Minnesota Dual-Training Pipeline
“Creating a more diverse, equitable and inclusive workforce through employment-based training”
May 12, 2021
Agenda

• Minnesota Dual-Training Pipeline overview

• Welcome message from Minnesota Department of Labor and Industry Commissioner Roslyn Robertson

• Keynote Address from Tawanna Black, CEO of the Center for Economic Inclusion

• Five Minute Break

• Workforce data dive from Allison Liuzzi, Director of Minnesota Compass at Wilder Foundation

• Presentation on tips for assessing your business’ DEI efforts and how to go forward from Malissa Adams, President of Stanton-Adams, LLC and Executive Director of The Diversity Institute

• Five Minute Break

• Education trends and attainment data dive from Allison Liuzzi, Director of Minnesota Compass at Wilder Foundation

• Presentation on improving your on-the-job-training and DEI efforts from Jonathan Stuart and Colette Campbell

• Wrap Up/ Conclusion
What is Minnesota Dual-Training Pipeline?

- Source of support to employers to develop their own employment-based, dual-training programs
- An innovative approach to address current and future workforce needs in the key industries of advanced manufacturing, agriculture, health care services and information technology
- Private Investment, Public Education, Labor and Industry Experience
Employment-Based Training

Structured on-the-job training
Taking a variety of forms

Related Instruction
with a chosen training provider

Powerful learning
Engaged employee
Benefit to all
Minnesota Dual-Training Pipeline Strategies

- **Industry Forums:** *Inform* and *direct* Minnesota Dual-Training Pipeline on industry trends and needs through discussion and strategic planning aimed to expand dual training.

- **Competency Councils:** *Define* and *identify* specific occupational competencies for the four key industries.

- **Dual-Training Consulting:** *Create* and *disseminate* dual training resources for employers, employees and dual trainees: toolbox, grants, and expanding mentorship networks to set up dual training.
Welcome

Commissioner Roslyn Robertson
Minnesota Department of Labor and Industry
Keynote Speaker

Tawanna Black
CEO of Center for Economic Inclusion
Cultivating Racially Equitable & Inclusive Workplaces
MN Department of Labor & Industry Forum

Tawanna A. Black
Founder & CEO
@TawannaABlack
OUR MISSION

We are the nation's first organization created exclusively to close racial wealth gaps and accelerate shared accountability for achieving regional inclusive economic growth.
The Case for Inclusive Economic Growth

As we compete for the best employers, and the best talent, Minnesota’s failure to close stagnant racial employment, income and wealth gaps has a detrimental cost.

Racial Equity Index, 150 largest metro areas

Minneapolis-St. Paul-Bloomington, MN-WI
Index rank: #144
Index score: 43
Inclusion score: 24
Prosperity score: 75

Source: National Equity Atlas • Get the data • Created with Datawrapper
The Case for Inclusive **Economic Growth**

Minneapolis-St. Paul (MSP) lags peer metros in most dimensions

Source: Berube et al., “Metro Monitor 2020”
The Case for Inclusive Economic Growth

Berube et al., “Metro Monitor 2021”

<table>
<thead>
<tr>
<th></th>
<th>Non-hispanic white people</th>
<th>People of color / indigenous</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EMPLOYMENT RATE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td>60%</td>
<td>70%</td>
</tr>
<tr>
<td>2018</td>
<td>90%</td>
<td>80%</td>
</tr>
<tr>
<td><strong>MEDIAN EARNINGS</strong></td>
<td>$20,000</td>
<td>$30,000</td>
</tr>
<tr>
<td>2008</td>
<td></td>
<td>$40,000</td>
</tr>
<tr>
<td>2018</td>
<td></td>
<td>$50,000</td>
</tr>
<tr>
<td><strong>RELATIVE POVERTY RATE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td>45%</td>
<td>35%</td>
</tr>
<tr>
<td>2018</td>
<td>15%</td>
<td>25%</td>
</tr>
</tbody>
</table>

2009-2019

- **4.9%** decrease in racial employment gap
- **.7%** decrease in relative poverty gap between white metro residents and people of color
- **$3,100** increase in median earnings gap between white workers and workers of color
### Family sustaining wages and job deficits: Minneapolis-St.Paul-Bloomington, MN-WI

<table>
<thead>
<tr>
<th>Share of families who are struggling</th>
<th>Family sustaining wage threshold</th>
<th>Family sustaining wage deficit</th>
<th>Family sustaining wage deficit share</th>
</tr>
</thead>
<tbody>
<tr>
<td>35.9%</td>
<td>$25.42</td>
<td>90,197</td>
<td>5.0%</td>
</tr>
</tbody>
</table>

Source: Brookings Metro Monitor 2021
Anti-Racist Employer Actions Will Pay Dividends

Nationally, employers' efforts for inclusivity are falling short

- 2/3 of leaders believe they’re creating an inclusive, empowering environment...
- 1/3 of employees believe it.
- 20% of employees feel excluded...
- 2% The percentage of employees that leaders believe would experience exclusion.

If the gap in perceptions and experience of inclusion was closed by just 50%, U.S. corporations would increase profits by $1.05 trillion.

