DIVERSITY BEST PRACTICES

CREATING A D&I ROADMAP WITH METRICS AND BENCHMARKING

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We have a great program for you today so I will take a few minutes to review a couple of housekeeping items before we get started. Although we will have a Q&A and an audience Q&A at the end of the program, you can submit a question at any time using the Q&A chat box on your screen. Only the presenters will be able to see the questions as they come in. You can also submit any technical questions you might have and someone from our support team will help you in any way they can. Lastly I wanted to make sure you knew that will make all of the deck and the recording available to you in about one week and that will, via an email from myself, Jennifer London and they will also be posted on our website. So let’s get started. It is my pleasure to introduce your host and moderator for today’s program Deborah Munster, executive director, Diversity Best Practices. Welcome Deb.

Thank you. And good morning, good evening and good afternoon to all of you joining us today. For our very first webinar of the year, it is actually quite timely. We have just opened up right before the holidays and we opened up our Diversity Best Practices inclusion which all of you are able to participate in and we will talk more about that later.

It is always a great time I think to start a new year talking about metrics and benchmarking. Each year our Diversity Best Practices team gets together and we really try to focus and identify key areas of content based on our member needs and challenges they are facing. And without fail every year metrics and analytics rise to the top of our priority list is one of those areas that we know our members want more information on and want best practices around.

It is no surprise and I think everyone on the phone probably knows that when we conduct systemic quantitative and qualitative reviews, the data we get is critical to how we run our businesses, how we run our D&I efforts. We all have limited
resources and an abundance of work to do and we utilize those metrics to really understand early doing the things that are relevant, are we doing things that are impactful and are utilizing our resources in the right way? Data really helps to determine our progress, how well we are progressing against our efforts, what key trends we might be seeing, what gaps we might be seeing in terms of the work we do edit really enables us to gather insights into our strategies, systems and processes and ultimately able to review our performance and uncover the target areas for action focus. Essentially metrics and measurement really help us to figure out if our strategy and work is on course.

If at any time they are not on course and not on target that helps us to identify what causes the variation in our work. And as we happen talking to many of our clients over the years I think that we have found, what I will call maybe not pitfalls but I will call them situations or scenarios that we often hear our clients getting themselves into. The first one and I kind of' using my own terminology here but I will call them eternal gatherers. We are some of us are eternal gatherers of information and data. We collect the data, we conduct engagement surveys, we complete benchmarks, we have an abundance of data and we can do the initial analysis but then what? We end up gathering more data because we don't quite know if we have the right data or enough data to take action. So we tend to get in this loop of eternal gathering of data without action.

The second trouble spot that we get ourselves into is what I call spinning our wheels and these are companies that don't leverage the data they actually have. Instead we hypothesize, we understand our culture, we think we know what is right and we spin the wheel and say let's act on a couple of things but figure out what others have done but we have not really taken a look at the data to help us identify what the target issues. Instead we rely on intuition and perhaps spin our wheels in terms of whether or not we are making progress.

I think the third challenge we sometimes face is what I will say is tunnel vision. These are organizations who believe it is the right data but we do so what I call a vacuum. We create solutions and execute against those but we are not even sure if those are the right data points and one example I will give you is an organization, a financial institution, we looked at Dorsey demographic and from our internal graphic we saw that our highest person of color representation was Asian and our lowest was Hispanic so we set an annual strategy to figure out how do we attract and tap into the Hispanic talent pool? We realized we did not actually go external HC how we were doing. When we compared ourselves to major competitors, our data showed us that we were absolutely the opposite. While we had high numbers internally on Asian, we actually were the lowest in terms of market share in capturing Asian talent and get we were the
highest on Hispanic. So while we had a great talent strategy in place and it did help us and ultimately improve some of our numbers, it actually did not relate directly to what our issue was from an external perspective. So we had tunnel vision in terms of how we were leveraging our data.

These are some of the pitfalls and today's discussion is really going to highlight two organizations that have participated in our Diversity Best Practices inclusion as well as leverage data in other ways and we are going to hear their stories.

Diversity Best Practices index is our product that we feel is very well-thought-out in a strategic pool that really provides our participants with both relevant and critical metrics that really help them to pinpoint the key drivers and actions to start and chart a D&I roadmap. We will hear from two of our Diversity Best Practices members have done that. I am excited to introduce to our first speaker today, Stephanie Vander Zanden who is a global business leader. She has 20+ years of experience not only D&I but in leadership, talent develops, business management, intercultural communication as well. Over the last four years she has been a great partner to us and a great member and she has successfully developed and implemented -- we are happy to introduce you to Stephanie.

>> STEPHANIE VANDER ZANDEN: Thank you so much I am so excited to be here today and thrilled to have the opportunity to talk to everyone about creating a D&I roadmap and some things we have done here at Schreiber. I would like to start out by sharing just a little bit about who is Schreiber. Because I am sure like many people most on the call probably have not familiar with who Schreiber is. Schreiber is a dairy company that specializes in yogurt, natural cheese, processed cheese and cream cheese. Our mission is to be the best customer brand dairy company in the world. So success for us is ensuring the food we produce is always safer people to enjoy everywhere and it means doing business in a way that is good for our people, our communities and our earth. Even though we are a global company with about 5 billion in sales most have not heard of us before but we have products that most have probably tried in the past. That is because we produce under our customers brands so when you go to the grocery store and are looking at the cheese aisle or the yogurt aisle and you are seeing the branded products and then you see the store brand products chances are really good that is Schreiber products. And any time you eat at a restaurant and get a burger with cheese on it or a parfait with yogurt or a bagel with cream cheese, there is a pretty good chance it is Schreiber products that you are consuming.

We were founded in 1945 and we have come a long way since our start is a small cheese company and today our team is more than 8000 strong with operations in 11
countries selling products to over 96 countries and our core values of caring, partnership and ownership are stronger than ever.

Diversity and inclusion has become an integral part of our caring culture and although we have had efforts for many years we become much more intentional over the last four years. In 2016 we created a new position focused on diversity and inclusion and I've been in that role since it was created. I report to our senior vice president of human resources reports into our CEO and I have a pretty small team and am responsible for global mobility as well so I have a global mobility and integration specialist on my team as well as a year-round intern.

