Driving Organizational Change through Equity, Diversity, Inclusion, and Belonging

NAWB Forum 2023

We will be using Poll Everywhere during this session, so please make sure your WiFi is connected to Hilton Meetings (PW: NAWB23), and text GrantAssociates to 22333 to participate

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Today's Presenters

- Debra B. Alexander, HR Advisor & DEI Strategist, Sr. Partner, Alexander Consulting & Training, Inc.
- Paula Bailey, Executive Vice President and Chief Equity, Diversity, Inclusion, and Belonging Officer, Grant Associates
- Brian Williams, Executive Director, Capital Region Workforce Development Board, NYATEP Board Chair
- Leila Melendez, CEO, Workforce Solutions Borderplex Development Board

How to Use Your Thumbs-up

- When you hear something from one of the speakers that is something you've already implemented, that you want to implement, or that resonates with you, please raise your thumbs-up paddle to let the panelists know.

Leading, Managing and Sustaining EDIB Initiatives and Organizational Change…

“Change” begins as an idea or vision.

Organizations change when the people in them change.

People embrace the idea behind the change when they see the benefit (how they and the organization can get better at what it does).

Many EDIB change initiatives fail.

EDIB initiatives fail because we…

10. Ignore, forget, or fail to understand that our present is a product of our past
9. Believe diversity is something we choose or control
8. Use EDIB as a label in multiple, sometimes conflicting ways
7. Want quick fixes and simple solutions to difficult and complex concerns
6. Mistake silence for satisfaction
5. Assume our organization is unaffected or protected from social issues
4. Assume it affects others, not us
3. Say “inclusion” when we mean “assimilation”
2. Exclude white men from the diversity conversation
1. Don’t live our values – there’s a gap between what we say and what we do

What Does EDIB Mean to You?

Equity is a choice.
Diversity is a fact.
Inclusion is an action.
Belonging is the outcome.

– *adapted from a quote by Arthur Chan*

How Do You Drive Organizational Change?

Step One: Meaningful Goals and Inspiring Outcomes

Step Two: Champions, Advocates & Influencers

Step Three: Policies, Processes and Practices

Strategies that Work

adapted from Andrea Shapiro, Creating Contagious Commitment

- ✓ Mass Exposure…a consistent, compelling, and continuing message of the goals and outcomes
- ✓ Leaders "walk the talk" and embody the desired change
- ✓ Infrastructure—processes, policies, procedures, protocols and practices that support the change
- ✓ Rewards for actions and activities that support the change
- ✓ Increase number of Advocates (and shift Resisters)

Paula Bailey

Executive Vice President and Chief Equity, Diversity, Inclusion, and Belonging Officer

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Mission

Grant Associates raises the economic security of the people, businesses, and communities we serve.

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Our Culture of Equity, Diversity, Inclusion & Belonging

- How Grant was started
- Our team's diversity
- Implicit EDIB commitment

How We Changed Our Organization

- 2020 Staff Response to World Events
- All Staff Survey Feedback
  - 95% response rate
  - What we heard…a desire for:
    - An EDIB strategy & structure
    - Training for staff around EDIB principles & practices
    - Zero tolerance
    - Pay equity and competitive pay
    - Transparency and opportunities for dialog

The Steps We Took

- Engaged an EDIB strategist to support and advise the process
- Appointed a Chief Equity Diversity Inclusion Officer at the Executive Leadership level
- Made public statements about anti-racism and external events impacting our communities
- Shifted binary language to non-binary pronouns to be more inclusive
- Celebrated cultural observances & events (e.g., Juneteenth)
- Established EDIB Steering Committee + Champions Team
- Incorporated EDIB into the Strategic Plan & Corporate Values
- Embedded EDIB into existing practices, e.g., Employee Handbook

Lessons Learned

- Embed EDIB in programs, processes and strategies that are already working well
- When you're an early adopter, expect resistance (and learn from the resistance)
- Things often take longer than you might like, but clear intentions will keep you moving forward
- The external environment will impact plans and your internal reality
- Create a community of accountability and support

