

An abstract graphic consisting of three lines: a yellow line starting from the bottom left and pointing diagonally up and right towards the top right; a blue line starting from the left edge, dipping down, then rising to a peak before dipping again; and a black line starting from the left edge, dipping down, then rising to a peak before dipping again. The yellow line ends in an arrowhead pointing towards the top right. The blue and black lines end in arrowheads pointing downwards and to the right.

Diversity and Inclusion at the Urban Institute

A Roadmap for Action and Accountability

*Originally Adopted October 2016
Updated January 2018*

VISION

To advance our mission, the Urban Institute seeks to attract and support diversity of backgrounds, experience, talent, and thought.

Diversity strengthens the health, vibrancy, and relevance of our institution and enhances the excellence of our research.

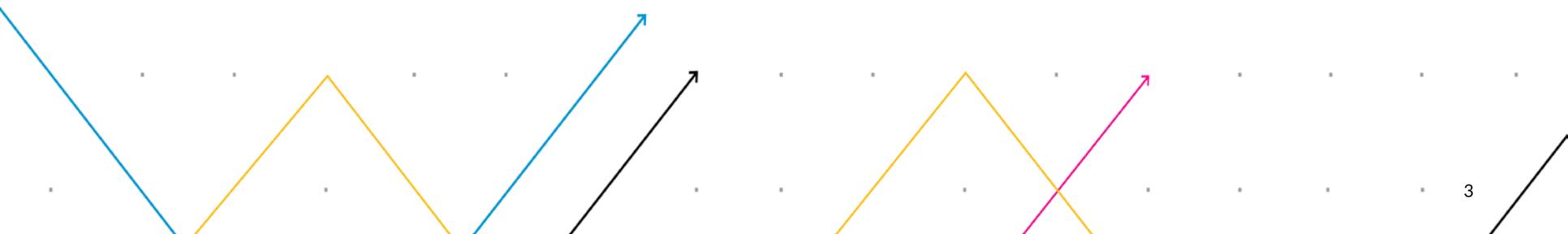
We aspire for people of all backgrounds to see the Urban Institute as a great place to work, where everyone's experiences and contributions are valued.

EQUAL EMPLOYMENT OPPORTUNITY

Since its founding, the Urban Institute has been committed to non-discrimination and compliance with applicable equal employment opportunity laws and obligations.

As a federal government contractor, Urban prepares and implements an annual affirmative action plan.

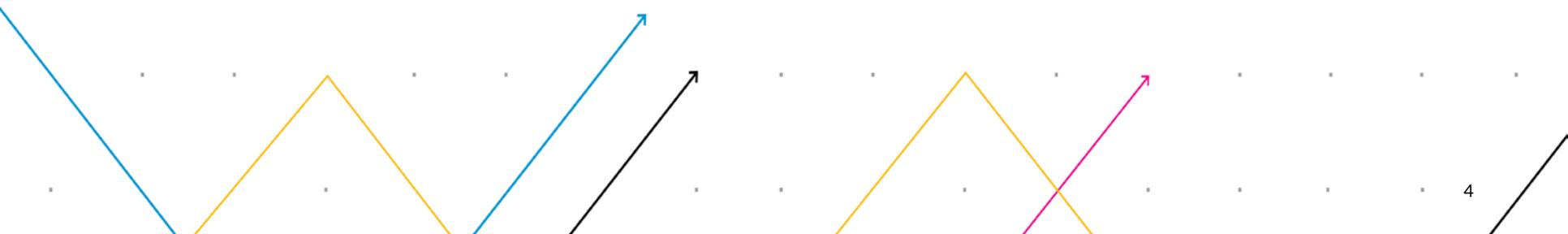
Our vision for diversity and inclusion extends beyond these obligations and this road map lays out actions we will take to advance this vision, in a manner fully consistent with our commitment to non-discrimination.



THREE ESSENTIAL DOMAINS

Achieving our vision for diversity and inclusion requires attention to three domains: the composition of our staff; our workplace culture; and the content and communication of our research. These domains are interwoven; progress in one extends to the others, and an inability to capitalize on any of them compromises our overall success.