We just got through with the transition last fall and our current CEO is laser focused on growth and impact and he really ties that everything we do to these two areas of focus. Last October our executive maximized company wise strategy and consolidated into a document called our level I growth and impact. There are four levels on the slide here the top one is level I growth and impact commitment that was created by our executives. And then within that document lays out our long-term objectives, strategy and our fiscal year 20 action and then breaks them down into emerging categories. We have 11 differed areas of the business and each of them is required to create a level II growth and impact commitment that must tieback and support the level I commitment. Our HR team has put one of those together and each business unit puts its own growth and impact commitment quality level III commitment that again ties back and support the level II commitments so diversity and inclusion has its own growth and impact commitment and everyone in the company has their own growth and impact commitment that supports the level III commitment. Essentially everyone can easily tieback their commitment to the overall company commitment within three steps.

This process really helps to create a roadmap for effort through the entire company and there are several different data points and metrics that have been key to developing our D&I roadmap at Schreiber.

One of those and as mentioned before the Diversity Best Practices inclusion index and it has been an incredible tool for us to help us understand what some of the things we should be looking at considering and measuring. It also gives us the opportunity to benchmark against other companies and how many others are engaging in a particular practice. So coming into this role initially I did not have prior D&I practitioner experience so the inclusion index has been extremely valuable to me in this role to understanding some of those levers that will have an impact. I don't have a lot of resources on my team just a lot of different surveys but the inclusion index really does help to understand the different opportunities such as what to measure, what to
implement and what will have the most impact and compare it against what other organizations are doing.

Some other data points that we used to help inform our strategy are the D&I dashboards. On a quarterly basis I pull information for the dashboard mainly from our work base system so we use the human capital management system. We have commented that in January of last year so it has been an incredibly useful tool to be able to drill down more easily into the data versus the method we had to use prior. The dashboards show where we are in terms of our workforce composition and we break it down by gender, race, ethnicity, generation and by level. And some of those metrics also go into the inclusion index but we see things a little different way and then with benchmarking as well so that is really helpful to see where we compare against other organizations when we compare that back to the inclusion index. We also look at the percentage of veterans and individuals with disabilities and we look at our turnover rate and our promotion rate and certify them by demographics as well. And we also measure and report on our supplier diversity and our number of business resource groups and partners involved in our BRGs and their way preview the dashboard on a quarterly basis and that provides insights on areas that we may need to focus on. Another source of metrics for us is our engagement survey data. We segment our results by various demographics including gender, race, ethnicity, generation and if they belong to BRG or not so there is a lot of research that shows that individuals involved in business resource groups have higher levels of engagement and were able to corroborate that research within our own organization. We do see that those people who belong to a BRG have higher engagement that helps validate some of the effort that we have going on it also can help us understand where we need to focus more intention more attention. And the last engagement survey revealed some concerns around trust and inclusiveness so we developed a module available to all our partners globally that contains 15 inclusive behaviors that we can focus on and then we are highlighting one behavior per month on our company intranet site for the next 15 months. Improving our engagement survey results is really a level I priority commitment for our company so everyone in the organization is expected to have something in their plan to tieback to it so that is just one way, we should be able to see our progress when we have our next engagement survey results to see the efforts we happen undertaking have been successful.

HR audits are another data point that helps to guide our D&I strategy and the inclusion index has helped us understand some of those things we should be auditing for bias. We look at our performance management results, recruiting, interviewing, so several different things in the segment information by demographics. One of the things that we had not considered auditing in the past was onboarding and this was something that we added this last year to our audit as a result of the inclusion index.
There are a lot of different data points and metrics that can be used to determine our D&I roadmap that we really need to look at some different actors to narrow down all the input to create our Level 3 commitment. First one of the impacts that the initiative will have on achieving our commitment, second, what is the ease of implementation? Third, what does the benchmarking data show and lastly do we have the budget to support the initiative? I use the ease of mentation versus impact matrix to plot our initiatives. Before plotting on the graph initiatives are also put through a readiness test. In some cases there are other initiatives that need to be implanted first to get us ready for a particular initiative so for example although we know that compensating managers for diversity and inclusion results can hide impact on advancing our efforts in making managers accountable. There are other things we need to put in place first in order for that to be successful so they can often be a multi-year process to get where we want to be. Once initiatives have gone through the readiness test then I plot them on the graph so initiatives in quadrant one become first priority and those in quadrant two and three are second and lastly those in quadrant four which are those with low impact and low in mentation ease are the lowest priority and I compared the initiatives against our budget to determine if we have a budget available to complete them. In some cases it will wait to the following year to liken budget them in process.

And then after I narrow down all of the initiatives I pull them together and in the level III growth and impact commitment format and I present them to our D&I Council. At Schreiber our council is cochaired by our CEO and myself and then in addition to our CEO we have two other board members on our council which includes our board chair. Additionally our Senior VP of HR sits on the Council as well as our Senior VP of operations which is the area of the business with the most partners so you probably have heard me use the word partners a logic to this presentation. We refer to our employees at Schreiber as partners. We also have a member of our corporate communications team on our business as well as HR business support and one cochair from each of our seven BRG. And after aligning with our council on the Level 3 commitment I share with our HR leadership team and we go through a process of placing all of our initiatives on a chart to determine the timing and depending on able resources required sometimes we have to reprioritize to ensure we are able to resource the project and after it is complete I share the final draft of our Level 3 commitments for diversity and inclusion with our business resource group so they can work on their own growth plan to support our commitments.

The process I talked about is really somewhat simplified. There are a lot of conversations throughout the entire year that are happening to inform and align with key stakeholders to create further awareness and understanding. So I am not always going cold to a council with these concepts. Sometimes we talk about these things
throughout the year and sometimes it can take several years to end alignment on a particular topic so for example when discussing LGBTQ self ID and work and getting alignment on that topic for a couple of years now. Also every year after the inclusion index results are available I share the results with all the key stakeholders that have been contribute into the process and we also schedule a call with review of best practices to go over results with our key stakeholders inviting partners from across HR, supply team, legal and corporate medications area, community relations, our D&I Council, our leadership and our executive sponsors and that we also share the results of inclusion index companywide and have set a goal around the improvement we would like to see. We have a three year goal we want to be on the inclusion index and it really helps us to not only prioritize but to give credibility to the initiative we are seeking to implement and the discussions helps reinforce that.

