



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

Agenda

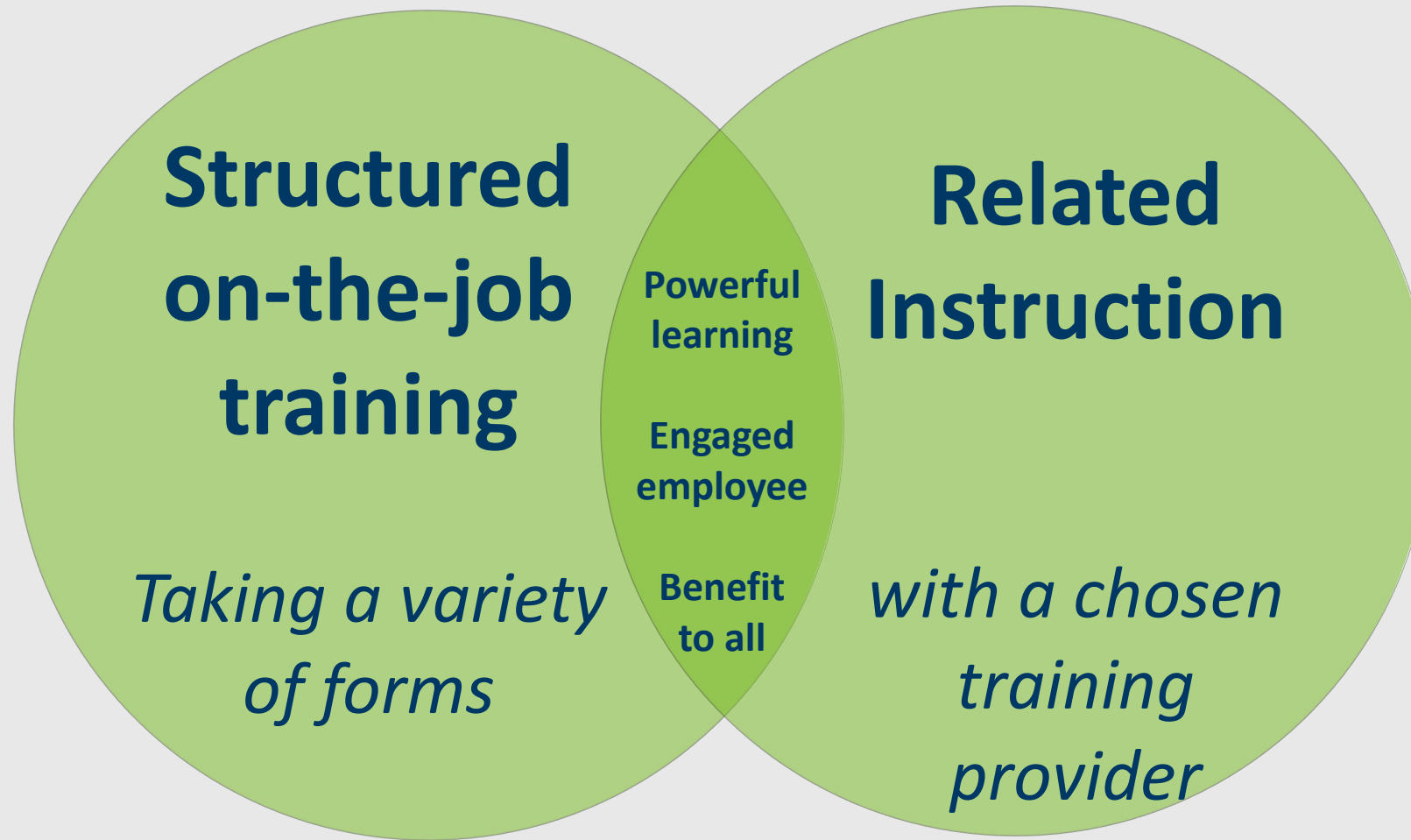
- Minnesota Dual-Training Pipeline overview
- Welcome message from Minnesota Department of Labor and Industry Commissioner Roslyn Robertson
- Keynote Address from Tawanna Black, CEO of the Center for Economic Inclusion
- Five Minute Break
- Workforce data dive from Allison Liuzzi, Director of Minnesota 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



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





CENTER FOR
ECONOMIC
INCLUSION

Cultivating Racially Equitable & Inclusive Workplaces MN Department of Labor & Industry Forum