Source: Accenture Getting to Equal 2020
OUR APPROACH
Characteristics of an **Inclusive Economy**

- **Access to OPPORTUNITY**
  
  People access and participate in markets as workers, consumers, and business owners.

- **Upward MOBILITY**
  
  People advance in their careers, accumulate wealth, and make long-term investments with confidence in the future.

- **Increased EMPOWERMENT**
  
  People drive economic growth in their community through innovation and new business creation.

Adapted from Rockefeller Foundation. Inclusive Economy Indicators. December 2016.
SOLUTIONS MUST:

- Center Black, Indigenous & People of Color, and Racial Equity
- Are Data Informed
- Are Market Responsive
How We Work: Strategies for Impact

Foster Shared Accountability for Creating an Inclusive Economy

Equip Employers & Policymakers to Dismantle Systemic Racism

Cultivate Place-Based Regional Opportunity

IN RELENTLESS PURSUIT OF A RACIALLY INCLUSIVE REGIONAL ECONOMY

Racially Equitable Employment  Racially Equitable Wealth  Racially Equitable Growth & Prosperity
DISMANTLING RACISM FOR BOTTOM LINE RESULTS
5 PILLARS OF RACIALLY RESPONSIVE EMPLOYER ACTION

- Organizational Assessment & Benchmarking
- Strategy Design
- Education & Training

- Supervisor Coaching
- Customized Consulting
- Talent & Supplier Referrals
DATA FOR BUILDING AN INCLUSIVE, EQUITABLE WORKPLACE AND A CULTURE OF BELONGING

**ORGANIZATION**
Impact of employer actions on internal indicators of racial diversity, inclusion, and equity

**HOUSEHOLD**
Impact of employer actions and policies on household financial security

**ECONOMY**
Impact of employer actions on Regional Indicators of Inclusive Economic Growth ™
What components of work life are most correlated with beliefs on racial equity?

- My work is stressful
- I am positioned for success at my organization
- I feel like I belong at my organization
- My job is secure
- My ideas are valued
- My organization is a leader on racial equity
- I advocate for racial equity within my organization
- I experience unintentional microaggressions at work based on my race or ethnicity
- Racial equity is a priority for senior leaders at my organization
- My organization is transparent about the way my compensation is determined
- My compensation is fair compared to others at my organization who do the same work
- It is unclear why some people at my organization receive larger bonuses than others
- Benefits provided at my organization are relevant to me

Heat map by race/ethnicity, department

Comparison: Overall
Breakout: With which racial or ethnic group(s) do you...

Responses 15 2 1 2 2 5 1
Six Conditions of Systems Change

- **Structural Change** (explicit)
  - (semi-explicit)

- **Transformative Change** (implicit)

These conditions drive:
- racial equity
- inclusion and belonging
- improved economic performance

As measured by the Regional Economic Indicators
Six Conditions of Systems Change

Indicators for an Inclusive Regional Economy

- Inclusive Growth
- Economic Development
- Human Capital
- Transportation & Access
THE OPPORTUNITY
Only the full economic participation of people of color will unlock our region’s potential for growth.

Driving per capita income parity in Minneapolis-St. Paul, would yield an additional $31.8B in GDP annually¹...

Per capita parity in 2040 would add $31.8B in personal income to the region.

If disparities persist, per capita income will lag by almost 25%.

Parity would add $31.8B in GDP annually, or +1.6% annual growth.
ACTIVATORS FOR CHANGE
WHAT YOU CAN DO

Commit to the personal, daily journey of moving from being “not racist” to being anti-racist

1. Read, Listen, Learn, Grow and Share
2. Interrogate your approach, values, and actions
3. Share power, address power extraction, exclusion
4. Speak-up! Address racism when you hear it
5. Build new deeper personal relationships across racial lines
## Date-Informed Employer Actions for Racial Equity

<table>
<thead>
<tr>
<th>PEOPLE</th>
<th>PHILANTHROPY</th>
<th>PROCUREMENT</th>
<th>PRODUCTS &amp; POLICY</th>
</tr>
</thead>
</table>
| • Invest in learning, power sharing, and building a culture of racial inclusion, equity and belonging in your business AND in your community  
• Address racial bias and barriers to racial equity in attraction, retention, engagement, wages, and advancement → **Black, Indigenous, Latinx, and Asian people in good jobs** (family sustaining wages & benefits, racially inclusive & engaging environment)  
• Tell your story and tell it often | • Invest multi-year, unrestricted funds in Black, Indigenous, Latinx, and Asian led organizations.  
• **Invest in systems change and recovery**  
• **Invest time and talent** on community boards in racially diverse communities; attending events and festivals, and learning from and with Black, Indigenous, Asian and Latinx communities. | • Spend with locally owned businesses owned by Black, Indigenous, Latinx, and Asian people;  
• Spend to create family sustaining jobs for Black, Indigenous, Latinx, and Asian people in undercapitalized neighborhoods  
• Invest in growth of Black, Indigenous, Asian and Latinx owned businesses in growth sectors | • Diversify services to meet the needs of all communities;  
• Engage Black, Indigenous, Latinx, and Asian employees, customers and stakeholders in designing products and marketing to reach diverse markets  
• **Align public policy lobbying with Black, Indigenous, Latinx, and Asian led efforts to dismantle institutional racism**  
• Invest PAC $$ in anti-racist policy makers and efforts |
### Data-Informed Policy & Action for Inclusive & Equitable Growth