A few examples of some of the outcomes that we have achieved over the past few years. That we've implement an. Are diverse candidate slates of the three areas of our business with the highest volume. Every year we've refined our practice and approach we hope to expand to more of the business but that was one thing that really came out of the inclusion index. We also launched two new business resource groups in the last six months so the inclusion index indicated that 91% of participating organizations had a veterans BRG and 70% had one for employees with disabilities and so at our D&I we were going to say last April I shared that I was interested in connecting with partners who wanted to help raise those groups and that afternoon I had several of our partner step forward and within several months we had two new business groups formed. Those are a couple of the things we have implemented. Other results there is a lot more to talk about. Another one is interviews. We have higher turnover in our organization for people of color and our exit interview data was not telling us what our issues were necessarily because a lot of people don't want to burn a bridge when leaving so we don't always get the real truth of the why they are leaving so we started doing stay interviews during the first year which is when we see the highest turnover and can then identify some of the bright spots to understand what we should do more of to keep people in some of the things that lead to this engagement so we can address those. Ultimately we can learn the success of our stay interviews by seeing reduction in our turnover rate so we are really focused on that for this year.

Some things that we are working on for this coming year as a result of the inclusion index are enabling mentoring mentioning and measurements in our to track mentoring relationships. Right now we don't have our arms completely around that we are measuring a very small group of our executive mentor ship and then the mentoring that is done through our network is misleaders, business resource group and we also are working on enhancing our performance management system this year to create a more robust model to hold our leadership accountable.
I thought this was a great picture to summarize the D&I journey. It is not always a perfectly paved path. There is a lot of rocks to StumbleUpon along the way and it is not always straight sometimes it is curvy and winding. And we all start at different places on the journey and the exact path and the speed that we take depends on a lot of different factors but there are some tools like the inclusion index that can help guide us towards that NorthStar that we all aspire to follow. So one thing I really learned in this work is to have strategic patience because culture change can often take a lot longer than what we desire but strategic patience provides a well-thought-out plan while allowing the organization time for those ideas to settle in and take root. We have all heard that diversity and inclusion is a journey and not a destination so the one thing that is really certain is that with the proper roadmap over time we are able to look back at the road we have traveled and see our progress while looking forward to the continued journey that we have ahead.

I would really like to thank you for the opportunity to share our D&I journey at Schreiber with you and how we have been able to create a D&I roadmap in our organization.

>> DEBORAH MUNSTER: Thank you so much Stephanie. The questions are already beginning to come in so I am going to just share with you some of the questions I would like you to start thinking about but we will turn to Franklin in just a minute just for your thought process Stephanie one of the questions is around can Schreiber talk more about how you conducted the HR audits that you mentioned, were they done internally by surveys or did you use an external? Number two a question around you mentioned the level XII and three commitment and can you talk more about how you cascaded those commitments down the organization? And thirdly in regards to the LGBTQ population and your conversations around there how did you identify the percent of your population which is LGBT? That is just three dimension off the top. So before we go into the questions I would like to introduce our next presenter Franklin Reed. Franklin is the driving force behind diversity and inclusion for TEKSystems.

He does so in a not only impactful way but in an engaging way as well. He truly is an industry leader in full technology service, talent services and real-world applications so without further ado please welcome Franklin Reed.

>> FRANKLIN REED: Thank you hi everyone. Let me first of all start not only by thanking Deb but the entire Diversity Best Practices team for forwarding us this opportunity. To not only glean from what I have learned in listening to Stephanie but also an opportunity to share our story. I do have to say that I was so focused on not
being that guy who started talking while on mute and since I've not heard anybody come back on to tell me that they cannot hear me we will consider that the first hurdle cleared so we can only go up from here.

I think what you are going to hear in the sharing of our story is a lot of similarities to those of you who have dialed in. Is a story of evolution. I do however want to start by taking the first couple of minutes to provide a little bit of background and context into who we are as well as our inclusion and diversity team. Mainly because I believe is going to round out what I'm going to share with you all today. Let me make sure I am advancing slides. So TEK systems are a privately held talent and services company with roughly 5000 permanent internal employees sitting in roughly 130 offices. We also have approximately 30,000 consultants working at about 6000 clients on a weekly basis. So our journey is one that includes focusing on both of these stakeholder communities. Not only our permanent internal employees but also our external facing consultants.

I have the wonderful privilege of leading an incredible team of six full-time inclusion and diversity practitioners whose primary function is to drive the strategy that we have laid out. I am going to share in a high level the strategy by walking you through that journey over the last decade but simultaneously I am going to overlay the evolution of the role, data and metrics have played in our journey as well as our maturation.

We initiated our inclusion and diversity program in 2010. Now you cannot see me but I am putting air quotes around the word "program." Because like a lot of organizations when you start out down this path is a program and not a strategy per se but we started our program in 2010 and the initial focus was on representation and numbers. We were focused on increasing X and X included everything from women, people of color, people with disabilities, fetters, LGBTQ community members, you name it we were focused on attracting more of that talent into the organization. And in 2013 we moved into focusing on our policies, compliance and benefits.

If you look at this slide which highlights our data journey, I want you to look at those first two phases that I just mentioned, 2010 and 2013. You can see during both of those phases we relied heavily on HR, legal and government data sources really to inform the decisions that we were making as well as the goals that we set as an organization. Now back to the journey slides.

Our efforts to focus on inclusion and specific groups went into overdrive in 2014. We started to pay a lot more attention around the disparate rates at which women and people of color and veterans, people with disabilities, we started to pay attention to the
disparate rates with which they were moving through the organization when compared to white men. We also this timeframe also coincided with the establishment of multiple versions of BRG including women BRG and a multicultural ERG and our veterans and pride ERG as well as inclusion related learning moments. Let's talk about the data that informed that strategy.