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4 Things that Make Us Really Proud

- Great Place to Work designation
- 95% staff engagement on annual employee engagement survey
- New opportunities to impact and influence EDIB policies more broadly within our industry and among our business partners and communities
- The diversity of our teams – Hispanic/Lantino = 36%; Asian = 8%; Black/African American = 35%; white = 17%; Female = 65%; Male = 35%

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As We Continue to Drive Change, We Will…

- Continue to move forward with pay equity
- Continue quarterly trainings for all staff including required EDIB training for all staff and managers
- Embed EDIB into onboarding activities, performance expectations and supervisor bootcamp training
- Develop tools to help employers and partners adopt and adapt EDIB to their organizations and needs

Our EDIB Vision

Through our shared values, we are committed to creating a team and an environment that celebrates the diverse communities to which we belong and serve, and that empowers all of us to connect, learn, and grow. We are creating a space where people feel respected, valued, and safe to bring all of who we are to our work. Grant Associates' equity, diversity, inclusion, and belonging commitment is one way we cultivate a culture that embodies these principles. Through thoughtful and intentional planning, our commitment is so evident that it is woven through every aspect of our operations. We do this because we believe in and embrace the power of these values and being a model for other companies that aspire to do the same.

Brian Williams

Executive Director, NYATEP Board Chair

Capital Region Workforce Development Board

New York Association of Training & Employment Professionals (NYATEP)

- New York State's workforce development association representing education, job training, adult education, postsecondary and employment providers
- Serves over 1.2 million New Yorkers annually in education and employment services, and support thousands of businesses train and employ talent
- NYATEP works to increase access and equity within the labor market by supporting the organizations that equip New York's most vulnerable populations with the skills needed to obtain quality employment
- Supports providers on the ground, working to keep up with the daily demands of the rapidly changing labor market
- Fights for policies and funding streams that create pathways for economic mobility for all New Yorkers.

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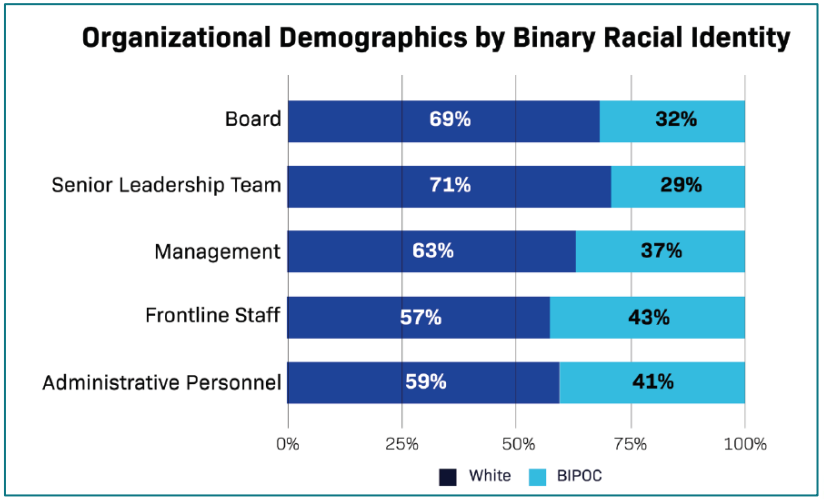
Voice - Knowledge - Progress
For Workforce Development

NYATEP SWEAT Scan
Statewide Workforce Equity Analysis Tool (SWEAT)

- First of its kind within national workforce system
- 98 organizations representing 34,650 employees
- Questions…
  - *What are the demographics of workforce system member organizations across racial & Gender Identities?*
  - *How is NYS's workforce system working to integrate EDIB best practices?*
- The workforce development sector is in the early stages of engaging in and implementing EDIB practices