<table>
<thead>
<tr>
<th>TALENT</th>
<th>INCLUSIVE GROWTH</th>
</tr>
</thead>
</table>
| • Identify new housing, transportation and childcare employee benefits to **foster livability, affordability and equity**  
  • Offer services for **financial capabilities** including auto-retirement savings contributions; ensure all employees are banked; remove barriers to education  
  • Develop systems to measure and value **contributions and non-traditional experience** of Black, Indigenous, Asian and Latinx workers | • Create a culture of data informed shared accountability  
  • Identify and amend housing, workforce, economic development and land-use policies that are barriers to inclusive and equitable growth;  
  • Facilitate **co-creation** spaces inclusive of Black, Indigenous, Latinx and Asian job seekers workers, business owners & leaders |
| BUSINESS DEVELOPMENT | INCLUSIVE GROWTH |
| • Remove artificial barriers to development in undercapitalized neighborhoods  
  • **Incentivize** development, property ownership worker cooperatives and wealth transfer  
  • **Invest in marketing and growing** Black, Indigenous, Asian and Latinx owned businesses | • Leverage **$2.5 Billion ARPA investment** ➔ Designed to be invested in communities that have experienced the most harm from COVID-19  
  • Apply lessons learned from CARES Act investments to annual operations; **flexible & multi-year spending**, prioritize undercapitalized populations and organizations |
WE ARE YOUR PARTNERS
Acting in Solidarity

**CO-CREATION**
of anti-racist talent, procurement, investment and policy strategies

**SHARE & TRANSFER POWER**
with Black, Indigenous, Asian and Latinx communities to achieve income & wealth equity

**ESTABLISH GOALS**
and invest responsively; apply adaptive learning for sustained impact

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**Our Commitment to Foster Shared Accountability**

**EQUIP**
employers & policy makers with tools, promising practices and consulting support for results

**ACTIVATE NARRATIVE CHANGE**
campaigns and efforts to elevate and advocate for the proven economic impact of an inclusive and equitable economy

**CONNECT**
sectors, employers, Black, Indigenous, Latinx and Asian communities and leaders to cultivate an inclusive and equitable civic infrastructure

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CENTER FOR ECONOMIC INCLUSION
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THE CHOICE IS OURS
BREAK TIME

Be back in FIVE MINUTES for our next presenter
Allison Liuzzi
Project Director of Minnesota Compass
Our economy and workforce have struggled amidst the COVID-19 pandemic.
Total payroll jobs in Minnesota


2.58 million
2.73 million
2.76 million
2.93 million
Job numbers have started ticking up, but there are still

167,000

c fewer jobs statewide than in March 2020.
Among small business owners

Large negative effect of the COVID-19 pandemic on business

25%

Currently operating at normal levels

33%
Minnesota is (was?) home to one of the highest proportions of adults working in the nation.
Since the start of the pandemic, 44% of workers in Minnesota have filed a new unemployment claim.
Minnesotans hardest hit by unemployment

- Employees in leisure and hospitality
- Workers under age 35
- Workers with a high school degree or GED
New unemployment claims during COVID-19

All Minnesotans

American Indian

Black
As we recover and rebuild, diversity, equity, and inclusion are critical to our shared well-being.
Minnesota’s working-age adults (18-64)

- 1.8 million in 1960
- 3.4 million in 2019

Line graph showing the increase in the number of working-age adults in Minnesota from 1.8 million in 1960 to an estimated 3.4 million in 2019.
3.3 million jobs in Minnesota in 2028
3.4 million adults age 18-64 in Minnesota in 2028
2.7 million adults age 18-64 working in 2028
Our state remains home to some of the largest racial gaps in employment in the nation.

<table>
<thead>
<tr>
<th>Rank</th>
<th>States (1=smallest gap)</th>
<th>2015-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Hawaii</td>
<td>-4.5%</td>
</tr>
<tr>
<td>2</td>
<td>Montana</td>
<td>-2.1%</td>
</tr>
<tr>
<td>1</td>
<td>Alaska</td>
<td>6.4%</td>
</tr>
<tr>
<td>2</td>
<td>Arkansas</td>
<td>7.3%</td>
</tr>
</tbody>
</table>
Our state remains home to some of the largest racial gaps in employment in the nation.

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<thead>
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<tbody>
<tr>
<td><strong>Rank</strong></td>
<td><strong>States (1=smallest gap)</strong></td>
</tr>
<tr>
<td>1</td>
<td>New Hampshire</td>
</tr>
<tr>
<td>2</td>
<td>Delaware</td>
</tr>
<tr>
<td>46</td>
<td>Montana</td>
</tr>
<tr>
<td>47</td>
<td>Alaska</td>
</tr>
<tr>
<td>48</td>
<td>North Dakota</td>
</tr>
<tr>
<td>49</td>
<td>Minnesota</td>
</tr>
<tr>
<td>50</td>
<td>South Dakota</td>
</tr>
</tbody>
</table>
2.8 million adults age 18-64 working in 2028
BIPOC adults are underrepresented among those holding leadership positions in Minnesota.