Although the ERG were charged in 2014 it was not until about 2015 that we recognized the valuable source of unfiltered feedback that they had become for us. We also added inclusion related questions into our employee engagement surveys but we were still kind of feeling our way forward on how to actually leverage that feedback into actionable initiatives.

In 2015 we started to play around with formula to measure our pace of change because we wanted to look or actually did take a look at our historical performance regarding the movement of women and people of color into leadership and we were able to project where we would be five years in the future if all things remain equal and nothing changed. During this time I do want to note that outside of government or legal sources, we were still using internal data points to inform our decisions. We were comparing ourselves against ourselves and looking at year-over-year progress. But we did not have any real sense of what organizations were doing, let alone what great would look like.

But in 2018 things changed. In 2018 we established our executive inclusion Council. Our executive inclusion Council missions is to ensure that the foundations and values of inclusion and diversity permeate the overall people and business strategy. The board is chaired by our president and cochaired by myself and consists of six permanent members, and we permanent members all represent they are leaders of the functional areas within the organization like HR, learning and development, strategic medications, they Nich be constantly involved in our efforts. So they are permanent members but there are 14 rotating members.

All of the members are among the most senior leaders in the company consisting of executive directors, vice president and senior vice presidents.

I am highlighting their role because as executives the business orientation they brought to our strategy forced us to evaluate the data sources historically use that influence our strategy. This became abundantly clear to me when our president it may have been the first or the second meeting of the board when our president asked two questions during that meeting. The first one was you know I know we are improving in several areas. I can see that the data says that we are hiring more diverse folks and
we are seeing some movement of women and people of color to leadership. But how do we know if our performance is average, above average or even commendable?

Ironically that was the same meeting that I had printed out a copy of the Diversity Best Practices snapshot report which is only about six pages long and it highlights some of the key findings from the index. And I shared that with the board.

The second question our president asked was well instead of us running around the block on some of these issues were trying to re-create the wheels, why not use Diversity Best Practices snapshot report to identify some low hanging fruit that we can tackle now, but then participate in the index and use a full report to build a roadmap? Game on. Every other executive member on the board was in agreement.

And that is exactly what we did in 2019.

Several of the initiatives that we launched in 2019 and certainly in 2020 have been influenced by the feedback we received from the benchmarking report. Today, our president references the report in just about every monthly touch point that I have with him, as well as every quarterly meeting that our executive inclusion board has.

So along with the benchmark report, we use, we built a pretty robust D&I dashboard and scorecard which is built in Tableau which I am really excited about. We built up the engagement survey questions which that is going to be an initiative to go even deeper in 2020 which I will share with you in a moment. But we also used the 2019 benchmarking full report that we received.

I do want to share some of the strategic areas of focus that we have laid out for 2020. The initiatives that are in gray are carry-over initiatives from 2019 into 2020. And those that are highlighted in green are new for this year but also those that are highlighted in green are directly influenced by our participation as well as our results and findings from the Diversity Best Practices report.

I want to take a moment to dive a little deeper into one specific area or one specific initiative that we have launched and talk about its direct connection to what we gleaned from the index.

As, that is the transparency of opportunity initiative that you see under talent and career management. We have a very strong promote from within culture and practice and while that practice has merit, and ensures that we are living in fulfilling our promise which is to create opportunity for our people, it also creates obstacles for
others. If you don't have access or you don't have a relationship with the decision-maker or you did not know about the opportunity, unfortunately you are out of luck.

But after reading that 75% of the indexed companies required diverse slates and 50% required diverse panels, in late 2019, we launched this enterprise initiative called transparency of opportunity.

We are starting with our director level roles but we are expanding it broadly throughout the company this year and there are three key features of this initiative that really find its foundation from the report.

Number one, all roles are open. Number one. Number two we require a diverse slate of candidates. And number three, a diverse interview panel.

To measure the impact of this initiative on our goals I am tracking every single role, all of the candidates, the interviewers themselves as well as the outcome and although right now is a really nice robust Excel spreadsheet, it will be automated here within the next quarter.

But I will be reporting those results not only back to our board and my teams on a quarterly basis, but at the end of this year we're going to evaluate the impact that diverse candidate slates, diverse panels, we are going to evaluate the impact that has on our pace of change by taking a look at the historical trajectory that we were on and then overlay it with, at the point that this initiative started have we seen that increase. And again this initiative foundation is directly connected to what we gleaned from the Diversity Best Practices index that we received.

Thank you all so much for the opportunity to share. I am looking forward to answering any additional questions that may come. Deb?

>> DEBORAH MUNSTER: Thank you so much Franklin. I want to say both Franklin and Stephanie have been, we really do appreciate the transparency in which you are sharing your information with us and really highlighting areas in which you have leveraged your data to help us drive diversity. We have a lot of questions coming in. Franklin I am going to start with you. And Stephanie I am going to ask you the same question.

Two questions have come in really there are so many data points for us to consider so how Franklin did you really choose which ones you wanted to focus on?
FRANKLIN REED: Great question. There are tons. When we as a board got together and established will be felt like good looks like as an organization, what we wanted our people to feel at wanted the organization to look like, that informed the priorities and for us that was representation or movement of more diverse candidates through the organization into leadership roles. And so we have a tremendous amount of focus on movement of people through the organizations. That created all kinds of subprojects where we look at systems and we look at access and things of that nature. But once we establish what great was for us that helped us narrow our focus and kept us out of the weeds because as you alluded there are tons of direction and tons of data points that you can pay attention to.

DEBORAH MUNSTER: Same question for you Stephanie. How did you and your organization decide what to focus on?

STEPHANIE VANDER ZANDEN: I think we looked at things in terms of putting them into the buckets of recruiting, retention and promotion and through the dashboards that we had and comparing that to the external benchmarking data what were really our areas our pain points and then going through that process that I described earlier of the impact versus ease of implementation to prioritize those things. It is a lot more complex than I am making it out to be but there is an iterative process looking at some of those trends that we see within our business and where we really need to focus on in order to make improvements and what are those things that we have seen other organizations do that have been successful?