Tawanna A. Black
Founder & CEO
@TawannaABlack

OUR MISSION

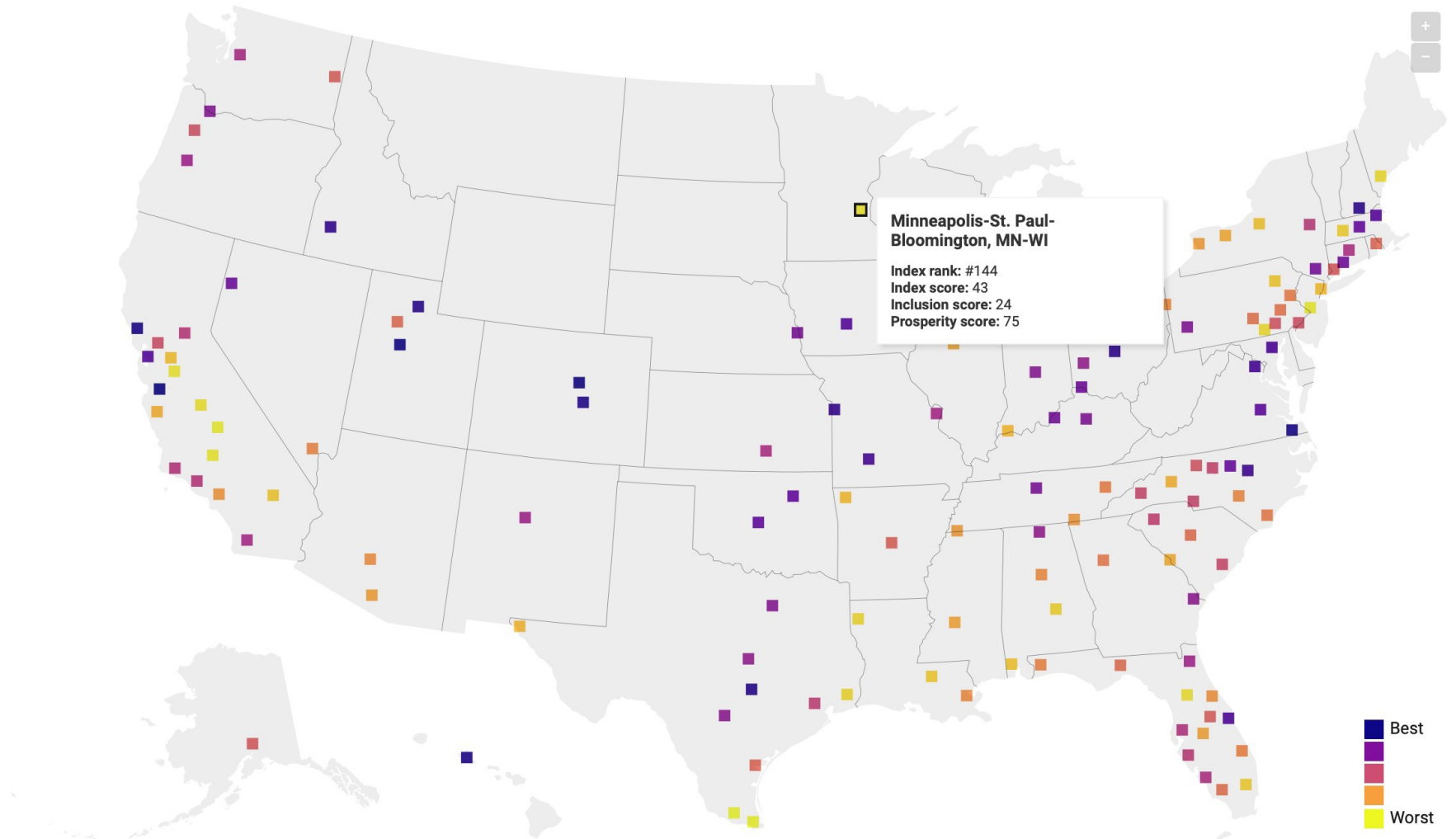
We are the nation's first organization created exclusively to close racial wealth gaps and accelerate shared accountability for achieving regional inclusive economic growth.



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.

