



# Operations

## DESCRIPTION

The Operations division includes Facilities, Finance, Human Resources, New Haven Affairs, and Campus Services – Administration, Hospitality, Information Technology, and Public Safety. The division represents approximately 1,600 staff members with a broad range of jobs and lived experiences.

In 2024, we will continue to advance our integrated plan for diversity, equity, inclusion, and Belonging and make progress on topics of critical importance to these central staff functions. In addition, to support more than 25 school and division unit plans, our efforts will continue to optimize Operational processes.

## Diversity, Equity + Inclusion Plan

### COMMUNICATION, TRANSPARENCY, & ACCOUNTABILITY

DEIB Metrics: Research Belonging measures to support the development of the FY25 workplace survey.

### DIVERSITY OF THE YALE COMMUNITY

DEIB Metrics: Complete deployment of staff DEIB trend data.

Examine staff DEIB data reports to inform Operations talent planning strategies.

Complete the preliminary deployment of Faculty and Academic Trainees' DEIB core metrics and trend data.

Talent Acquisition: Create Hiring Manager dashboards offering hiring details related to open requisitions and applicant diversity at each funnel stage.

### EQUITABLE PROCESS, PROCEDURE, & RESPONSES

Supplier Diversity: Post and fill supplier diversity leadership positions.

Complete enhancements to supplier demographic attributes.

Learning and Development: Within each Operations division, develop at least one localized engagement opportunity to advance team progress in DEIB understanding and practice.

### PROFESSIONAL & PERSONAL DEVELOPMENT OF INCLUSIVE PRACTICE

Talent Acquisition: Create training for DEI and Belonging best practices within all aspects of staff attraction and hiring throughout the university.

Learning and Development: Develop and launch Operations-wide course content supporting consistent language and an understanding of core DEIB concepts.

Launch the third and fourth cohorts of the Emerge at Yale program.

## Accomplishments

Over the last year, Operations advanced the following strategic initiatives:

1. Recruiting: Published the DEI and Belonging Toolkit, Interview Template, and Candidate Evaluation Tool that provide best practices and guidance for minimizing bias and increasing inclusive practices in hiring processes.
2. Supplier Diversity: Updated Yale's supplier registration form to capture diverse suppliers, contracted with Supplier.IO to provide a searchable database of more than 4.4 million suppliers with diversity classifications, and started work to establish a baseline of diverse supplier spending at Yale.
3. DEIB Metrics: Launched a diversity dashboard providing views of (highly controlled) staff diversity data, helping units establish and review DEIB efforts, and created a prototype for the faculty diversity dashboard.
4. Learning and Development: Launched two Emerge at Yale Leadership development programs with 42 program alums, most of whom have defined career outcomes.

## Planning Team

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Senior Vice President for Operations

*“We are committed to expanding our operational capability by recruiting top talent, training, and developing staff, utilizing diverse suppliers, and measuring outcomes to create lasting change. I am excited about the progress we are making.”*

“We are partnering to advance our DEIB goals and support our entire campus community.”

*Operations Planning Team*