DEBORAH MUNSTER: Stephanie can you expand on your dashboard? From the D&I, the development of the dashboard can you talk about how long it took you to do it, how you actually cascaded and shared that down and created by an and engagement around it?

STEPHANIE VANDER ZANDEN: I started the D&I dashboard probably was within the first six months that I was in my role because I needed, before you can start putting together a strategy you need to understand what is it you are actually trying to solve so I wanted to understand what do our metrics look like within our organization and we really had not pulled those together in the past. So it started out very rudimentary edit was much more difficult back then to pull the data from the system that we had it was dependent on others to get. And I started out in a publisher format so it evolved over the last several years. I have got more resources, a better team which does a great job they put in this amazing format. But really it is the insights that have helped to give us. We do measure representation and at which level so one of the things that we see in our organization is typical that the higher you get, you tend to see the diversity dropping off than what you see at our plant hourly position. So we have
to address some issues there on where we not seeing that move up the pipeline. And in some cases it is just a pipeline issue so we have to focus on recruiting efforts. So there is a lot around representation and those different levels but then we are also looking at retention and promotion and segmenting that data by different demographics. One of the things mentioned earlier that we are really focused on and that came out from our dashboards is just that we see that people of color leaving the organization at a much higher rate than what white men have been and folks leaving our organization. So just trying to determine what kinds of things that we can work on that are going to have the highest impact. You might try some things sometimes and you don't always get it right. Does not have the impact that you thought it would but then again the data from the inclusion index is really helpful. If you see that a lot of other companies are doing certain things then there must be some credibility to that so that helps us understand a bit more what the anticipated impact is.

It is really again our dashboards looking at things from representation, recruitment, promotion and just stratifying that by demographics to see if there is a pain point but also comparing that back to benchmarking so we don't get into that just looking at our data in isolation that might lead us to not right decision because maybe it looks, something looks high for our organization but it is not necessarily high you compare it against the benchmark data. Does that make sense?

>> DEBORAH MUNSTER:   Yes that makes absolute sense. Thank you so much that was helpful. Franklin I want to talk from your perspective on the D&I – well a question came in how you leverage the dashboard to help solve problems around things like attrition and recruitment. You did answer the recruitment piece with regard to your program on transparency of opportunities and that you are tracking slate and interview teams on a quarterly basis and that is fantastic. I want to take that one step further and clarify. Do you use your D&I dashboard on a quarterly basis to compare the rest of the statistics? What is the frequency in which you tie leadership accountability back to the dashboard?

>> FRANKLIN REED:   Great question. First of all if you say, I find that establishing partnerships with the various functional areas in the organization not only fuels them but really allows me to do what I am trying to do so while engaging our technology team and sharing with them but I wanted to do and asking them to think completely outside the box, they were very excited to bring a solution to the table. And in partnership with them we have created the dashboard that tracks not only quarter over quarter but year-over-year as well. And we started out initially, I knew what was going to be a leap to move into a scorecard. I needed time to wrap some of our executive time around using a developing a scorecard so for me for me just use a dashboard or central place where they can get out of Excel spreadsheet, get out of
email being sent to them with data points and create a nice fancy way -- clean the same information they were getting just in a nice new clean format and then it evolved over the course of a couple of quarters to where we overlay now the scorecard and a pace of change so we can see how effective our programs are and whether or not it really is going to impact where we are going to be in the future for some of our goals or if not effective. But yes we do track quarter over quarter and year-over-year and it is really, we have made it visually appealing with arrows up and down so while it shows the numbers it simply shows whether or not we have improved or gone backwards.

>> DEBORAH MUNSTER: Fantastic. I am curious both Stephanie and Franklin how often do you communicate and share the metrics in internally with employees? And do you share them externally? Stephanie?

>> STEPHANIE VANDER ZANDEN: I share our & I dashboards on a quarterly basis with our organization. I don't have them out there for the entire organization to see but I do share them with our executives, our HR team and then there are certain metrics that we do share and we do share the inclusion index results with our entire organization and then I just started on a quarterly basis sending to our executives the, for their team their dashboard in a different format but I am looking to expand that as we go along. I would say it is an evolution to really get the metrics out in the hands of the leaders so they see exactly what is going on with their team. There is the old adage what gets measured gets done. So we are really trying to get more information in the hands of the leaders so they can take more action based on what their specific team looks like.

>> DEBORAH MUNSTER: Franklin a response to that?

>> FRANKLIN REED: I share the data first of all all of the leaders have access to the dashboard but whether or not they go and I am not sure of the frequency. I share it with our board on a quarterly basis. They also have access to it to go in but I push it out to them. And then we share components of the data to our ERG's. Ironically one of the agenda items that our board, they don't know it yet but in March when we meet, one of the agenda items I do want to talk through is what data we want to make available to our employees where we push it out to them or create an internal location on our Internet where they can go in take a look at that and then a conversation I want to start a conversation around providing public data as well. So we are not there yet but it will be discussed in March.

>> DEBORAH MUNSTER: That is really interesting because I think one of the questions we often get we got today too is do you anticipate or do you get pushback
from folks like the legal organizations? In terms of you cannot share that data it puts us at risk. Have there been any negative repercussions of sharing that data or have either of you expressed, experienced pushback from the legal team?

>> FRANKLIN REED: I have not received pushback from the legal team partly because our chief legal counsel, he is a he is not a permanent member on the board but I keep him pretty integrated so he is a little more flexible and I think maybe what some other legal, chief legal officers are. But also we have not gone down this path of public disclosure yet so I am preparing myself.

>> DEBORAH MUNSTER: Stephanie a comment on that?

>> STEPHANIE VANDER ZANDEN: Our company is privately held so because we produce under our customer brand our company is extremely conservative around what we share externally and so I would say is not really the legal team is just our company culture in general that we are continuously pushing the envelope on what we are sharing externally. And so in the past we just like to fly out under the radar but we know that in today's environment that is not enough. So I feel we are evolving on this topic but certainly we are not at the point of publishing our D&I dashboard on our website like some organizations out there do. Ultimately I would like to get to the point to do that internally and then be able to share some of the metrics externally. But I think it does depend on where your starting point is as an organization and trying to move that forward. So it is not our legal area specifically. I think it is just our company culture and it is an evolution. We are on that journey but I am very frequently having discussions with our legal team around all sorts of different topics and it is good dialogue because they have a role in the organization as well to minimize risk but then we need to balance that with getting the right talent. So lots of good conversations that take place there.