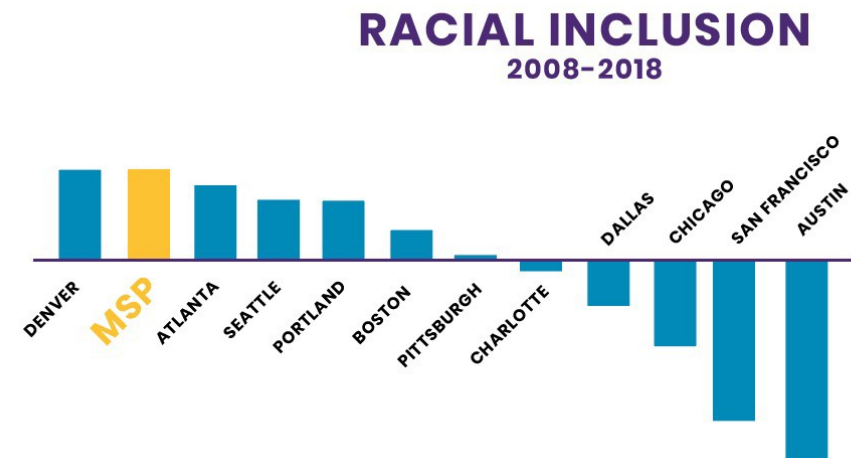
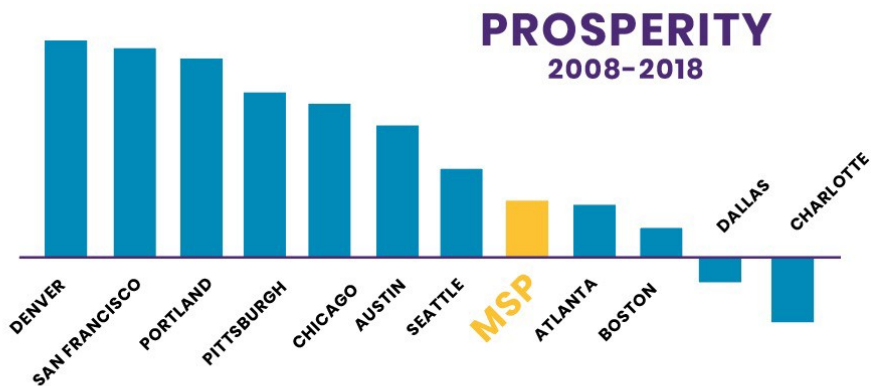
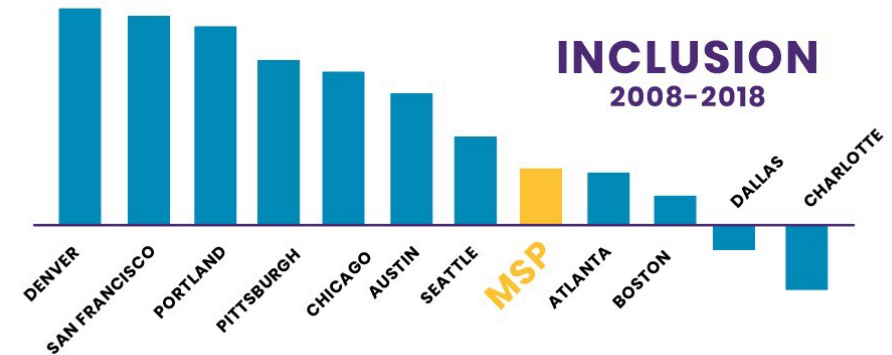
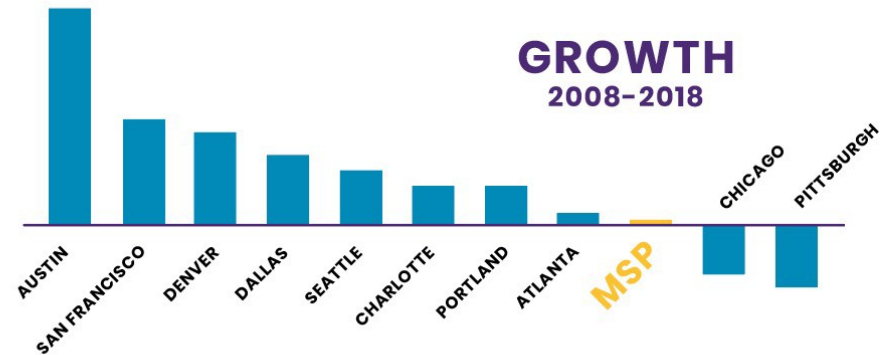
Racial Equity Index, 150 largest metro areas



Source: [National Equity Atlas](#) • [Get the data](#) • Created with [Datawrapper](#)

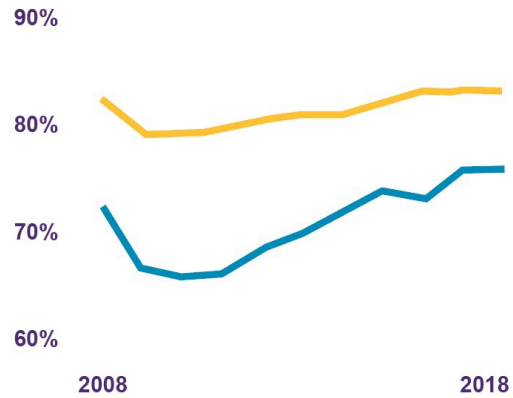
The Case for Inclusive Economic Growth

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

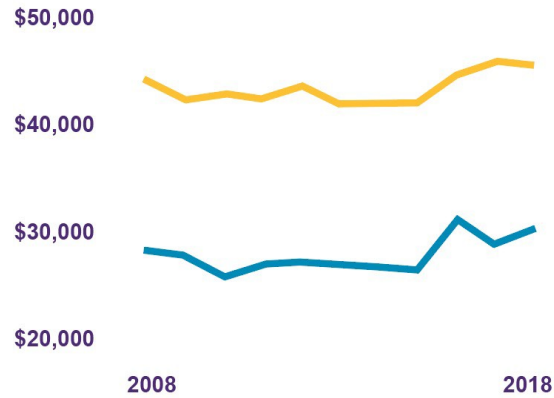


The Case for Inclusive **Economic Growth**

EMPLOYMENT RATE



MEDIAN EARNINGS



RELATIVE POVERTY RATE



Berube et. al., "Metro Monitor 2021"



Non-hispanic white people



People of color / indigenous

**2009-
2019**

4.9%

decrease in racial
employment gap

.7%

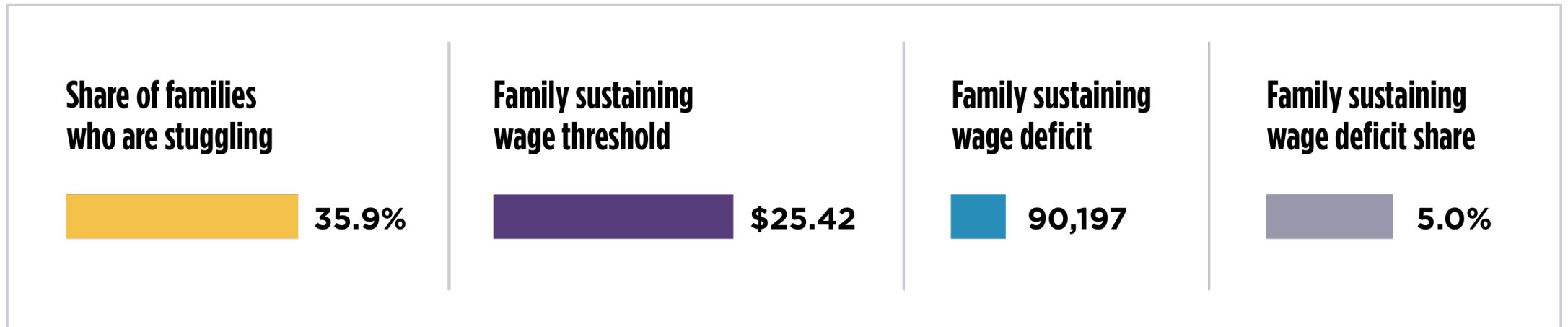
decrease in relative poverty gap
between white metro residents
and people of color