Within each domain, the roadmap establishes goals and objectives for strengthening our performance. We will monitor outcomes and share metrics to measure progress against the objectives; and we will use this evidence to refine our objectives.



GOALS

for three essential domains of diversity and inclusion

STAFF COMPOSITION:

The Urban Institute will be an employer of choice, recruiting, attracting, and retaining diverse staff (to include those from historically under-represented groups) with the full range of competencies needed to excel at our mission.

WORKPLACE CULTURE:

Employees of diverse backgrounds and perspectives will enjoy a culture of mutual respect, inclusivity, and collegiality at Urban and feel that diversity is valued.

RESEARCH CONTENT AND COMMUNICATION:

Urban will produce rigorous research that conveys respect for individuals, avoids the perpetuation of stereotypes, acknowledges relevant historical and social contexts, and engages diverse audiences.

OBJECTIVES

To make our goals actionable, we have established measurable objectives for the end of **2020**.

We also established interim objectives for the end of **2018** (our 50th anniversary) and the end of **2017**.

We achieved many but not all of the interim objectives set for the end of 2017 and have updated the interim objectives for the end of 2018.

STAFF COMPOSITION

Goal: The Urban Institute will be an employer of choice, recruiting, attracting, and retaining diverse staff (to include those from historically under-represented groups) with the full range of competencies needed to excel at our mission.

Our plan for achieving our staff composition goal includes three components:

- **Recruitment and Hiring.** We need to widen our outreach efforts to achieve more diverse candidate pools comprised of individuals with varying backgrounds, experiences, expertise, and perspectives. These efforts will include targeted outreach to groups that have historically been under-represented at Urban and in our field.
- **Competencies.** At the same time, we need to more clearly define the competencies required for our work and consider multiple educational and career paths for acquiring these competencies and establishing qualifications. This will clarify what it means to be well-qualified for Urban positions.
- **Advancement.** Finally, we need to better define and communicate criteria for successful performance and provide training and other forms of professional development and support for staff who want to stay and advance at Urban. Performance criteria must reflect the importance and value of the competencies required to advance our mission.

STAFF COMPOSITION OBJECTIVES

	1. RECRUITMENT AND HIRING	2. COMPETENCIES	3. ADVANCEMENT
By the end of 2017	Recruitment plans will include strategies for outreach to under-represented groups and guidelines will be in place to facilitate diverse interview panel compositions. <i>Objective substantially met.</i>	Competencies required for all Urban Institute positions will be clearly defined and communicated. <i>Objective fully met.</i> Hiring and promotion decisions will consider the multiple educational and career paths for establishing qualifications and acquiring competencies. <i>Objective partially met.</i>	Clear criteria for successful performance and promotion will be established and well communicated to all staff. <i>Objective partially met.</i>
By the end of 2018	Recruitment plans will include strategies for outreach to under-represented groups and guidelines will be in place to facilitate diverse interview panel compositions. <i>(Continue progress started in 2017)</i> Pools of qualified candidates will be more diverse, particularly with respect to historically under-represented groups, and progress toward greater staff diversity will be achieved.	Hiring and promotion decisions will consider the multiple educational and career paths for establishing qualifications and acquiring competencies. <i>(Continue progress started in 2017)</i>	Clear criteria for successful performance and promotion will be established and well communicated to all staff. <i>(Continue progress started in 2017)</i> Support toward advancement at Urban will be available to all staff. Rates of promotion for staff that exhibit the needed competencies will be comparable across the various dimensions of diversity.
By the end of 2020	The composition of our staff will be substantially more diverse, particularly with respect to historically under-represented groups.		

WORKPLACE CULTURE

Goal: Employees of diverse backgrounds and perspectives will enjoy a culture of mutual respect, inclusivity, and collegiality at Urban and feel that diversity is valued.