>> DEBORAH MUNSTER: I think both of you have raised a really critical point of number one really engaging your critical stakeholders and partners like legal counsel in the whole D&I effort because it makes the job easier and be able to get your, given your strategies championed across to boards that is great insight. The other thing Stephanie you said very well in terms of really understanding the company culture but also in our role as D&I leaders and champions continuing to push the envelope because particularly in today's environment it is not good enough to just be complacent. I appreciate both of those points you made.

I want to talk about data transparency and accuracy. Several questions have come in around how do you test for accuracy so for example are you comfortable that your
populations are self identifying readily? And what have you done to really promote self identification whether it is race, ethnicity, or LGBTQ? Franklin?

>> FRANKLIN REED: Data accuracy is always something that we think about. I think the easiest and most accurate way to ensure that we are getting the best data is through self ID campaigns and practices. So yes we are comfortable with using that as the best measure to ensure that the data that we receive is accurate.

As a company one of the things that we have not done yet which I have got a meeting here in the next week with my HR partner who is on the board, is to talk about capturing data within our LGBTQ community which right now we do not capture. And so along with initial onboarding we are going to investigate ways this year to allow people to continuously provide data that they feel comfortable sharing with us which we recognize they are not always comfortable day one when they start and they need to be within our environment for a period of time just to understand our values and commitment to inclusion before they feel comfort in disclosing some of that information. So we will have a more robust campaign throughout the year this year.

>> DEBORAH MUNSTER: Fantastic. Stephanie did you have a thought around that?

>> STEPHANIE VANDER ZANDEN: Yes so in terms of the accuracy I think we are definitely, we probably have not captured all of the information for example for individuals with disabilities. I definitely think there's probably a gap there with individuals who actually do have disabilities and what they have disclosed. To Franklin's point you have to create a trusting environment where they feel comfortable with information I think sometimes even though we offer it at onboarding for people to disclose, veteran status, individuals with disabilities and we have gender and race, ethnicity in our system that can be captured. Sometimes we have people who have worked with us for many many years and we did not have the same processes many years ago. We tend to have lifers in our organization who have been here their entire careers so with our new system that we have we have done some campaigns for example for individuals with disabilities we recently, if somebody had not disclosed anything then there was something that would pop up on their screen their home screen in workday saying please consider answering this question for these reasons. And then another thing that we are planning to do this coming year is to do some campaigns with our business resource group to really create that trusting environment. But more from a kind of personal level so that people understand why it is important for us as an organization to have this data and that we are only viewing in aggregate. We are not using it to look at individuals. And it is really just to be able to create a more inclusive environment and be able to use it to look at recruiting retention
promotion, all of the processes we go through as an organization to share that we have equity.

>> DEBORAH MUNSTER: Fantastic. And Stephanie just maybe a follow-up to the accuracy or transparency, you had mentioned your HR audits early in your presentation. Can you share more about the HR audits? Do you do those internally via surveys? Is there an external component? How do you execute that?

>> STEPHANIE VANDER ZANDEN: Most we do internally. There are a few different things we would use externally that kind of relates to some of our affirmative action stuff and stuff like that but we do, I mentioned that this year we started doing onboarding auditing of our onboarding and that was a direct result of inclusion. It was not just something that occurred to us before. We started doing is surveying everyone after their onboarding experience but in addition to that we segmented by demographics. So we can understand if there is a different experience and if there is then we need to really dig into and address the reason why that might be. That is one way we started auditing our onboarding. Our performance management so we take a look at our organization-wide at our performance summary results and we will stratify it by level and by demographic. And then we look at whether there is any standard, if there is more than two standard deviations with the results that we see between different demographic groups. At again if we see that then we start to die then and try to address what is going on there. Those are a couple of the things that we have done but we really, any major processes that we perform within our organization we try to take that approach. So our talent reviews, recruiting, those kind of things we are looking at the final and taking a look at if we see any drop-offs and again going back to look at what might be going on.

>> DEBORAH MUNSTER: Fantastic. I want to transition now with both of you around a little bit more specific into some of the specific programs that each of you have mentioned. Franklin you talked about an advocacy sponsorship program did you establish this for women and people of color? Did you receive negative pushback from other employees when you did that?

>> FRANKLIN REED: Great question. I think in answering this question I saw a question about how do we just make sure some of our programs are not alienating white men for which oftentimes because our programs are focused on underrepresented groups they can file certain kind of way. The advocacy and sponsorship program initial focus is on identifying high potential women and people of color. And the first phase of that will, we will, it will be focused on these two groups and the only reason is focus on these two groups and this is what I share with a lot of our leaders especially those that question how we launch some of our programs,
is everything we do is directly connected to a business challenge. And the business challenge this is supporting his the movement, the lack of those perspective at certain leadership levels. And the one way to ensure that we create the pipeline for those perspectives to be a part of that leadership, the leadership levels and helping to solve problems is have to create programs like this.

The goal is that this program expands like a couple other programs started with a real narrow focus and we have been expanding. The goal is for this program to do exactly the same thing but initially it will be focused on women and people of color. That is how we have addressed some of the whispers or some of the negative comments but we address it on the front end. Because we know it is an elephant in the room and it is best to just neutralize that as part of our communication campaign as well.

>> DEBORAH MUNSTER: As we think about our diversity and inclusion efforts is an important conversation to have any more transparent we have allowing a platform for their perspectives and their viewpoints on this to be included I think is really important so it is great to hear that you are tackling that upfront. Stephanie can you talk more about your stay interviews? Share the process and what you are hoping to achieve from them.