<table>
<thead>
<tr>
<th>Category</th>
<th>BIPOC Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>All adults</td>
<td>15%</td>
</tr>
<tr>
<td>All leaders</td>
<td>6%</td>
</tr>
<tr>
<td>Government</td>
<td>16%</td>
</tr>
<tr>
<td>For-profit</td>
<td>4%</td>
</tr>
<tr>
<td>Nonprofit</td>
<td>suppressed</td>
</tr>
</tbody>
</table>
23 DEI BEST PRACTICES

Bias and cultural competency

→ Use workplace training as an opportunity to take a larger approach to shift attitudes to be more inclusive and equitable.

→ Utilize diverse hiring approaches such as the hiring process, such as noting information and names from recruitment documents.

Caution: Some approaches can be enough, but it’s not enough. It can make hiring processes and end result in the hiring process.

→ Create an official policy that addresses hiring with disabilities.

→ Advertise open positions broadly to make sure that the organization is seen by individuals from underrepresented groups.

→ Workplace culture

Be explicit about your organization’s commitment to DEI.

Allocate resources—especially funds and staff time—to DEI efforts.

Prioritize relationship-building with and among staff. Convey respect, trust, and commitment.

Focus more on relational aspects of your organization’s work. Promote collaboration over competition, reward teamwork, and encourage mentorship.

Model a good work-life balance.

Workplace policies

→ Current discrimination and harassment complaint processes can do more harm than good. Explore options like ombudsmen programs and anonymous online complaint reporting systems.

→ Define “inclusive behavior” clearly for your organization. Hold staff accountable if they do not follow these expectations.

→ Clearly communicate the purpose of workplace policies regarding DEI efforts.

Minnesota Compass

For more information contact Melissa Serlin at melissa.serlin@mpls.ka.org

mncompass.org/leadership/wholistic
Please be in touch!

allison.liuzzi@wilder.org

Sign up for our monthly e-newsletter at www.mncompass.org

Follow us on Twitter
@MNCompass  @AllisonLiuzzi

Connect with MN Compass on Facebook
Stanton Adams
2021
Meet our Co-Founders

President: The Diversity Institute

Expertise
Stanton Adams is a sociologist and entrepreneur who is committed to creating innovative approaches to strengthening leadership development and diversity efforts. She is most noted for her ability to foster paradigm shifts, change behavior and empower individuals, teams and communities. She is an award-winning trainer and was recognized for outstanding research on unconscious bias by the American Psychological Association.

Experience
Stanton Adams is a visionary leader with more than 15 years’ experience as a strategic diversity expert. She has worked with educational institutions, non-profits, government agencies and corporations in developing and executing strategic diversity initiatives.

Education
- B.A. in Psychology, Bloomfield College
- Pre-doctoral Research Fellowship, Lehigh University: Specialization in Unconscious Bias
- M.A. in Sociology, Lehigh University
- M.A. in Industrial Psychology, Capella University

Cecilia Stanton Adams
Meet our Co-Founders

Executive Director: The Diversity Institute

Expertise
Adams is a racial equity expert with a passion for coaching leaders. She was born and raised in Brooklyn, NY where she was inspired by her parents to pursue a career in the non-profit industry. Through coaching and training she has made a positive impact in the Twin Cities community. She is most noted for implementing collaborative, community-designed solutions for housing homeless Minnesotans.

Experience
With over 15 years of experience in operations management and organizational development in the public and private sectors, Adams understands how to motivate others and act as an effective liaison between organizations and members of under-served communities. In addition to her work in equity Adams also serves as a case manager for Catholic Charities where she assists homeless Minnesotans find a place to call home. Malissa is known for her ability to identify and address systemic barriers for underrepresented communities.

Education
B.A. in Business
MBA in Non Profit Leadership, in progress
OUR AGENDA

• WHY DIVERSITY EFFORTS FAIL
• CREATING A SHARED LANGUAGE
• INCLUSIVE LEADERSHIP ASSESSMENT
• INCLUSIVE ORGANIZATIONS ASSESSMENT
• DIVERSITY PULSE CHECK
• DEI EFFECTIVENESS ASSESSMENT
Why efforts to recruit more diverse leaders are failing

• **Lack of institutional support: HR Problem** “When the mandate for hiring diverse candidates falls on diversity and inclusion officers, but isn’t considered a business priority from the CEO, it becomes very difficult for recruiters to bring in diverse candidates,” writes Fast Company.

• **Employer Branding doesn’t Attract Diverse Candidates** Millennials and Gen Z cite the importance of diversity in their careers, and 77% of them want to work for multidimensional companies.

  **Blind faith in ‘colorblind’ criteria:** Even though search committees were using supposedly merit-based or “colorblind” criteria, Black and Hispanic candidates still got screened out of the process.

  **Employee referrals can be limiting:** White men are 40% more likely to be the recipient of an employee referral, which can lead to a homogenous workforce.

• **The application process???:** 9% of candidates with disabilities drop out of job applications early because there are usability issues with a careers page or the actual application.
Why efforts to recruit more diverse leaders are failing

- **Lack of institutional support**: One way to ensure diversity in hiring is to institute key metrics and dedicated resources that make it possible to encourage diverse candidates to thrive from the start of the hiring process to the end of their employed tenure.