NYATEP SWEAT Scan
Key Findings

- BIPOC staff make up fewer than 43% of employees (including front line, mid-management, senior leadership, and Board Members) in organizations, in contrast to the diverse populations served



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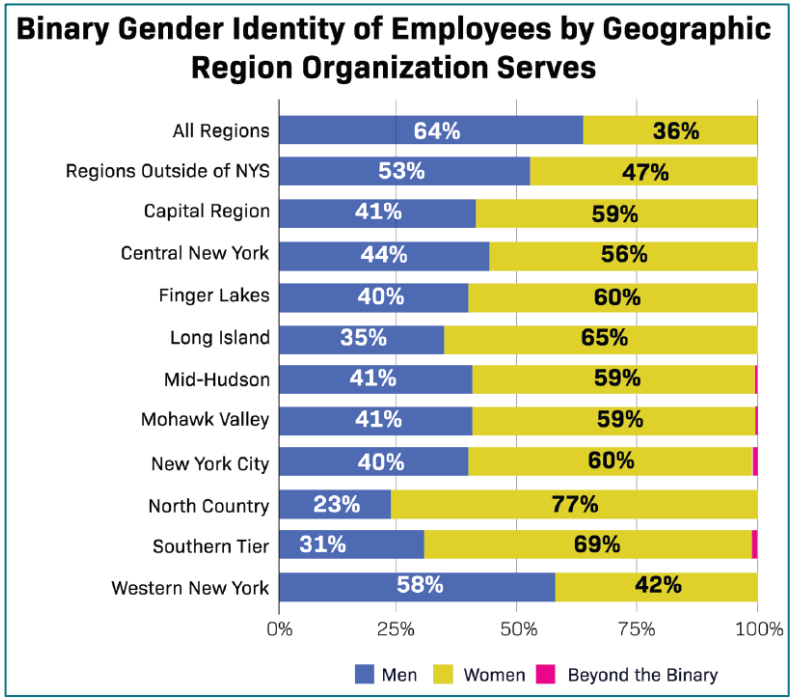
NYATEP SWEAT Scan
Key Findings



- Statewide, respondents have a greater presence of women (59%) than men (41%); and men comprise 56% of organization's Board of Directors
- Respondents who identify as transgender and/or gender non-binary are fewer than 1%

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NYATEP SWEAT Scan
Key Findings

Snapshot of DEI Efforts Within Organizations

of the responses received

45%

shared that their organization tracks demographic information from application through selection. Although 71% shared that their hiring policies and practices are focused on increasing BIPOC populations in hiring.

26%

of respondents shared that they have specific policies and practices to support BIPOC individuals receiving workforce development services from the organization.

17%

of respondents shared that they have specific policies or practices to support BIPOC employees.

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NYATEP Driving Change

NYATEP is committed to utilizing the information derived from the SWEAT Scan to refine our equity-based agenda by developing and advancing policy change to dismantle systemic racism within the workforce development sector.

Three things we did:

- *Established our values:* NYATEP believes that all people, regardless of individual characteristics and attributes, are welcomed to be their authentic selves, to have equal access, and feel acceptance.
- *Communicated our vision:* We are a people centered organization that believes that transformative systems change is possible by connecting people with the power they have and elevating the voices of all workers.
- *Added "accessibility" to our EDIB commitment:* We design systems that optimize and value accessibility and eliminating unnecessary barriers, meeting people where they are and providing the tools, structure, access they need to achieve their goals.

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NYATEP SWEAT Scan Driving Change
Next Steps: Turning Data Into Action

What type of funding needs to be available for workforce organizations to build the proper infrastructure within their organizations to dedicate staff to focus on capacity building around Diversity, Equity, and Inclusion initiatives?

How can organizations within the sector change hiring and promotion practices to attract more diverse talent, including Transgender and Gender Non-Confirming professionals to leadership roles?

What Human Resources practices, policies, and systems need to be adopted to collect demographic data on employees?

What state and federal advocacy is needed to ensure that data on race and gender can be disaggregated for employees and participants?