>> STEPHANIE VANDER ZANDEN: Yes so really the stay interviews came out of seeing how high our turnover was and so really the process that we followed is that our HR business support essentially developed a list of questions that at certain periods during that first year we conducted the time that we see the highest turnover with our partners. Our HR team leaders set up the interviews but then there is also a leader component that the leader has a discussion with the partner as well during that period of time and then we collected the data and gather it and we had just started to segment it by demographic results so that we can start pulling up some of those themes and understanding some of the maybe different experiences of people of color within our organization. And so we have only been collecting, doing this process for the last I think 3-4 months and so we are really just starting to analyze the data right now but we are really looking to glean insight from it and to put some actual things in place. The objective is to reduce overall turnover but we do see that higher turnover rate for people of color so we really want to hone in and focus on them.

>> DEBORAH MUNSTER: I think that is a really great opportunity to really get some insight. One of the things we have found with our multicultural women's research for example is that based on our surveys 7/10 women of color are either anticipating or open to leaving their organizations within one year. We have found and we encourage organizations to do is take a look at that first year because we tend especially when hiring mid-level talent, midcareer diverse talent we tend to give a lot
of attention the first three or four months of their employment in an organization but what tends to happen is month five to say month nine is when things like cultural politics, what landmines to avoid etc. Those things, into play around that timeframe and oftentimes midcareer people of color may not have the same networks established to avoid those landmines they begin to feel less connected so we often say take and pay attention to that finding of that five month-12 month of their first year of employment. Is great you are looking at that. We would be very interested to follow-up and see what you are gleaning from that.

For both of you I want to ask the question around global metrics and whether or not you are tackling global metrics. From a global perspective have you focused on women and people of color? Some organizations are seeing companies focus on gender from the Diversity Best Practices perspective we see three areas: gender, generation and disability. ST3 that we see more frequently globally. Do either of you have anything to calm it on that, Franklin?

>> FRANKLIN REED: I do not focus on our operations globally but I do have a partner in both Europe and they focus on that and you are absolutely right gender and disabilities are two primary areas that they are focused on.

>> DEBORAH MUNSTER: Great how about you Stephanie? Do you focus globally?

>> STEPHANIE VANDER ZANDEN: Yes so I would say that from an ability to measure standpoint, gender is the easiest because I have easy access to that information for all of our global locations. When it comes to disabilities I really have to work more closely with the local teams to have a good understanding of that but a lot of the European countries have their own governmental directives on that that they are responsible for meeting of which can be definitely more aggressive. So a lot of them already for years it had metrics around individuals with disabilities. Sometimes we are not able to always measure it but we know that there is topics and discussions that we need to talk about and discuss and so during our unconscious bias training we are rolling out globally, we go through a process of working with the local leadership to understand what those most critical areas that we need to hone in on and those discussions. In India skin tone and caste are two of the areas that is not something easily measurable. So we just have to address some of that underlying bias and work through that but it is not something that we can easily measure as an organization. Gender tends to be that topic that is much easier to measure than some of the other dimensions of diversity.
>> DEBORAH MUNSTER: It is interesting we are hearing skin tone in particular in a number of different regions become something that organizations are beginning to focus on from a regional perspective. It is interesting to hear you are doing that as well. I will share two things. The first was an example of an organization come about 300,000 person organization with global multinational presence. One thing they decided to do is identify one individual only they would be responsible for gathering but I will say is protected data clashes. So they are doing kind of a self ID campaign but only that one individual within that 300,000 person organization has access to that information. For example LGBTQ around the world. That person signed an NDA to not share that with anyone else with the exception of aggregate and confidentially sharing the data for executives at a very high level. And so that is one way in which we think, we have seen organizations capture some of that data.

The second thing that I will add to that is just as an FYI for the Diversity Best Practices inclusion index that both Stephanie and Franklin have mentioned, we have made some changes to this year's guide. It is not a section is going to be scored so you don't get points for or against you for that section but we have bolstered our global diversity question section. We are trying to get a sense of what our organization is doing globally so we hope to have more information on that and hope you will all participate in that so you can get some good data you can then benchmark yourself against.

We are narrowing down to just a few more questions now. Franklin for you did you conduct any training for your diverse interview panel that you created around D & I and if so how did you prepare your stakeholders to be able to provide that information?

>> FRANKLIN REED: The training that we provided, the leaders that are anticipating participating in this first wave in the transparency of opportunity are director level or executive director level or higher so most of the training they have received has been your baseline interview training which they are pretty adept to but they did not receive training as much as they receive one-on-one conversations with me. I am investigating, operationalizing a training that can fit within our learning management system and that group has completed it. But right now since I know all of the interviewers going in to an interview for a director level role is manageable now because it is January so things are slow a little bit. But at some point with in the near future my goal is in Q1 to roll out something with all those leaders being participants in those interviews can walk through.

>> DEBORAH MUNSTER: That is great. We look forward to hearing the outcomes of that as well and the impact. Thank you. This is an interesting question
coming in around generations. We are seeing quite a mix of generations in our workplace now. We have millennial's, baby boomers making about retirement age and veteran slicking about retirement age. We have millennial's beginning to age and others are beginning to come into the workforce. All of those generations have very different views on what diversity looks like. What if anything are you doing to address that? And how do you think it might impact the D&I space going forward? Stephanie can we start with you?

>> STEPHANIE VANDER ZANDEN: Let me take a stab at it. I don't know that we are doing all the right things that we do have some training around generations in the workforce to really appreciate what each generation brings to the workforce and of course we have had to do some modifications of that training with Gen Z now entering into the workforce to account for that so I think we need to be agile and really understand as our organization evolves, not just our organization but as generations kind of grow up with different perspectives that we need to be continuously adjusting as an organization and then providing that insight to leadership so they also can adjust in a way that is inclusive across generations. I know that is not a real robust idea but I think it is something agile and continuously adapting to the changing environment. I don't think we have any idea what that is going to look like yet but we need to continue to be agile to address it and I think we are just, there is a lot of data and research out there on Gen Z as well but we don't have our arms around that. People don't like to be put in a box so we are seeing much more on our self ID that people are saying do not wish to disclose so how does that work when we are trying to increase representation? It will be interesting to see how that evolves. I don't have the perfect answer for that yet.

