DEI

AAP

intersectionality

Intersectionality between Diversity, Equity & Inclusion and the Affirmative Action Plan

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Objectives:

- Discuss the impact of intersectionality for your DEI & AAP efforts
- AAP data supports institutional DEI efforts
- Look at example of best practices of DEI & AAP initiatives

Intersectionality

"Intersectionality has huge implications for workplace inclusion. If you are to be truly inclusive, treatment must be equitable, not just equal, while taking into account multiple facets of a worker's identity. Even when diversity and inclusion initiatives aim to center on 'all women,' they often fail to consider the experience of non-white women and the multidimensions impact of race and gender on hiring practices and talent mobility."

Source: Crenshaw, Kimberly (1991) *Mapping the Margins: Intersectionality, Identity Politics, and Violence Against Women of Color*.

I. Find commonalities

Diversity, equity and inclusion

Focus on developing an environment that maximizes potential of all employees by creating psychological spaces for employees to be their true self, valuing diversity interpersonally and institutionally and looks at equity as a roadmap to level up opportunities for all; broader than ethnicity, race and gender; **not legally mandated.**

Affirmative Action

Targets outreach to underutilized groups, helps prevent discrimination and measures good faith efforts in making affirmative action progress for minorities, women, protected veterans, and individuals with disabilities; **legally mandated**.

Demographics
(dimensions of diversity)

II. Create Impactful Initiatives

intersectionality

DEI   **AAP**
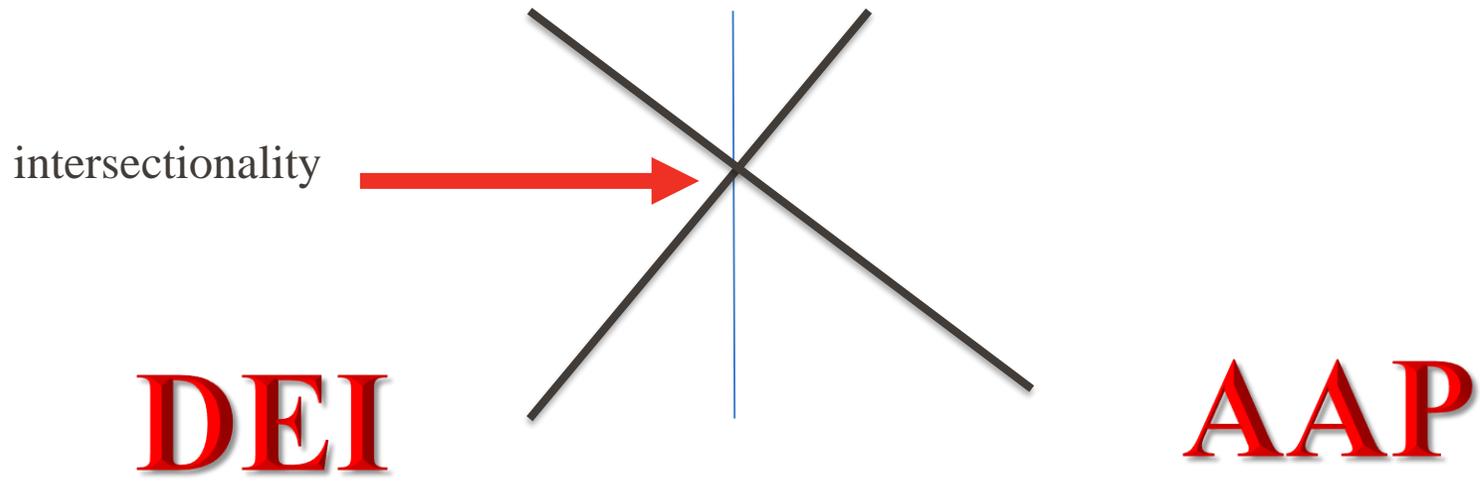
- Education & Training
- DEI Goals
- Employee Networks
- DEI Council or Executive Committee
- Cultural Celebration
- Mentoring & Onboarding
- Metrics and Scorecard
- Other initiatives

Outreach, hiring, promotions, retention & belonging

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Example #1:

Use data to support your onboarding and retention efforts (Employee Networks)

Roadmap to an Inclusive Onboarding Experience

MD Anderson

5. After one year

4. First 12 months of employment

3. First 6 months of employment

2. New Employee Orientation

1. Prior to First Day

Background
## High turnover by demographics

Overview and Challenges
Losing as many (or more) IWDs as we hire. Challenge to identify reasons for departure for both IWDs/Veterans and address them as retention concern.