Our plan for achieving our workplace culture goal includes four components:

- **Respect and Engagement.** We need to ensure that all staff feel welcome and respected at Urban, that the experiences, perspectives, and competencies they bring to the work are valued, and that they have opportunities to engage in diversity and inclusion efforts.
- **Institutional Commitment.** Urban's executive leadership must demonstrate its commitment to diversity and inclusion by making responsibilities clear, providing sufficient resources, and implementing accountability measures.
- **Training.** Staff at all levels need information, guidance, and support so that they understand their roles in advancing diversity and inclusion and can contribute effectively.
- **Problem Resolution.** We need to strengthen and clarify processes staff can use to report problems or complaints and to obtain help (for themselves or others) regarding diversity and inclusion.

WORKPLACE CULTURE OBJECTIVES

	1. RESPECT AND ENGAGEMENT	2. INSTITUTIONAL COMMITMENT	3. TRAINING	4. PROBLEM RESOLUTION
By the end of 2017*	<p>The share of staff that see Urban as having a positive work environment where they are valued and respected will be measured and reported and exit interviews will address any issues of workplace culture.</p> <p><i>Mechanisms to assess staff perceptions still under development.</i></p> <p>Staff will have opportunities to engage with mentoring, affinity groups, and other discussion forums that support diversity and inclusion. <i>Objective substantially met.</i></p>	<p>Roles and responsibilities for diversity and inclusion activities will be explicitly assigned and accountability mechanisms will be established. <i>Objective fully met.</i></p> <p>Diversity and inclusion will be demonstrable priorities for Urban, discussed explicitly at high level meetings, and incorporated and valued in all aspects of our work and operations. <i>Objective fully met.</i></p> <p>The Institute will provide sufficient resources to support employees working on diversity and inclusion. <i>Objective substantially met.</i></p>	<p>Urban will incorporate diversity and inclusion issues into existing training curricula. <i>Objective fully met.</i></p>	<p>Staff will have clear, accessible, and discreet mechanisms for reporting problems or complaints regarding diversity and inclusion and for seeking help (for themselves or others). <i>Objective not met.</i></p>
By the end of 2018	<p>The share of staff that see Urban as having a positive work environment where they are valued and respected will be measured and reported and exit interviews will address any issues of workplace culture.</p>	<p>The roles and responsibilities of leaders within Urban will reflect our commitment to diversity and inclusion as an institutional priority.</p>	<p>Urban will offer a structured, evidence-informed training curriculum on diversity and inclusion.</p>	<p>Staff will have clear, accessible, and discreet mechanisms for reporting problems or complaints regarding diversity and inclusion and for seeking help (for themselves or others).</p>
By the end of 2020	<p>Urban Institute staff across all backgrounds and identities will see the Urban Institute as a welcoming and inclusive work environment where their experiences and contributions are respected, valued, and celebrated.</p>		<p>Urban Institute employees at all levels will understand their roles in diversity and inclusion efforts and will contribute to fostering a welcoming workplace culture in every center and office.</p>	



RESEARCH CONTENT AND COMMUNICATION

Goal: Urban will produce rigorous research that conveys respect for individuals, avoids the perpetuation of stereotypes, acknowledges relevant historical and social contexts, and engages diverse audiences.

Our plan for achieving our research content and communication goal includes four components:

- **Language.** We need to develop and implement guidelines regarding the language and images we use in our products. These guidelines will likely evolve over time as we learn more and as norms and practices in our society and our field change.
- **Events.** We need to develop and implement guidelines to strengthen the diversity of speakers, participants, and audiences for events we host.
- **Research Support.** Staff at all levels need encouragement and support to propose, design, and effectively conduct research on issues of difference, inequality, and disadvantage. This will include advice and guidance at all stages of the work as well as resources to incentivize more work on these issues.
- **Community Engagement.** Staff also need guidance and support for efforts to better engage with members of the communities we study and with community-based organizations, involving them as sources of ideas and questions for research, and as advisers, partners, participants, reviewers, speakers, and audiences. Some projects may involve community-based participatory research, and we need to build our capacities to do this research effectively.