- **Employer Branding doesn’t Attract Diverse Candidates** Articles, blogs, and employee testimonies can put your company on the map for candidates that may never have considered working for your organization.

- **Blind faith in ‘colorblind’ criteria**: Even though search committees were using supposedly merit-based or “colorblind” criteria, Black and Hispanic candidates still got screened out of the process.

- **Employee referrals can be limiting** Limit the number of referral candidates you’re willing to accept. Some companies also open their referral program to non-employees, asking spouses/partners, former employees, friends, and even the general public to contribute to their candidate pool.

- **The application process** Run your job descriptions through a tool like the Gender Decoder to make sure the language you’re using is gender-neutral.

*Source: https://vervoe.com/hiring-diverse-candidates/#:~:text=Lack%20of%20institutional%20support&text=%E2%80%9CWhen%20the%20mandate%20for%20hiring%2Ccandidates%2C%E2%80%9D%20writes%20Fast%20Company.*
Fortunate are those who take the first steps.

The first and most important Step is:
Creating a Shared Language
One Size Fits All

equity
CONNECTION + TRUST + AUTONOMY

ATTUNEMENT + LOVE

= BELONGING
WHAT DRIVES ENGAGEMENT?

1. HIGHLY ENGAGED
   - I inspire others to do their best
   - On average less than 15% reach this level
   - I'm a high flyer

2. ENGAGED
   - I'm a vital part of the business
   - I'm an achiever
   - I feel important at work
   - I'm an achiever
   - I'm really busy and very likely stressed

3. ALMOST ENGAGED
   - I know I'm part of something bigger
   - I'm proud to work here
   - I might leave if I'm tempted
   - There are no career development here

4. NOT ENGAGED
   - I'm interested in overtime
   - I have more sick days than I should
   - I don't like my job much
   - I read job ads

5. DISENGAGED
   - I'm here for the money
   - I'm a clock watcher
   - I'm an unimportant worker
   - I'm a jobs-worth

MASLOW’S HIERARCHY OF EMPLOYEE ENGAGEMENT

HIGHER ORDER MOTIVATIONS

2 and 3 have a direct impact and can be moved up by the 4 enablers of engagement.
Individual Diversity Cross-Cultural Continuum

- Denial
- Polarization
- Minimization
- Acceptance
- Adaptation

Bridges Across Difference
Deeply Comprehends Difference
Looks for Commonality
Judges Difference
Misses Difference

Source: https://idiinventory.com

The Intercultural Development Inventory® (IDI®) is a cross-culturally validated assessment for building cultural competence. Developed by Mitchell R. Hammer, Ph.D.
The **Organizational Diversity Maturity Continuum**

- Demonstrating current best practices in DEIB.
- Showing improved results and outcomes.
- A clear awareness of the value of DEIB.
- A compliance mindset
- No DEIB work has begun

Organizational Assessment

Source: [https://www.centreforglobalinclusion.org/](https://www.centreforglobalinclusion.org/)

The GDIB is designed to guide organizations to achieve best practices. The model with its 14 categories helps leaders and DEIB professionals implement strategies that work as an integrated system.
KEY FOCUS AREAS THAT HAVE THE GREATEST IMPACT

We take a holistic and strategic approach that leverages what your organization already does well and incrementally builds on areas of opportunity.
Approaches to Diversity & Inclusion

Social Justice
Dignity
Competence
Org Development
Compliance
Phase I:

Your DEIB Journey

20XX - 20XX

Goal 1
Planning
Strategic Framing Session
Engage Senior Leaders
Establish Leadership Buy-in
Creating a shared Language

Goal 2
Identify 3-5 Priorities
Analyze and Recommend
Develop Strategy Draft
Use a DEI work Group to Drive Strategy

Goal 3
Operationalize Goals
Develop final Strategy
DEI Roadshow/Townhall
Report of findings
Use a DEI subgroup to Drive Goals

Implementation
Developing an action plan to implement the DEI Strategy

DEI Council
Assessment Begins
The Assessment will go out to All Staff

Phase II

SWOT

Phase III

Scope

Awareness

Pulse Check
14 CATEGORIES IN FOUR GROUPS

**Foundation**
*Drive the Strategy*
1: D&I Vision, Strategy, and Business Case
2: Leadership and Accountability
3: D&I Structure and Implementation

**Bridging**
*Align & Connect*
8: Assessment, Measure, and Research
9: D&I Communications
10: Connecting D&I and Sustainability

**INTERNAL**
**ATTRACT & RETAIN PEOPLE**
• 4: Recruitment, Retention, Development, and Advancement
• 5: Benefits, Work-Life Integration, and Flexibility
• 6: Job Design, Classification, and Compensation
• 7: D&I Learning and Education

**External**
**Listen to & Serve Society**
11: Community, Government Relations, and Social Responsibility
12: Products and Services Development
13: Marketing and Customer Service
14: Supplier Diversity
**BEST PRACTICE**
Demonstrating current best practices in D&I; exemplary for other organizations globally.