\$3,100

increase in median earnings gap
between white workers and
workers of color

WAGE THRESHOLDS & JOB DEFICITS

Family sustaining wages and job deficits: Minneapolis-St.Paul-Bloomington, MN-WI



Anti-Racist Employer Actions **Will Pay Dividends**

Nationally, employers' efforts for inclusivity are falling short



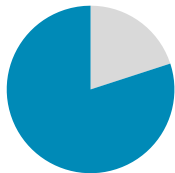
2/3

of leaders believe they're creating an inclusive, empowering environment...



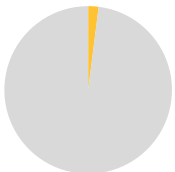
1/3

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

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



CONSULTING SERVICES

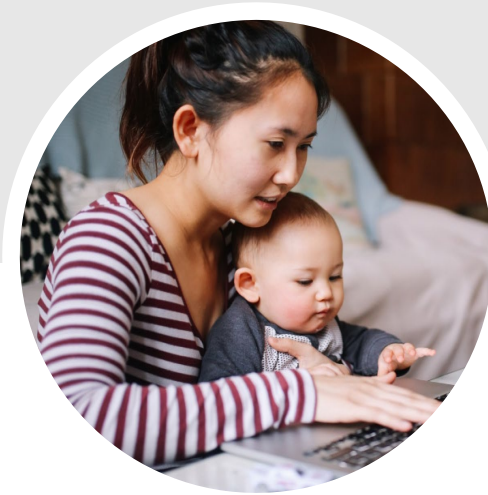
- Organizational Assessment & Benchmarking
- Strategy Design
- Education & Training
- Supervisor Coaching
- Customized Consulting
- Talent & Supplier Referrals

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

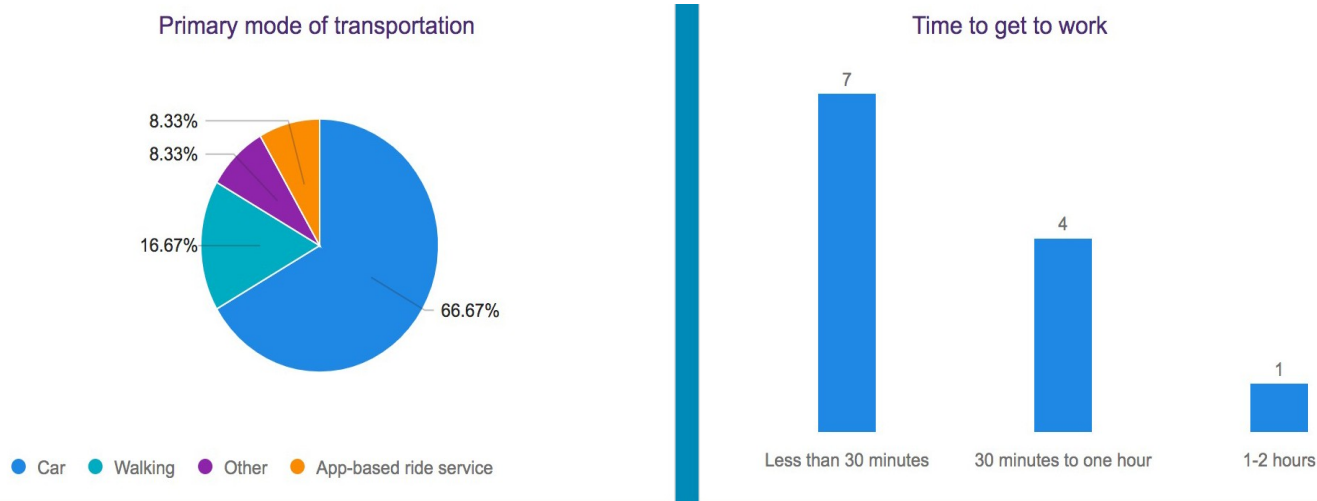


ECONOMY

Impact of employer actions on Regional Indicators of Inclusive Economic Growth TM

SAMPLE PROFILE: CENTER FOR ECONOMIC INCLUSION

RACIAL EQUITY DIVIDENDS ASSESSMENT™



Heat map by race/ethnicity, department

My coworkers understand the impact of microaggressions	14%	0%	100%	0%	0%	20%	0%
My team has processes in place to limit the impact of implicit bias	17%	0%	-	0%	0%	33%	-
My work environment is safe	67%	0%	-	100%	0%	100%	-
Compensation & benefits	50%	0%	-	50%	25%	75%	-
My organization is transparent about the way my compensation is determined	67%	0%	-	100%	0%	100%	-
My compensation is fair compared to others at my organization who do the same work	33%	0%	-	0%	0%	67%	-
It is unclear why some people at my organization receive larger bonuses than others	33%	0%	-	0%	0%	67%	-
Benefits provided at my organization are relevant to me	67%	0%	-	100%	100%	67%	-