RESEARCH CONTENT AND COMMUNICATION OBJECTIVES

	1. LANGUAGE	2. EVENTS	3. RESEARCH SUPPORT	4. COMMUNITY ENGAGEMENT
By the end of 2017	Urban will have formal guidelines and expectations regarding language, labels, and images in our products. <i>Objective partially met.</i>	Urban will have guidelines regarding the composition of event panels and outreach to audiences that reflect the importance of diversity and inclusion. <i>Objective fully met.</i>	A group of expert advisors (internal and external) will be available to support researchers and writers who seek advice and guidance on questions about language, labels, context, and accessibility. <i>Objective partially met.</i>	The Virtual Methods Group will include experts who can provide advice and support for efforts to engage members of communities being studied in design, data collection, and analysis. <i>Objective substantially met.</i>
By the end of 2018	Urban will have formal guidelines and expectations regarding language, labels, and images in our products. <i>(Continue progress started in 2017).</i> Editorial and quality assurance procedures (within centers and for Urban as a whole) will incorporate guidelines regarding language and images relevant to diversity and inclusion.	Event planning and outreach procedures will explicitly address the importance of including diverse speakers and reaching diverse audiences.	Research that addresses issues of difference, inequality, and disadvantage will be identified at the design stage and provided with advice and support as needed to effectively address context, outreach, and accessibility.	Researchers will be encouraged – and will receive training and advice as needed – to engage members of communities being studied in design, data collection, and analysis.
By the end of 2020	Urban Institute products will consistently use language that conveys respect for the individuals and groups studied, and avoid language and images that reinforce stereotypes about groups that have historically been marginalized in our society.	Urban Institute events will consistently feature speakers with a diversity of relevant perspectives and backgrounds and will engage diverse audiences.	Research that addresses issues of difference, inequality, and disadvantage will consistently acknowledge relevant social and historical contexts, include products and events that share research findings with groups being studied, and use language and venues accessible to relevant audiences.	Urban's portfolio of research will include more studies that actively engage members of the communities being studied in design, data collection, analysis, and dissemination. 

2017-18 ACTIVITIES

For each domain, we have identified activities that Urban will pursue in 2018, in service to our diversity and inclusion objectives. These activities continue or build upon activities launched in 2017.

For each activity, we indicate the organizational unit with lead responsibility and the relevant objectives addressed.

The full list of diversity and inclusion activities will be reviewed, updated, and potentially expanded at the end of each year in light of evidence on progress toward our objectives.

STAFF COMPOSITION ACTIVITIES

- ❑ **Finalize and Implement Center/Office Plans (CDs & ODs):** Within the context of center and office hiring plans, establish ambitious but realistic recruitment strategies that engage with diverse candidate pools and consider candidates who have acquired desired competencies and capabilities through a variety of paths. Track toward outcomes at the center and office level (SC1, SC2).
- ❑ **Strengthen Recruitment (HR):** Continue to implement and refine procedures, “best practices” guidance, and training to help centers and offices identify and engage sources and networks that diversify our applicant pools and lead to greater diversity in hiring. Design capacity to track the composition of applicant pools (SC1).
- ❑ **Engage Staff in Outreach (HR):** Increase participation of Urban’s staff (including junior staff) in outreach and recruitment efforts (SC1).
- ❑ **Engage Alumni in Outreach (HR):** Develop a strategy for involving Urban’s alumni in outreach and recruitment efforts, including tapping alumni for ideas about how to make Urban more attractive and welcoming (SC1).
- ❑ **Sustain and Build Internship Program (HR):** Continue and strengthen the formal internship program launched in 2017 (SC1).
- ❑ **Explore Fellowship and/or Apprenticeship Programs (DISC):** Gather information and explore alternative models and costs of possible fellowship and/or internship programs (SC1, SC2).
- ❑ **Establish Clear Career Pathways (HR):** Update performance appraisal process and hiring and promotion criteria to achieve greater clarity, opportunities and fairness in hiring, retention, and promotions, to acknowledge multiple educational and career paths, and to remove any barriers that may result from unnecessary criteria (SC3).
- ❑ **Pilot a Professional Development Planning Program (2-3 CDs & ODs):** Develop and test structured approaches for helping staff prepare and pursue personalized professional development plans (SC2, SC3).