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NYATEP SWEAT Scan Driving Change
Next Steps: Turning Data Into Action

How can the field develop and support the continuous learning of Chief Diversity Officers and other staff tasked with full- or part-time responsibilities to DEI work?

What opportunities are there to create and develop support networks or Employee Resource Groups for BIPOC staff within the sector? How do we support staff at organizations with limited BIPOC colleagues?

What further analysis is needed in order to continue to understand our progress and who is responsible for measuring progress?

What are the learning and development opportunities for organizations interested in aligning organizational mission, policy & DEI best practices; including but not limited to, recruitment & hiring, performance management, professional development, mentorship, developing & implementing organizational equity goals, etc.?

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Leila Melendez

CEO

Workforce Solutions Borderplex Development Board

WSB from the Inside Out

Starts & continues with data

- Who & where are our customers
- Who & where are NOT our customers
- Who are our return customers

WSB from the Inside Out

Developed Equity Plan to support Strategic Plan

- Efforts started internally to understand our understanding
- Formed an Equity Action Committee of Board and Contractor staff to:
  - Recommend policy and process changes
  - Build internal advocates & champions for change
  - Address important issues impacting our region such as immigration & its impact on business

As the workforce leader, we committed to share our best practices and lessons learned with our business community

WSB Equity Plan

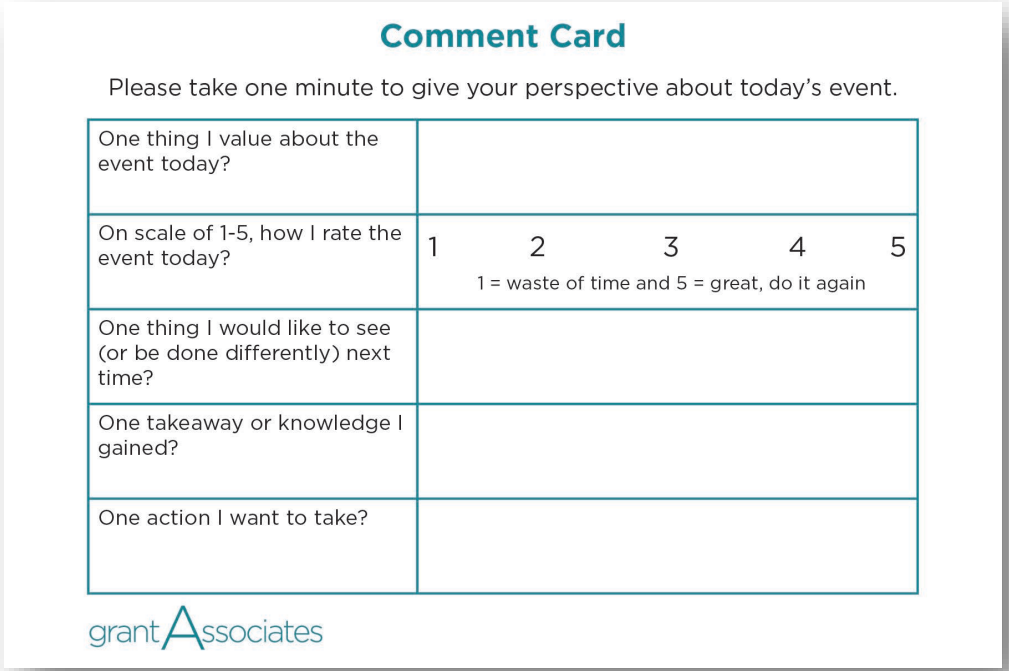
Strategic Plan	Equity Plan
Strategic Goal 1: Increase, simplify, and enhance WSB services	
1. Effectively utilize relevant dashboards… 2. Integrate childcare family population in all programs and initiatives… 3. Acquire $500,000 in non-formula funds … 4. Automate workflow and process improvements …	Review any barriers that impede equitable outcomes in services. Assemble Equity Action Committee to review policies & "customer journeys" to ensure process improvements. Ensure grant applications has a priority population supported.
Strategic Goal 2: Enhance customer experience with innovative and simplistic service and data-driven product design.	
5. Develop and implement a comprehensive strategy small center access points… 6. Develop various options for enrollments into programs … 7. Develop methods and channels to embed jobseekers with disabilities … 8. Establish the "New Economy Readiness Workshops" … 9. Develop Digital Solutions Program for childcare providers …	Assess WSB support services by geographic area to identify potential gaps for vulnerable populations. Evaluate new programming to ensure it is culturally appropriate, readily available, & easily accessible. Leverage the Equity Action Committee to review enrollment processes & deployment of small center access points.

