

URGE Management Plan for Organization

This should be a plan to incorporate deliverables into your organization as you continue to develop, assess, and finalize policies and resources. You may want to adjust the format of this for more comprehensive plans, but this covers the essentials.

**Areas identified as good targets for continued pod efforts*

Deliverable	Existing Policy or Resource?	Initial Point of Contact(s)	Where It Is or Will Be Posted	Review/Update Interval	Racial Risk Assessment?	Training Recommended?	Approval, Check, and/or Consequence
Complaints and Reporting Policy	Yes	Suzy Vitale	On website already	Not planned	Not planned	Included with onboarding	Reports are not officially tracked at the department level. Repeated complaints are escalated from the Director to HR to the President
Demographic Data	No	Suzy Vitale	Internal only, but being reassessed as part of Carnegie's DEI efforts	Not planned	Not planned	Not planned	Not planned

Policies for Working with Communities of Color*	No	Lara Wagner, Daniel Portner	Not planned	Not planned	Not planned	Not planned	Not planned
Admissions and Hiring Policies	Only as a boilerplate statement on job postings	Kathleen McKee, Larry Nittler, Tara Shreve	Not planned	A recent institution-wide DEI report includes recommendations for improving diversity and inclusion efforts	Not planned	The most recent hiring committee was provided with anti-bias training with an outside consultant part way through the process	Not planned
Safety Plan*	Yes	Emma Bullock, Kelsey Prissel, Steve Shirey	On website already	Not planned	Not planned	Included with onboarding	Not planned
Resource Map*	No	Cian Wilson, Cassie Conley, Michelle Jordan	With Carnegie URGE Deliverables	Not planned	Not planned	No	Not planned

- **Agreement** - This agreement can be adapted to outline how you will interact and meet with leadership about these policies, as well as regular meetings with key contacts such as diversity/inclusion committees, HR, etc.
- **Pod Guidelines** - Your pod guidelines can be adapted into longer term plans/bylaws, e.g. will this turn into a committee or working group in your organization/institution, will membership/leadership rotate, etc.
- **Complaints and Reporting Policy** - This document is a summary of existing policies and includes links to our institution's online policy resources, as well as a list of additional resources for groups who would like to propose changes or raise issues.
- **Demographic Data** - Our data is not publicly available, however a recent DEI committee found that there are no BIPOC staff scientists in our organization. Historically, data has not been made public because our institution is small and there is concern that private data could be "figured out" due to the small sample size. All of the above is being reassessed as a part of our recent DEI efforts.
- **Policies for Working with Communities of Color** - Here we provide a summary of our organization's past interactions with communities of color, including degree of engagement with indigenous peoples and the success of these efforts. A list of resources for working with communities of color is included. Future projects will more consistently incorporate these efforts early in the proposal development process.
- **Admissions and Hiring Policies** - These are proposed modifications to the existing Hiring policy. Move EEO statement to beginning of advertisement & place it predominantly on the website. Ensure job advertisements reach a broader network through targeted sharing, listservs, and social media as well as associations for minority scientists. Provide FAQ with application materials & share successful past proposals as a resource. Send interview questions beforehand. Develop a semi-formal mentoring program for staff scientists, possibly including a secondary mentor or another more senior staff scientist from outside the department. Build a Carnegie postdoc alumni network. Anti-bias training should be incorporated and continually reviewed and updated by staff to ensure bias does not impact the development of these policies, as well as afterward for implementing the policy itself. Approval process would be part of hiring staff (or postdocs), e.g., does your plan to hire a new position adhere to the updated policies..
- **Safety Plan** - There is no current employee handbook but much of this info is in the website, albeit can be difficult to find. In development of employee handbooks add anti-racism specific policies to the Safety policies. Establish safety policies and training for travel & pair with appropriate training to emphasize the importance of these new policies. Approval process can be incorporated into travel approval, e.g. check if racial risk assessment has been done on this travel location.
- **Resource Map** - There is no current resource map, but this could be part of onboarding and/or orientation and incorporated into the employee handbook. A handbook would detail code of conduct, reporting policy as well as mentoring plans and other resources such as community

support, professional development & mental health resources. The approved document will be periodically reviewed and review of the document will be incorporated in the onboarding process.

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