WORKPLACE CULTURE ACTIVITIES

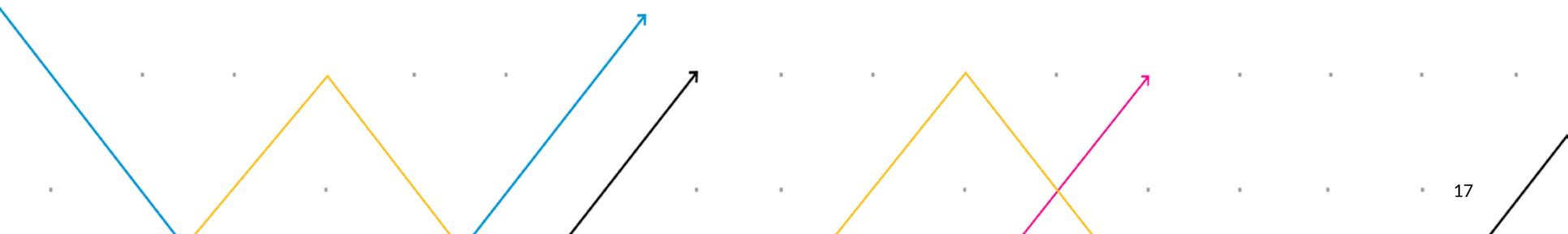
- ❑ **Strengthen Complaint Resolution Procedures (HR):** Modify Urban's current complaint resolution mechanism to clarify roles, responsibilities, and accountability and to make staff comfortable reporting issues. Track information about complaints and how they are addressed (WC4).
- ❑ **Enhance Supervisor Training (HR):** Develop targeted trainings on specific supervisory challenges and require all new supervisors to attend training (WC1, WC2, WC3).
- ❑ **Provide Staff Training (HR):** Provide (or obtain from outside sources) staff trainings specifically focused on diversity and inclusion (WC1, WC2, WC3).
- ❑ **Support Affinity Groups (DISC):** Enable and encourage staff to form social affinity groups around shared identities or backgrounds that cut across centers and offices, create welcoming spaces to talk, and help reduce isolation (WC1).
- ❑ **Support Mentoring (HR):** Continue the Urban-wide mentorship and ambassador programs and take steps to engage interested junior staff (from all centers and offices), including those of under-represented identities or backgrounds, with senior staff who can provide useful advice and support (WC1).
- ❑ **Conduct a Workplace Culture Assessment (HR):** Develop and implement a staff survey (to be repeated at approximately two-year intervals) that solicits opinions on workplace culture and diversity and inclusion. Share the results with all staff and create multiple venues for further discussion and input (WC1).
- ❑ **Strengthen Exit Interviews (HR):** Revamp the current procedures for exit interviews to more explicitly surface any concerns about workplace culture and diversity and inclusion. Also monitor Glass Door and other websites that reflect employee assessments of workplace culture (WC1).
- ❑ **Develop Strategy to Assess Compensation Structure (HR):** Develop methods and assemble data to conduct statistical analysis of salaries by race, ethnicity, and gender (WC1, WC2).
- ❑ **Strengthen Internal Communication (EXEC):** Improve and strengthen formal and informal mechanisms to provide greater transparency about diversity and inclusion efforts and progress across the organization (WC1, WC2, WC3, WC4).