Strategic Plan	Equity Plan
Strategic Goal 3: Develop programs and initiatives to support an improved regional economy.	
10. Spend at least $1,000,000 in training/employment into occupations … 11. Develop a Women's Solutions Bureau … 12. Launch, brand and promote NextForce … 13. Support economic development efforts in the rural areas.	Develop a Women's Solutions Bureau to identify gaps in gender equity & establish methods to increase access for under-represented populations among various occupations & programs. Evaluate new programming to ensure it is culturally appropriate, readily available, & easily accessible. Launch, brand & promote NextForce as the division focused on youth & develop a range of programs targeted at youth subgroups: Opportunity Youth, College drop-out recovery, high school CTE & entrepreneurs
Strategic Goal 4: Provide value to the community by establishing partnerships & leveraging resources.	
14. Establish the West Texas Aerospace Coalition and Training Center. 15. Develop the Early Education Center of Excellence … 16. Develop and launch the WSB Business Solutions Center … 17. Develop the framework for a Healthcare Center of Excellence. 18. Establish a plan to train and employ at least 100 transitioning soldiers …	Assess current vendors, stakeholders, & collaborations for diversity & inclusivity. Ensure that all initiatives are reviewed through a DEI framework. Develop a WSB Partner Certification Program so CBOs can provide resources to residents where they are.
Strategic Goal 5: Increase and enhance the value and credibility of workforce board(s).	
19. Utilize the customer satisfaction survey tool … 20. Publish an annual Wage Analysis & Return on Investment Report … 21. Develop a public (version) dashboard … 22. Enhance messaging to reach broader audiences…	Publish an annual Wage Analysis & Return on Investment Report & present to all six county governing bodies & economic development partners. Develop a standard "Status of the Workforce" presentation to present on-demand at business, civic & community meetings.

Today's Presenters & Topics

- Debra B. Alexander—Leading, Driving & Sustaining Change
- Paula Bailey—Driving Change at Grant Associates
- Brian Williams—Driving Change through SWEAT Scan
- Leila Melendez—Driving Change through an Equity Plan

Comment Cards



Comment Card

Please take one minute to give your perspective about today's event.

One thing I value about the event today?	
On scale of 1-5, how I rate the event today?	1 2 3 4 5 1 = waste of time and 5 = great, do it again
One thing I would like to see (or be done differently) next time?	
One takeaway or knowledge I gained?	
One action I want to take?	

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Some Inspiring Quotes

- ***Equity is a choice. Diversity is a fact. Inclusion is an action. Belonging is the outcome.***
Adapted from quote by Arthur Chan

- ***Diversity is about all of us and about us having to figure out how to walk through this world together.*** Jacqueline Woodson

- ***Do the best you can until you know better. Then when you know better, do better.***
Maya Angelou

- ***We cannot solve our problems with the same thinking we used when we created them.*** Albert Einstein

- ***Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.*** Margaret Mead

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Takeaways and Appreciations

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Final Words from Our Esteemed Panel

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Continuing the Conversation

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Thank You!

- Debra B. Alexander - info@diversitydecoded.com
- Paula Bailey - pbailey@grantassociatesinc.org
- Brian Williams - brian@capreg.org
- Leila Melendez - Leila.Melendez@borderplexjobs.com