>> DEBORAH MUNSTER: I think that is a very fair response. It makes a lot of sense. Franklin?

>> FRANKLIN REED: I could probably just echo, ditto Stephanie. The things we are doing are really we are starting the conversation and increasing our awareness and I think what we have discovered is we are, we just are prepared today and so we realize that these are the things we need to start talking about. A couple things we have done. We have launched we call our next generation ERG and is still at infancy stage but we have a couple chapters and they are doing great things across the country in the 130 offices that we have. But we are going to be launching a foundations and I&D certification this year and it will include modules regarding the generational diversity as well as embracing the next wave generation Z and whatever the next generation the label they are going to affix on them. But also it is a conversation that our executive board we are going to start talking a lot more about this year because like a lot of organizations that are probably on the call, many of the new hires, if not
the majority of the new hires are within this bucket so it is something we are starting to at least increase our awareness around right now.

>> DEBORAH MUNSTER: It is a really interesting area to continue to explore because we are learning more and more about each of the generations and certainly organizations have approached generations very differently. Some are -- we all know the story about Deloitte to basically said we would like to think about disbanding our ERG because we want to do multi-D&I councils because people not self IDing and putting themselves into boxes but we also recommend from our standpoint to do both. You can create multigenerational councils as well as having definitive graphic ERGs because we think there is need for both of those. As we look at the generation Z and also populations they are the most diverse populations entering into our workforce. Out of the 10 million LGBTQ self identifying in the US in that population. We know they put social justice and diversity issues as a top concern and they are looking for organizations committed to the type of work that we are all doing so there's a lot of interesting aspects to explore and we are excited to do that. I have a really great question but I do think this comes up often with regard to diverse candidate slates. Franklin I will start with you to can you share about how candidate slates are reviewed for diversity? Are they for example done during the talent search process where you are asking a third party to provide oversight that the candidate slate is diverse or not? Or is it done after the requisition is closed and you have actually launder the interviews and you can identify whether or not you feel it is a diverse candidacy? Where and at what point are you auditing for diversity and how are you doing it?

>> FRANKLIN REED: I'm going to answer that from two angles. One angle because we do as a talent services provider, technology talent to over 6000 customers we have several customers asking us to track OFCCP reporting. So there are third parties and technologies and tools that can be used during the screening, the recruiting process. Can help you identify diverse slates. But even that is still retroactive because then you're going back and auditing what the pool looks like.

For the transparency of opportunity program we have because it is at the director level, 90% of those candidates are coming from within. It is easy for us to take a look at the demographic data of the candidates that are being considered because they are internal and they have already self ID in certain areas and things like that so for us we can do it on the front end for this program initiative but those roles where you are opening them up potentially to the outside, there are certain requirements that you have and working with a third party is best. We have not applied these rules to those yet partly because we just had to get our feet under us a really understand what we are dealing with.
>> DEBORAH MUNSTER: And Stephanie?

>> FRANKLIN REED: The roles we are currently focused on are more externally facing and since we are a federal contractor we do ask that information, demographic information prior to hire although it is not our talent acquisition team does not have visibility to it. But they do have access to know if they have a diverse candidate slate so that is through the system that we have and so they would know if they have a diverse slate or not. And so we are not using third parties per se, we are using software that informs the slate. Although there is not, they can still move forward, it is just a discussion that happens with the leader if we, you know, want to continue if we pause to make sure that we have that slates. We are hoping some point in the future to continue evolving that process but that is where we are right now on our journey.

>> DEBORAH MUNSTER: Fantastic. I want to hold on there is one, I just wanted to close but one more question came in. Sorry which software program do you use for identification of a diverse slate?

>> STEPHANIE VANDER ZANDEN: We are doing that to our workday system.

>> DEBORAH MUNSTER: Last question for Franklin. Is any of your D&I work include the temporary staff you recruit? To either view track and a temporary staff or contractors?

>> FRANKLIN REED: Absolutely in fact because of the work we have done we are outperforming the industry average within several pools for example the African-Americans make up 7% of the IT workforce. They make up 14% of the consultants that go to work for us. Women women make up 25% of the IT workforce. We are performing at 25% so we are performing at the available pool and make sure that diverse talent is being made available to our clients we should say.

>> DEBORAH MUNSTER: Excellent. Thank you so much. I want to take the time now just to thank Stephanie and Franklin. I think that the work that you are doing is just so powerful and impactful and you have been I think incredibly generous sharing the ins and outs of how you do it in specifics. One thing we strive for in our webinars and through our membership is to really provide people with actionable insights as well as some best practices and I certainly think both of you have done that today. We have gotten a couple of comments saying this is one of the best webinars they have attended so thank you so much for that.
Couple things I want to make sure that we do in closing. I want to let you know that we will be following up and Jennifer London on my team has been taking notes around some areas in which we can provide information for all of you around self ID, we have a chapter on the metrics that really goes into some detail and provides templates that we will share all of that with you after the close of this session.

For those of you who want more information about the inclusion index is open now, it opened in December and will be open until March 13. So whether or not you decide to participate I do encourage you to take a look at it because it will give you a sense for the type of things that we measure and that we track and a Stephanie and Franklin both mentioned they have used that index to help them focus on some key areas they wanted to drive forward so we really encourage you to look at that. For those, for all of you you are DBP members it is no cost to participate and no cost you will get a report back as well. So we do encourage you to do that because it could be incredibly helpful for you.

If you need more information you can also contact one of our team members on the working mother side as part of the working mother research team and is incredibly helpful in terms of answering questions and she and her email her up there for you. [See slide] we talked a lot about engaging key stakeholders in middle-management and our very next and first conference of the year will be our engaging middle managers with strategic partners in D&I and it will be held in Las Vegas hosted by Caesars’s one of our Diversity Best Practices members and we hope to see you there as well. We listed other events here that we hope you can join us, virtually or in person throughout the year.

Finally I am going to ask you as always to fill out your evaluation. Your feedback is always important to us and we use the feedback to really find out what gaps we have and how we are doing against the metrics and meeting all of your needs so please fill out your evaluation. We look forward to speaking to you throughout the year. Thank you all and have a great day.

[End of webinar]