Heat map by race/ethnicity, department

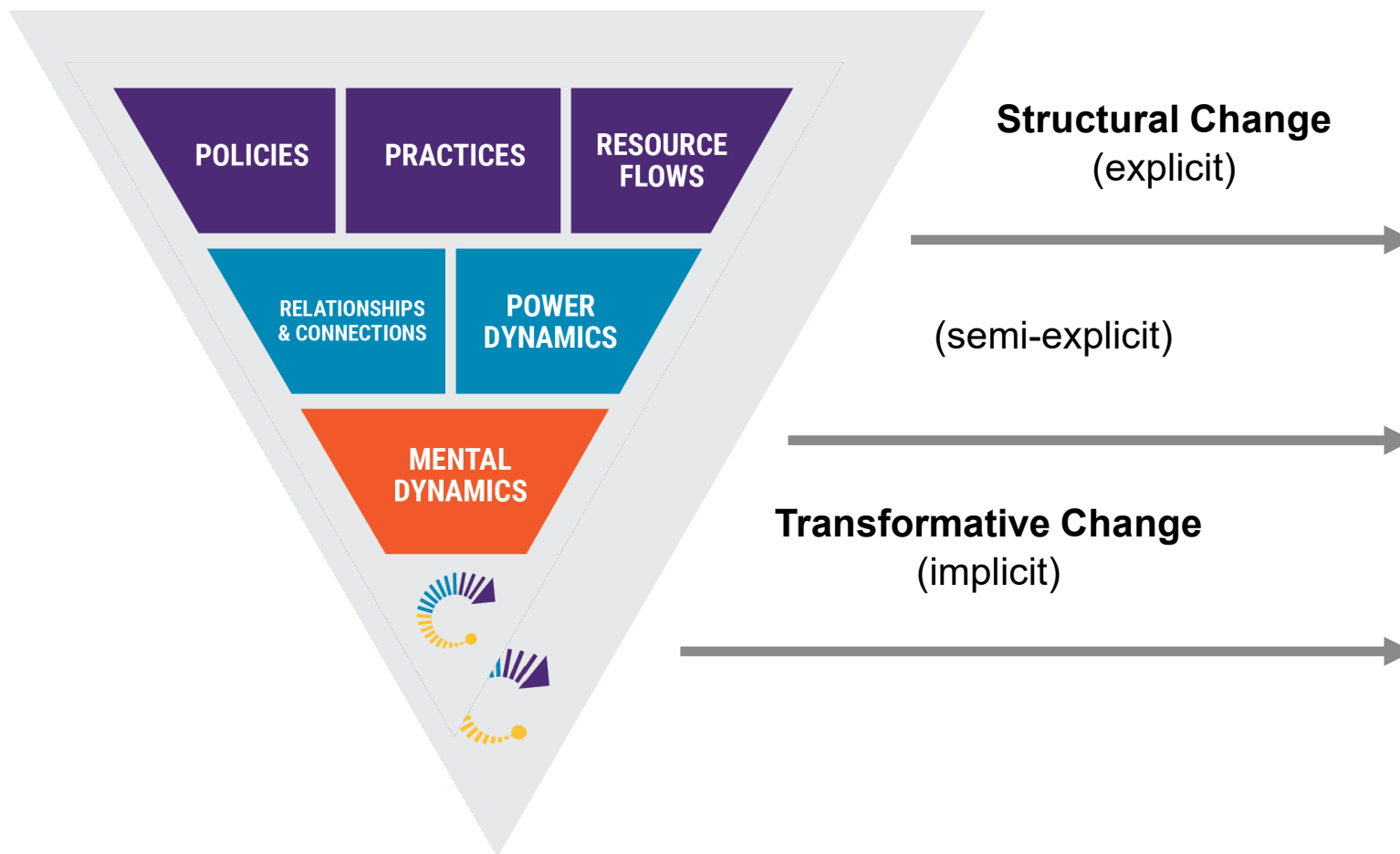
Comparison: **Overall**

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

	Overall	African American o...	American Indian, A...	Asian or Pacific Isl...	Hispanic, Latinx, or...	White	[No Value]
Responses	15	2	1	2	2	5	1
> Workplace	36%	5%	67%	25%	5%	69%	22%
> Compensation & benefits	50%	0%	-	50%	25%	75%	-
> Retention & advancement	52%	6%	100%	39%	0%	87%	56%
> Organizational commitment	13%	0%	-	0%	13%	21%	-
> Self-assessment	69%	86%	100%	93%	64%	49%	-