Strategic Actions
Utilize employee networks to develop sense of community and portal of communication. Focus all relevant diversity committees on retention and efforts.

Note: Tracking high turnover of women, IWD, minorities & protected veterans – first 12 months of employment

Background

High turnover by job title

Overview and Challenges

Turnover rates impacted by COVID-19 and decrease in hiring. Complexity of environment, department challenges & availability of similar opportunities in market place contribute to turnover.

Strategic Actions

Implementation of Living Wage Phase 2 in Oct 2019. Market adjustments 1/1/20. Review turnover for building attendant, patient care technician, patient escort & medical assistant.

Qtrly metrics. Next update: 3/10/2020

Top 10 Job Titles with the Hightest Turnover Headcount					as of 11/30/2020
Job Title	Turnover Headcount	FY21 Avg. Headcount	Turnover Rate	# Hires	# Turnover vs # Hires
	30	444	6.8%	5	600.0%
	29	1,968	1.5%	25	116.0%
	16	701	2.3%	3	533.3%
	13	90	14.4%	10	130.0%
	13	215	6.0%	11	118.2%
	12	304	4.0%	2	600.0%
	11	635	1.7%	18	61.1%
	9	148	6.1%	19	47.4%
	7	232	3.0%	8	87.5%
	7	245	2.9%	30	23.3%
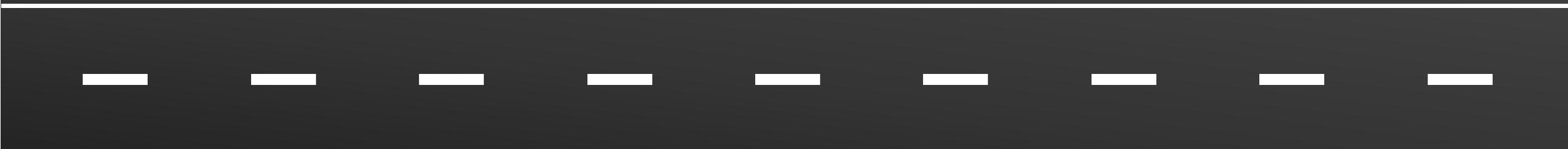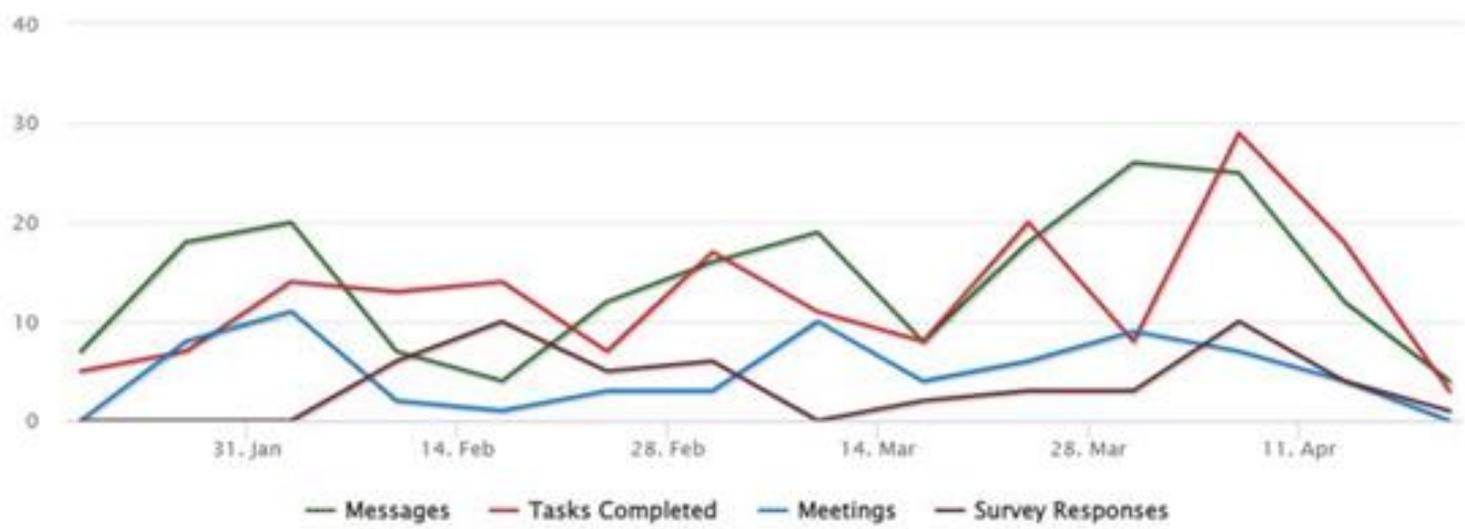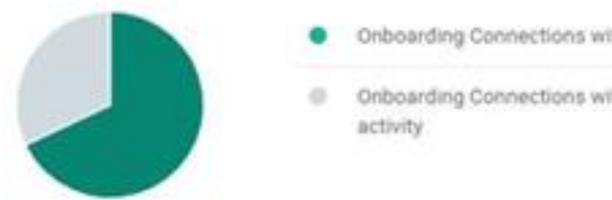
From onboarding to results:

Inclusion isn't only important because of the feel-good feeling it creates: It's important because it impacts innovation, engagement, retention of diverse talent, and serves as a vehicle to recruit even more talent—all of which affect the bottom line and have the potential to improve business results.

Most importantly, an inclusive onboarding experience sets each employee up for success.

Once onboarded, employees should feel that they made the right decision to join our company and that they belong at MD Anderson.

Example #2:

DEI Education supporting AAP efforts

Policies Matter

UT System's "Opportunity Rule"

"For every new or vacant Executive Administrator position, the final interview pool must include:

(a) female,

(b) male and

(c) underrepresented candidates."

Leadership Search Committee Policy

(a) Search committee must be inclusive (35% women/minorities)

(b) Unless excused by President, AVP of WMFI and Chief Diversity Officer are voting members of every search committee

Education and Training (*inception 2017)

a. Unconscious bias training is required for all search committee members

b. For all hiring managers the "Unconscious Bias and Selecting the Right People" training is available

c. "Simulation Unconscious Bias Training" is available to all leaders

Note: both trainings include theory, method and apply.

Diversity is a fact. Inclusion is an act.

Ongoing commitment to inclusion across all levels of institution

- Executive Director and Assistant VPs (to-date):

  - Female: 55%

  - Minority: 32%

- FY21 VP and above (to-date):

  - Female: 40%

  - Minority: 31%

Enhancing culture of diversity, equity and inclusion (DEI)

- Since June 2020: 10+ institutional DEI town halls, programs and lectures held for employees

- Routine DEI programming planned for future

- Organizational diversity and inclusion efforts brought under one umbrella called the Office of Diversity, Equity and Inclusion – which oversees the institution's Affirmative Action program.

	Leadership change in last four years		
	2017	**2021**	Percentage point change
ELT Gender Inclusion	0%	33%	33 percentage points
ELT Minority Inclusion	20%	42%	22 percentage points

III. Know Your Diversity Numbers

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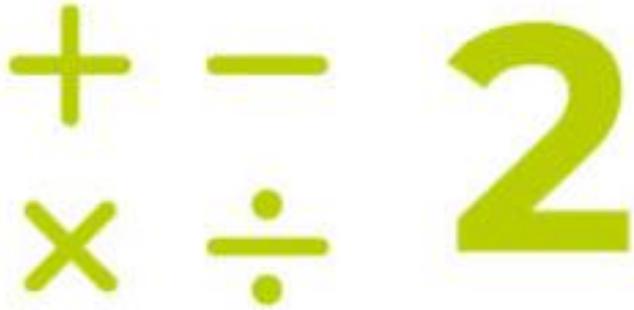
Know Your Diversity Numbers

Monitoring diversity and inclusion programs is the best way to measure success—or to establish the lack thereof. This enables you to determine what is and isn't working and what therefore needs to be modified.

☐ Do you review your program goals and data at least twice a year?

☐ Do you benchmark your data using any of the following sources to assess availability?

- U.S. Census data
- Geographic data
- Industry data via the American Community Survey
- IPEDS (Integrated Postsecondary Education Data System)

☐ Do you actively close diversity gaps by working with colleges and professional organizations where underrepresented communities gather?

☐ Do you record and consider small, intersectional groups in your data rather than rolling everyone up into broad groups?

Source: Affirmity: https://www.affirmity.com/resources/checklist-accelerate-diversity-equity-inclusion-strategy/

Thank you!

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