RESEARCH CONTENT AND COMMUNICATION ACTIVITIES

- ❑ **Build Out Style Guide (COMM – with committee of researchers):** Expand and refine the internal “wiki” regarding labels, language, and images. Guidelines will be sufficiently flexible to reflect constraints imposed by funders and the diversity of views about some labels and language (RC1).
- ❑ **Implement Guidelines for Events (COMM):** Share and implement written guidelines for achieving greater diversity of invited speakers, panels, and audiences at Urban events, and support researchers in applying these guidelines. Track the composition of speakers and panels (RC2).
- ❑ **Consider Diversity in Communication Plans (COMM):** Raise and explore issues of audience diversity in planning communications strategies for all products (RC2, RC3).
- ❑ **Incorporate Diversity Issues in Communications Training (COMM):** Adapt and expand communications training for staff to incorporate sensitivity to issues of diversity and inclusion and to reflect the new communications guidelines (RC1, RC2).
- ❑ **Develop a Design Checklist (DISC):** Develop a list of questions researchers should consider in designing research projects that address issues of difference, inequality, and disadvantage so as to provide any needed planning and design support (RC3).
- ❑ **Identify and Recruit Advisors (CDs):** Drawing on the Virtual Methods Group, engage experts to answer questions and advise researchers and writers on various dimensions of diversity, sensitivities to labels and language, and relevant historical and social context (RC1, RC2, RC3, RC4).
- ❑ **Provide Technical Support for Community Engagement in Research (SMG):** Provide encouragement, advice, and support in various mechanisms for engaging the communities being studied in research design, data collection, and analysis, including but not limited to community-based participatory research methods (RC4).
- ❑ **Establish Partnerships (CDs and ODs):** Form partnerships with researchers, practitioners, and institutions that bring expertise and experience about issues of diversity, disadvantage, and discrimination and that can strengthen our knowledge, sensitivity, and engagement with diverse audiences (RC3).
- ❑ **Promote Learning About Structural Racism (DISC):** Continue the structural racism speaker series; support internal discussion and learning; and host a panel or symposium at the 2018 APPAM conference.

GENERAL ACTIVITIES

- ❑ **Share Objectives (EXEC):** Continue to share with all staff the goals and objectives established in this roadmap and encourage continued discussion of these issues across Urban (SC1, SC2, WC1, WC2, WC3).
- ❑ **Learn from Other Organizations (DISC):** Reach out to leaders in organizations that have had success – including organizations in other sectors and organizations that are rated as great places to work by a diversity of population groups. Learn about what diverse candidates look for in a workplace – what they consider the attributes of a good place to work (SC1, SC2, SC3, WC1, WC2, WC3).
- ❑ **Refine the Diversity Dashboard (EXEC):** Enhance and update the internal and external dashboards to further reflect trends over time and progress toward our diversity and inclusion objectives.



RESPONSIBILITIES

We have grouped activities according to which individual has lead responsibility. But diversity and inclusion are everyone's responsibility, so we also show how others will contribute to each activity.

In some cases, individuals with lead responsibility will convene working groups to assist in planning and implementing activities.

Responsibilities for Activities Led by EXEC

ACTIVITIES	ROLES			
	Lead	Others Responsible	Other Contributors	Sounding Board/Feedback
Share Objectives	President	VPs & office directors	Recruiters, hiring officials	DISC
Refine Diversity Dashboard	SVP	VP-HR/CAO	COMM's web team	DISC
Strengthen Internal Communication	SVP	VPs & office directors		DISC

Responsibilities for Activities Led by HR

ACTIVITIES	ROLES			
	Lead	Others Responsible	Other Contributors	Sounding Board/Feedback
Strengthen Recruitment	VP-HR/CAO	Recruitment Director	VPs, hiring managers	DISC
Engage Staff in Outreach	VP-HR/CAO	Recruitment Director	VPs, hiring managers	DISC
Engage Alumni in Outreach	VP-HR/CAO	Recruitment Director	DEV, VPs, hiring managers	DISC
Conduct a Workplace Culture Assessment	VP-HR/CAO	DISC		
Establish Clear Career Pathways	VP-HR/CAO	VPs		DISC
Strengthen Exit Interviews	VP-HR/CAO	HR staff	DISC	DISC
Strengthen Compensation Structures	VP-HR/CAO	Senior Methodologist (SMG)	CDs, ODs, hiring managers	
Strengthen Complaint Resolution Procedures	VP-HR/CAO	SVP, center & office directors	All managers	DISC
Sustain & Build Internship Program	VP-HR/CAO	Recruitment Director	VPs & office directors	DISC
Strengthen Complaint Resolution Procedures	VP-HR/CAO		DISC	
Develop Strategy to Assess Compensation Structure	VP-HR/CAO		SMG	DISC