CONDITIONS OF **SYSTEMS CHANGE**

Six Conditions of Systems Change



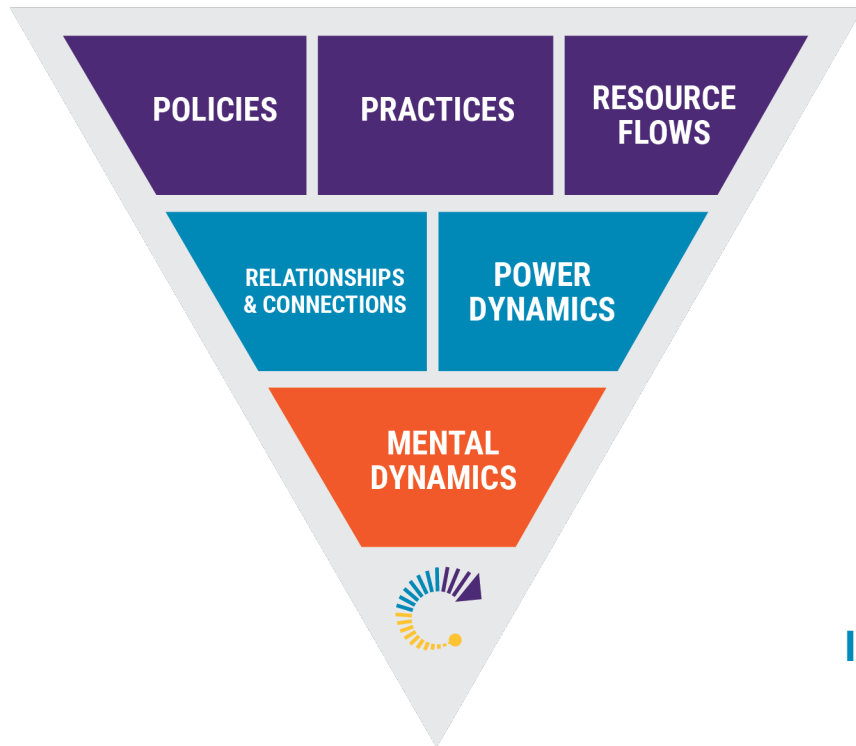
These conditions drive:

- racial equity
- inclusion and belonging
- improved economic performance

*As measured by the
Regional Economic
Indicators*

SYSTEMS CHANGE FOR INCLUSIVE ECONOMIC GROWTH

Six Conditions of Systems Change



Indicators for an Inclusive Regional Economy



**INCLUSIVE
GROWTH**



**ECONOMIC
DEVELOPMENT**



**HUMAN
CAPITAL**



**TRANSPORTATION
& ACCESS**

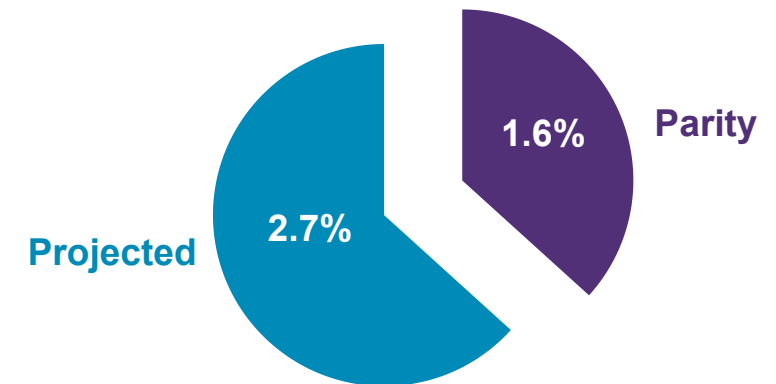
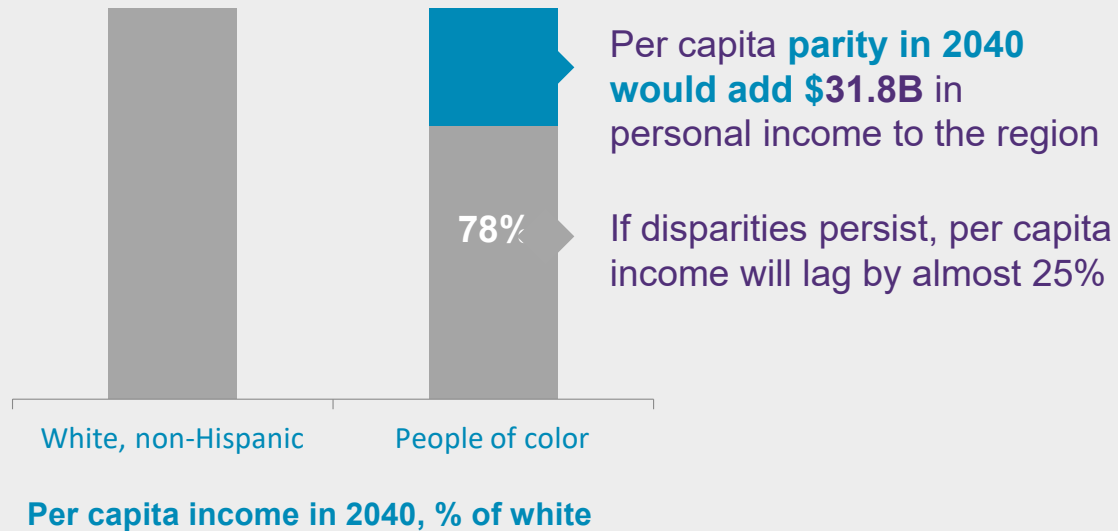


THE OPPORTUNITY



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...



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

Awareness.

Action.

Accountability.