**PROGRESSIVE**
Implementing D&I systemically; showing improved results and outcomes.

**PROACTIVE**
A clear awareness of the value of D&I; starting to implement D&I systemically.

**REACTIVE**
A compliance mindset; actions are only taken in compliance with relevant laws and social pressures.

**INACTIVE**
No D&I work has begun; diversity and a culture of inclusion are not part of organizational goals.
Diversity Pulse Check

- Do your demographics reflect the community you serve? If not, do we have a plan in place to make the necessary adjustments?
- Are your supervisors, managers, and executives equipped with cultural competency and conflict resolution skills.
- Can qualified applicants of diverse backgrounds look at your organization, and see evidence that they can expect to ascend to the levels of leadership if they do well?
- Are there certain departments within our organization that appear to be off-limits to certain groups of people?
- Would the supervisors, managers, and executives of my organization feel comfortable in an environment where they were not a member of the majority group?
- Is the turnover rate for people of diverse backgrounds significantly higher than that of your employees in the majority group?
- Do minority group members feel free to be risk-takers? Or do they feel that they will be judged by a different standard if they fail?
- Do the people who ascend to the highest levels of management within my organization tend to be a fairly homogeneous group?
- Does your organizational demographics reflect that of today's America?
- Can you say with confidence that the average person of color would probably feel more comfortable, welcome, and affirmed working for my organization versus a similar organization.
## Diversity Effectiveness Assessment

### Attributes of a Best-in-Class Diversity Organization

This placemat shows the 12 most important attributes for a best-in-class diversity organization. CLC Human Resources identified these attributes by surveying employees to determine which aspects of a diversity program have the highest impact on employees' overall diversity satisfaction, a measure that correlates with employee attraction and commitment. In addition to impacting employee attraction and commitment, focus on the right diversity attributes helps improve level of organizational innovation and business performance. You can use this placemat to set your diversity strategy, communicate the importance of diversity initiatives to relevant stakeholders, and assess your organization's progress against diversity goals.

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Grading</th>
<th>Potential Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demographic Diversity of the Workforce</td>
<td>1 2 3</td>
<td></td>
</tr>
<tr>
<td>Employee Resource Groups</td>
<td>1 2 3</td>
<td></td>
</tr>
<tr>
<td>Diversity Reputation</td>
<td>1 2 3</td>
<td></td>
</tr>
<tr>
<td>Diversity Mission and Values</td>
<td>1 2 3</td>
<td></td>
</tr>
<tr>
<td>Demographic Diversity in Leadership</td>
<td>1 2 3</td>
<td></td>
</tr>
<tr>
<td>Diversity Development Opportunities</td>
<td>1 2 3</td>
<td></td>
</tr>
<tr>
<td>Manager Commitment to Diversity</td>
<td>1 2 3</td>
<td></td>
</tr>
<tr>
<td>Diversity Recruiting</td>
<td>1 2 3</td>
<td></td>
</tr>
<tr>
<td>Diversity Training</td>
<td>1 2 3</td>
<td></td>
</tr>
<tr>
<td>Marketplace Diversity</td>
<td>1 2 3</td>
<td></td>
</tr>
</tbody>
</table>

### Attribute Grading

**Potential Impact**

If performed to the highest standard, the impact of this diversity attribute on employee attraction and commitment would be the following:

- 1 = Moderate
- 2 = High
- 3 = Very High

This grading system has been determined based on CLC Human Resources' data on the impact of diversity attributes on overall employee satisfaction with diversity, which in turn impacts employee attraction and commitment. Attributes impacting diversity satisfaction levels by more than 29% are very high impact attributes, followed by high impact attributes (12%-25% impact), and moderate impact attributes (3%-11% impact). The higher the impact of the attribute on employees' diversity satisfaction level, the greater the importance of the attribute for employee attraction and retention. The high impact attributes also better support organizational innovation and business performance.

### Demographic Diversity of the Workforce

The presence of different demographic groups in the workforce.

### Employee Resource Groups

The effectiveness of employee resource or affinity groups.

### Diversity Reputation

The organization's reputation for diversity in the external media.

### Diversity Mission and Values

The comprehensiveness of a diversity mission statement and diversity values.

### Demographic Diversity in Leadership

The presence of different demographic groups in leadership positions.

### Diversity Development Opportunities

The effectiveness of development programs for diverse employee groups.

### Manager Commitment to Diversity

The level of manager commitment to diversity.

### Diversity Recruiting

The effectiveness of recruitment practices for minority groups.

### Diversity Training

The effectiveness of diversity and inclusion training for all employees.

### Marketplace Diversity

The effectiveness of customer and supplier diversity programs.
Benefits of a DEIB Strategy

• **Talent Optimization.** In today's competitive environment, an organization's best competitive advantage are its employees.

• **Performance Optimization.** By leveraging diversity, leaders will be better equipped to gauge capabilities.

• **Innovation.** Meeting the needs of a global marketplace demands innovation in product design, market infrastructure, processes and value chains.

• **Market growth.** How we build trust, establish credibility and negotiate are strongly influenced by culture.
Tips for Inclusion

1. Make a Commitment to Diversity, Equitable, and Inclusive future
   2. Make your commitment known
   3. Contribute to the cradle-to-career pipeline
4. Leverage the under-employed and long-term unemployed
5. Grow businesses and wealth in communities of color
6. Partner across Sectors for a holistic approach to solving community challenges
WHAT’S NEXT?

