

Background

Please return to each deliverable to strategize on how to propose changes or adopt new policies that will be effectively used and updated at appropriate times. Additionally, plan to use a Racial Equity Impact Assessment where appropriate to determine the implications of adopting policies or taking actions. Consider the current structure and procedures of your organization, institution, company, department, or lab and discuss the following:

- What challenges may exist in implementing each deliverable? Which ones will require external feedback / approval? Which can be implemented immediately?
- What checks and balances / approval steps currently exist for ensuring that people adhere to policies that are already in place? (e.g., approval process for reimbursable travel) Are they effective? How are the existing policies enforced?
- How are new policies introduced? What kinds of training or informational sessions are effective and why?
- How will you ensure the policies and resources developed through URGE will be maintained and supported over the long term, e.g. through staff/student turnover?

Deliverable goals

The management plan is an opportunity to lay out how the work you have done on your deliverables can be incorporated and put to use in your organization or institution. At the very least, your management plan should:

- Indicate if this is a new policy/resource or modification to an existing policy/resource
- Assess the potential impact of implementing the policy
- Note where the policies and resources will be made publicly available (e.g., in policy booklets, on department/institution websites, etc)
- Provide individuals with policy information and/or relevant training at appropriate times
- Consider what approval steps, checks, and/or consequences (e.g., access to funds, assigned readings, training) should be put in place
- Recommend an appropriate interval for reviewing and updating policies

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	Pod Member(s)	On website already	Already reviewed every 2 years	Not planned	Not planned	Not relevant to our pod
Demographic Data	No	Pod Member(s)	Internal only	Recommend every 2 years	Recommended	Not planned	Not relevant to our pod
Policies for Working with Communities of Color	No	Pod Member(s)	Post on organization website	Recommend annually	Yes	Yes	Approval and Consequence
Admissions and Hiring Policies	Yes	Pod Member(s)	Internal currently	No set interval, recommend annually	Recommended	Maybe	Approval
Safety Plan	Yes	Pod Member(s)	Internal currently	Annually, but also after any major reported incidents	Not planned	Yes	Approval and Consequence
Resource Map	No	Pod Member(s)	Post on organization website	Additions on a rolling basis	Not planned	No, not staff-wide but only with HR	Approval

- **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** - These are proposed modifications to the existing Reporting policy.
- **Demographic Data** - There are issues to work through on how demographic data can be collected and made public, but we will need to work closely with HR on this and it may take several years and/or involvement of additional departments for wider aggregation of data.
- **Policies for Working with Communities of Color** - Racial risk assessment on this deliverable is planned for August, then we will revise the deliverable if necessary. Training is needed for staff, both so they understand the importance of this new policy as well as for how to implement the policy itself. Approval process can be incorporated into travel approval, e.g. check if travel or work will involve communities of color and has this new policy been reviewed and followed in the plans for this trip; consequence of not following policy would be assigned readings and additional training.
- **Admissions and Hiring Policies** - These are proposed modifications to the existing Hiring policy. These are not public currently, but we recommend posting policies (as much information as possible) publicly on the jobs board for potential candidates. Anti-bias training may need to be part of this as the policies are 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 admitting students), e.g., does your plan to hire a new position adhere to the updated policies.
- **Safety Plan** - This is adding anti-racism specific policies to the Safety policies in the Employee Handbook. Training should be paired with the training for the deliverable on working with communities of color to emphasize the importance of these new policies, and then also on the details associated with implementing the safety plan policy. Approval process can be incorporated into travel approval, e.g. check if racial risk assessment has been done on this travel location; consequence of not following policy would be additional scrutiny on future travel requests, assigned readings, and additional training.
- **Resource Map** - There is no current resource map, but this could be part of onboarding and/or orientation and incorporated into the employee handbook. The approval can be incorporated along with the admissions and hiring policy, as part of a proposal to hire a staff member or admit a student then HR would check that the person they report to has a plan to go through the resource map with them.

The following is something I (Austin) have proposed to UWM faculty as means to continue changes:

Ideally, these are not “one-and-done” changes but a start to continuously considering how to make our program more equitable and inclusive. Some ideas to ensure we continue to make progress include:

- Starting a book club or journal reading program, which takes advantage of the sizable amount of literature available on antiracism in academia and the geosciences e.g., the URGE curriculum.
- Create a Diversity and Inclusion committee of students and faculty to revisit policies annually. This committee may also provide a contact point for students with recommendations or ideas for improvement, and motivate students/faculty to make change.