Date-Informed Employer Actions **for Racial Equity**

PEOPLE	<ul style="list-style-type: none"> 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 	PHILANTHROPY	<ul style="list-style-type: none"> 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.
PROCUREMENT	<ul style="list-style-type: none"> 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 	PRODUCTS & POLICY	<ul style="list-style-type: none"> 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

TALENT	<ul style="list-style-type: none">• 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	INCLUSIVE GROWTH	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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• Accountability in 1st & 2nd tier contracting	INCLUSIVE GROWTH	<ul style="list-style-type: none">• 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

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



CENTER FOR
ECONOMIC INCLUSION

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THE CHOICE IS OURS

BREAK TIME

BREAK TIME

Be back in FIVE MINUTES for our next presenter

Allison Liuzzi

Project Director of Minnesota Compass



Minnesota
Compass



Our Shared Well-Being

Minnesota's Workforce

MAY 12, 2021

ALLISON LIUZZI

WILDER RESEARCH | MINNESOTA COMPASS

MINNESOTA COMPASS IS A
PROJECT OF WILDER RESEARCH

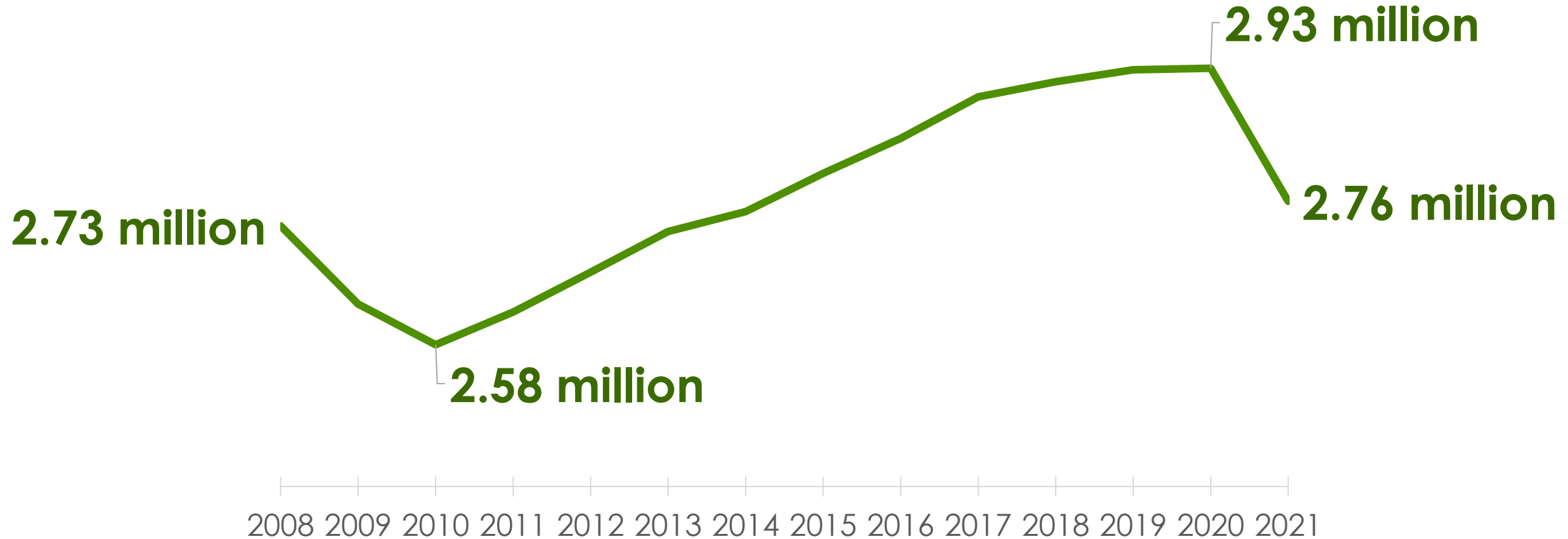
**Minnesota
Compass**



**Our economy and workforce
have struggled amidst the
COVID-19 pandemic.**



Total payroll jobs in Minnesota



Job numbers have started ticking up,
but there are still

167,000

fewer jobs statewide than in March 2020.