TAKE YOUR FIRST BRAVE, BOLD STEPS TOWARDS INCLUSION, BY MAKING A COMMITMENT
BREAK TIME

Be back in FIVE MINUTES for our next presenter
Our Shared Well-Being
Educational Attainment

MAY 12, 2021
ALLISON LIUZZI
WILDER RESEARCH | MINNESOTA COMPASS
At a high level, Minnesota is home to residents with high educational attainment.
Increasing share of adults with education beyond high school

- 59% in 2000
- 69% in 2018
Minnesota is home to the 5th highest share of adults with education beyond high school.
3.3 million jobs in 2028

Training, certification, or a degree beyond high school will be expected in 67% of those jobs
We are not adequately preparing all Minnesotans to succeed.
Minnesota is home to the 5th highest share of adults with education beyond high school.
Minnesota is home to the 15th highest share of American Indian adults with education beyond high school.
Minnesota is home to the 43rd highest share of Asian adults with education beyond high school.
Minnesota is home to the 32nd highest share of Black adults with education beyond high school.

All MN adults: 69%
Minnesota is home to the 13th highest share of Hispanic and Latinx adults with education beyond high school.
High school graduation rates have improved across most races and ethnicities.

- American Indian, 51%
- Black, 70%
- Hispanic, 70%
- Asian, 88%
- White (non-Hispanic), 89%

Graduation rates in 2012 and 2019:

- American Indian: 45% to 51%
- Black: 52% to 70%
- Hispanic: 55% to 70%
- Asian: 76% to 88%
- White (non-Hispanic): 85% to 89%

Source: mncompass.org
Minnesota ranks in the bottom half of states on for graduation rates among BIPOC students

<table>
<thead>
<tr>
<th>Rank</th>
<th>Group</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>46th</td>
<td>American Indian</td>
<td>51%</td>
</tr>
<tr>
<td>40th</td>
<td>Asian</td>
<td>87%</td>
</tr>
<tr>
<td>48th</td>
<td>Black</td>
<td>70%</td>
</tr>
<tr>
<td>49th</td>
<td>Hispanic</td>
<td>70%</td>
</tr>
<tr>
<td>29th</td>
<td>White (non-Hispanic)</td>
<td>89%</td>
</tr>
</tbody>
</table>
American Indian 32%  5th grade science 27%  8th grade math 24%
Asian 46%  5th grade science 46%  8th grade math 60%
Black 32%  5th grade science 24%  8th grade math 26%
Hispanic 33%  5th grade science 31%  8th grade math 33%
White (non-Hispanic) 64%  5th grade science 66%  8th grade math 64%

55% of all 3rd graders are proficient
55% of all 5th graders are proficient
55% of all 8th graders are proficient
Components of growth mindset

Work hard
I keep working hard even when I feel like quitting.

Challenge thinking
I like activities that challenge my thinking abilities.

Complex problems
I like complex problems more than easy problems.
<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Work hard</th>
<th>Challenge thinking</th>
<th>Complex problems</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian</td>
<td>35%</td>
<td>22%</td>
<td>18%</td>
</tr>
<tr>
<td>Asian</td>
<td>59%</td>
<td>45%</td>
<td>34%</td>
</tr>
<tr>
<td>Black</td>
<td>59%</td>
<td>51%</td>
<td>28%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>53%</td>
<td>39%</td>
<td>24%</td>
</tr>
<tr>
<td>White (non-Hispanic)</td>
<td>56%</td>
<td>46%</td>
<td>28%</td>
</tr>
</tbody>
</table>

55% of all 8th graders

45% of all 8th graders

28% of all 8th graders
Please be in touch!

allison.liuzzi@wilder.org

Sign up for our monthly e-newsletter at
www.mncompass.org

Follow us on Twitter
@MNCompass @AllisonLiuzzi

Connect with MN Compass on Facebook
Jonathan Stuart and Colette Campbell
Working Better2Gether
CREATING A MORE DIVERSE, EQUITABLE AND INCLUSIVE WORKFORCE THROUGH EMPLOYMENT-BASED TRAINING

PIPELINE Program Event
March 12th 2021
Jonathan Stuart, PhD
Colette Campbell, MA
THE INTERCULTURAL DEVELOPMENT JOURNEY

Regardless of background or experience we must all work to grow our cultural competence, apply multiple viewpoints, and connect across differences.

“In today’s multicultural world, it is unhelpful for employees and organizations to have a mono-cultural framework.”

Chat Reflection Question – *What has been helpful for you or how have you grown in your personal intercultural development?*
WHAT DOES EVERYONE DESERVE FOR A GREAT WORK EXPERIENCE?
There are **specific outcomes** which you will get from investing in skill building that acknowledges the need for equity and is inclusive of differences.

“When people feel included/safe through the established cultural norm that everyone is treated respectfully, they go from being an employee to a professional.”

**Chat Reflection Question** – Where do you see linkages between employment based training and equity & inclusion? How are they currently connected or how can they be linked stronger together in your organization?
Effective/Strategic Employee Development that fosters DEI at Your Company
The **planned process** of developing task level expertise by having an experienced employee train, model, or mentor another employee while performing a job.

