive feedback and deepen our learning and understanding.

CHANGE MANAGEMENT & COMMUNICATION



DIAGNOSE: Root the Strategy in Proof

- Analyze results from multiple CDE staff surveys. Continue to conduct CDE staff surveys and disaggregate the CDE wide results.
- Analyze experiences shared during listening sessions and individual conversations. Continue to schedule listening sessions with staff throughout the year.
- Incorporate feedback and direction from All Means All CDE Team
- Understand the results from the CDE Workplace Racial Equity Assessment, which included additional opportunities for staff to share experiences within the department and reviews of CDE policies and practices, resulting in recommendations for the department.
- Determine other structures for on-going listening, learning and evaluation of our progress, including establishing affinity groups.

MARCH 2021





ENGAGE: Create Aligned and Committed Leaders

- Continue engaging with staff to learn about their experiences through ongoing emails, listening sessions, surveys, feedback from staff and team meetings.
- Continue to build the CDE equity library and resource sharing area on myCDE.
- Create new ways to report concerns or give direct feedback to CDE leadership.
- Dedicate time for learning at exec team, and cabinet and supervisor meetings.
- Refine CDE book club opportunities focused on equity and ways to create sustained change.
- Implement required State EDI Training (through DPA) with discussion guides and unit engagement.
- Build clear expectations for EDI into performance evaluations, especially for supervisors.
- Explore options for building a mentoring program at CDE.



TAKE ACTION: Adopt Equitable Policies and Practices

- Based on the CDE Workplace Racial Equity Assessment, adjust CDE policies to respond to the recommendations from the third party:
 - Enhance and greatly expand recruiting and hiring policies to promote more diversity.
 - Move towards competency and skills-based hiring practices with less emphasis on requiring a specific academic background.
 - Increase clarity on job classifications for both classified and non-classified staff.
 - Adjust and clarify promotion process and standards to ensure fairness and equity
 - Increase clarity on filling temporary positions.
 - Require supervisor training and development in equity, diversity and training and other needed topics.
 - Align and adjust our evaluation system.
- Implement our updated policy development process by reviewing all draft policies (both internal and external) with the four equity questions
- Expand our reporting processes to include an anonymous reporting process for EDI and other employment related concerns.
- Understand perceived resource allocation inequities.

MARCH 2021



ACCOUNTABILITY: Measure Results and Share Transparently

- Create metrics based on the workplace equity assessment recommendations and report to CDE staff on progress and metrics.
- Add questions to the CDE All-Staff Survey (in the off years from the state survey) to ask more explicit questions around equity and inclusion at CDE
- Disaggregate results of the CDE All-Staff Survey in order to better understand staff experience at CDE by race and ethnicity.
- Define and create routines and structures to ensure on-going focus and progress on EDI work, and that all voices are heard.
- Report progress on work plan.
- Conduct demographic reviews using HR data to determine if our actions are having an impact on EDI as it relates to recruitment, retention, and opportunity.

MARCH 2021