Responsibilities for Activities Led by HR's Training Team

ACTIVITIES	ROLES			
	Lead	Others Responsible	Other Contributors	Sounding Board/Feedback
Enhance Supervisor Training	Learning & Development Manager	Training Committee, VP-HR/CAO		DISC
Provide Staff D&I Training	Learning & Development Manager	VP-HR/CAO	Training Committee, VPs	DISC
Support Mentoring	Learning & Development Manager	SVP & VP-HR/CAO	All interested staff	DISC

Activities Led by the COMM Team

ACTIVITIES	ROLES			
	Lead	Others Responsible	Other Contributors	Sounding Board/Feedback
Build Out Style Guide	VP-COMM	DISC Communications Committee	Interested staff	
Implement Guidelines for Events	VP-COMM	Director of External Affairs		DISC
Consider Diversity in Communication Plans	VP-COMM	VP-HR/CAO (internal communications)	COMM staff, researchers	DISC
Incorporate Diversity Issues in Communications Training	VP-COMM	Learning & Development Manager		DISC

Responsibilities for Activities Led by Center and Office VPs

ACTIVITIES	ROLES			
	Lead	Others Responsible	Other Contributors	Sounding Board/Feedback
Finalize and Implement Center/Office Plans	Each Center or Office VP	VP-HR/CAO, Recruitment team	Center and Office Staff	DISC
Establish Research Partnerships	Each Center VP	Senior Fellows	Kilolo Kijakazi	DISC
Identify and Recruit Advisors	Each Center VP	Virtual Methods Group	Researchers	DISC
Provide Technical Support for Community Engagement in Research	SMG VP	Virtual Methods Group	Researchers	DISC
Pilot a Professional Development Planning Program	2-3 VPs	VP-HR/CAO		DISC

Responsibilities for Activities Led by DISC

ACTIVITIES	ROLES			
	Lead	Others Responsible	Other Contributors	Sounding Board/Feedback
Learn from Other Organizations	DISC	VP-HR/CAO	VPs, CDs, ODs	
Support Affinity Groups	DISC	Interested Staff	VP-HR/CAO	
Explore Fellowship and/or Apprenticeship Programs	DISC	VP-HR/CAO		
Develop a Research Design Checklist	DISC			SVP
Promote Learning About Structural Racism	DISC	Structural Racism Project members		

ACCOUNTABILITY

Urban's existing systems for management oversight and performance assessment are being modified or expanded to explicitly address responsibilities for diversity and inclusion activities.

Accountability for Center and Office VPs

Quarterly management meetings with EVP & SVP will include a review of diversity and inclusion responsibilities and progress, including recruitment & hiring, workplace culture, establishing partnerships, and engaging external advisors for work requiring sensitivity to language and historical/social context.

Annual performance appraisals for CDs & ODs will explicitly address their diversity and inclusion responsibilities and plans for the coming year.

Accountability for Human Resources

Quarterly reports from VP-HR to the president will document outreach and engagement activities, composition of applicant pools, and composition of qualified (interviewed) candidate pools.

Accountability for All Supervisors

When performance appraisal processes and forms are revised to reflect the new career pathways, contributions to diversity and inclusion efforts will be a factor in performance reviews, salary adjustments, and promotion decisions for supervisors.

Upward (or 360) assessments will be extended to all supervisors/managers, so (as input to the annual performance assessment process) junior staff have opportunities to report their perspectives on performance relevant to diversity and inclusion.

Accountability for All staff

When performance appraisal processes and forms are revised to reflect the new career pathways, they will include indicators of contributions to diversity and inclusion.

Accountability for Urban as a Whole

Quarterly meetings of the DISC chair with the President, SVP, and VP-HR/CAO will address both DISC's accomplishments and its assessment of Urban's progress.

Once each quarter, a segment of the monthly meeting of VPs with the President will be devoted to a discussion of progress on roadmap activities.

The President will provide an annual diversity and inclusion report to the staff and the Board, including the dashboard showing progress toward Urban-wide objectives, and discussing both achievements and problems.