- Addresses gaps in education, employability & succession
- Increases employee motivation
- Requires strategic HR management
There are both individual/personal and organizational wide interventions that you can implement.

**Chat Reflection Question** –
*Does your organization have a particular (personal or programmatic) success story?*
1. Identify the task level performance you expect for a given job/position.

2. Evaluate how your current training supports employee development (and where there are other formal education resources to meet performance expectations).

3. Plan the best format for your training program (see PIPELINE’s link overview).
5 COMMON TYPES OF OJT

Job Shadowing
Mentoring

Cohort-Based
Assignment/Project
Discussion
“TRAINERS” AS A HUGE KEY TO SUCCESS

- Involve them in the OJT development
- Provide training
- Reward their investment

- Pick a “know it all”
- Expect them to keep up with “production” levels
O-J-T FOR PERFORMANCE IMPROVEMENT

- Link training back to specific task areas that you can evaluate within a given timeframe. Measure results!
- Gather effective feedback from trainees and trainers.
- Evaluate the impact of OJT on the individual, process, and organizational levels.
Machinist/CNC Operator

On-The-Job Training is hands-on instruction completed at work to learn the core competencies necessary to succeed in the occupation. The OJT plan does not need to include all of the competencies listed below, may add additional competencies, and does not need to follow any specific order. The employer may lay out how best to approach OJT for their specific place of work.

Possible modes of OJT may include job shadowing, meeting attendance, side-by-side work with a mentor, other mentorship, specific project evaluated by colleague or supervisor, etc.

Employee Name: [Employee Name]  
Date: 2/1/2019  
Anticipated Completion Date: 7/1/2018

<table>
<thead>
<tr>
<th>Specific Competencies</th>
<th>Trainer</th>
<th>Mode of OJT</th>
<th>Start Date</th>
<th>Completion Date</th>
<th>Hours Complete</th>
<th>Hours Required</th>
<th>% Complete</th>
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<tbody>
<tr>
<td>General Housekeeping &amp; Maintenance:</td>
<td>Name</td>
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<tr>
<td>Preventative Maintenance—Machine Tools:</td>
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<tr>
<td>Tooling Maintenance:</td>
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<tr>
<td>Benchwork and Hand Tool Knowledge of the</td>
<td>Name</td>
<td>[type date]</td>
<td>[type date]</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>
• Include overt boiler plate language into any and all types of training. Like a “course syllabus” that spells out the rules of engagement… explicitly point out workplace DEI values and expectations.

• Engage managers/leaders in the Intercultural Development Inventory (IDI) or other measurable assessment of cultural competence that can be tracked over time (not an event but a long term process). One important piece of this is coaching.

• Provide engaging company wide cycles of training on topics such as unconscious bias, intercultural conflict resolution, emotional intelligence, etc.

• Take a yearly organizational survey that allows for employee feedback on their experiences – are we becoming a more inclusive workplace?
OJT Cycle

Planning
- Strategic Decisions on Program Goals and Industry Standards
  - Design Training Timeframes, Identify Materials, and Select Trainers

Training Interventions
- Scheduled Learning Opportunities

Assessment
- Performance Evaluation Tasks
- Ongoing changes, adjustments, and improvements

Reflection & Revisions
- Design Training Timeframes, Identify Materials, and Select Trainers

OJT Cycle
- Strategic Decisions on Program Goals and Industry Standards
  - Design Training Timeframes, Identify Materials, and Select Trainers

Performance Evaluation Tasks
- Strategic Decisions on Program Goals and Industry Standards
  - Design Training Timeframes, Identify Materials, and Select Trainers

Scheduled Learning Opportunities
- Strategic Decisions on Program Goals and Industry Standards
  - Design Training Timeframes, Identify Materials, and Select Trainers

Ongoing changes, adjustments, and improvements
- Strategic Decisions on Program Goals and Industry Standards
  - Design Training Timeframes, Identify Materials, and Select Trainers
Thanks for your engagement this morning!

- Colette & Jonathan
stu0042@umn.edu
RESOURCES

• Join a Cohort of Professionals looking to engage professionally and organizationally around these topics through your local chamber of commerce or industry network.

• SHRM article on Intercultural Competence as Key for Organizational Growth & Success https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/interculturalcompetence.aspx

• Indeed.com’s recent Career Guide on Cultural Competence - https://www.indeed.com/career-advice/career-development/cultural-competence

• Shop Class as Soulcraft: An Inquiry into the Value of Work by Mathew Crawford

• Intercultural Development Inventory - https://idiinventory.com/

• Dare to Lead: Brave Work. Tough Conversations, Whole Hearts by Brené Brown
Upcoming Minnesota Dual-Training Pipeline Events (All events online via WebEx)

• **Pipeline 101**
  Tuesday, June 8, 9:00a.m. – 10:00a.m.

• **All Industry Forum:**
  Tuesday, June 15, 9:00a.m. – 10:00a.m.

Sign up for events is available at [http://www.dli.mn.gov/business/workforce/pipeline-events](http://www.dli.mn.gov/business/workforce/pipeline-events)
Thank You!

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