Among small business owners

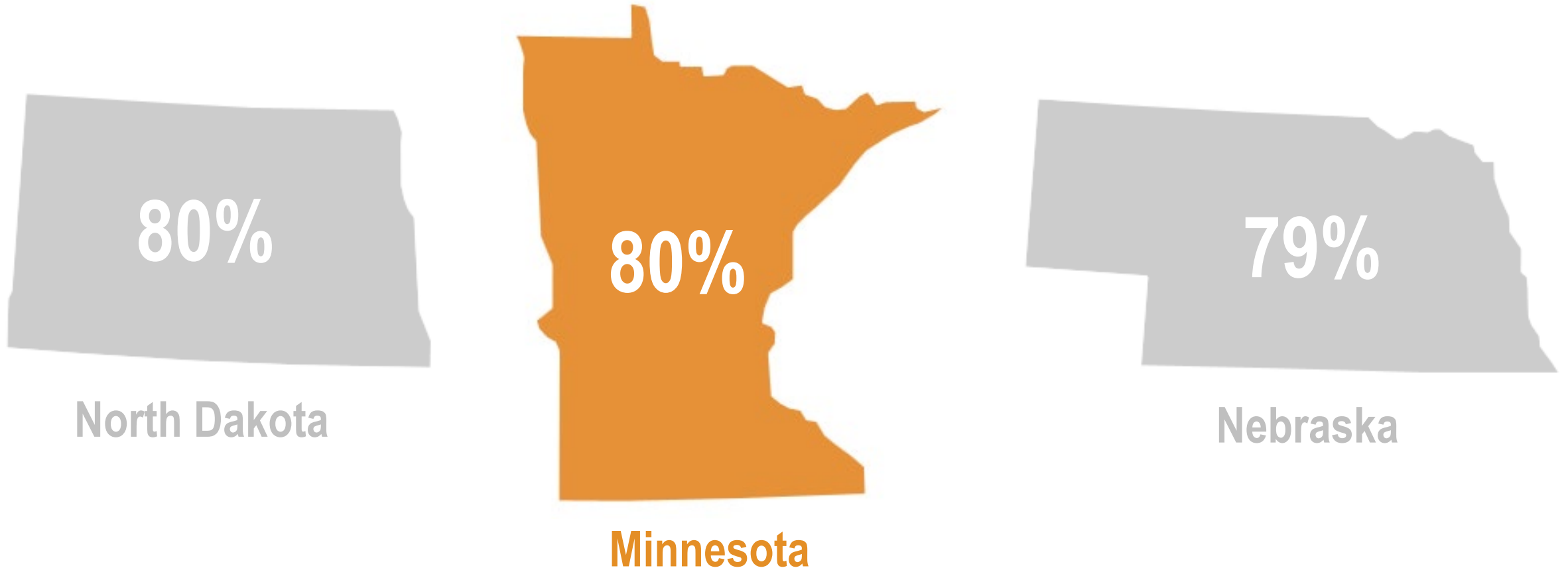
**Large negative effect of
the COVID-19 pandemic
on business**

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



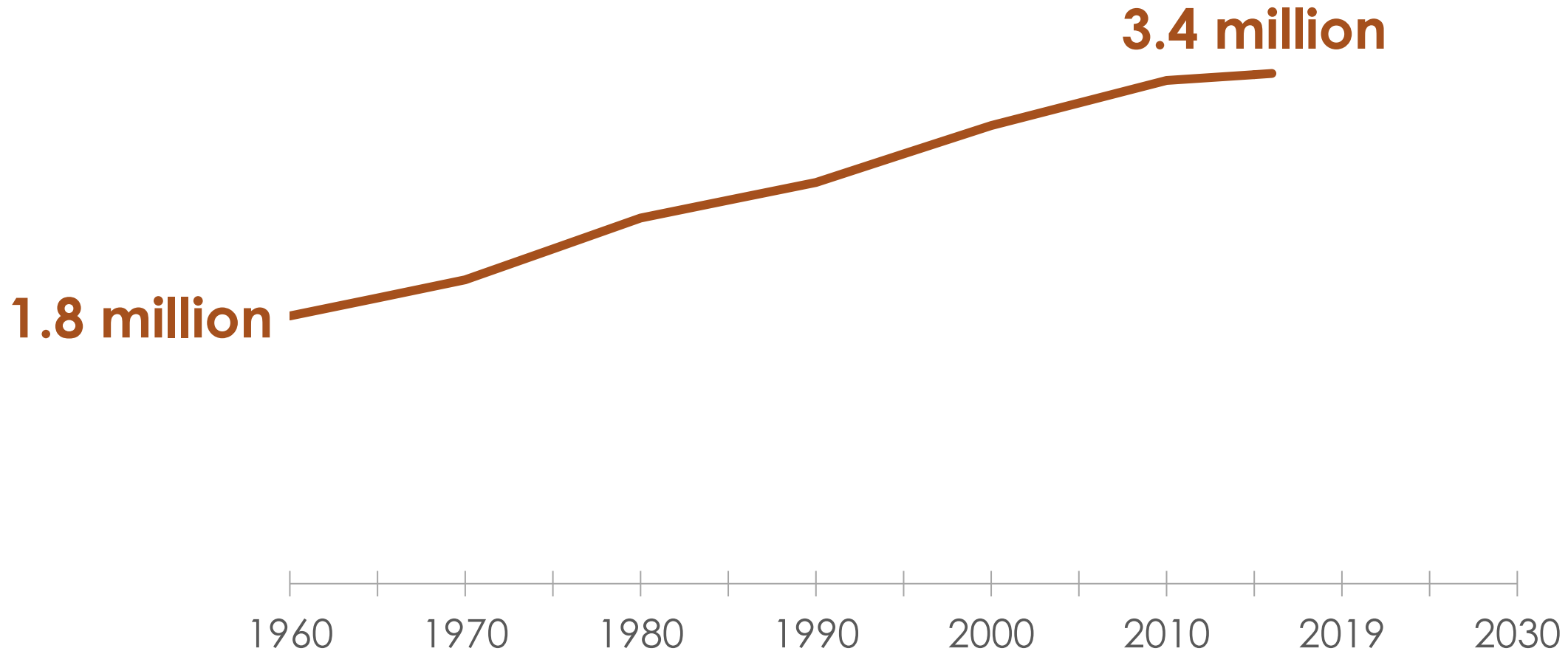
**Minnesota
Compass**



**As we recover and rebuild,
diversity, equity, and
inclusion are critical to our
shared well-being.**



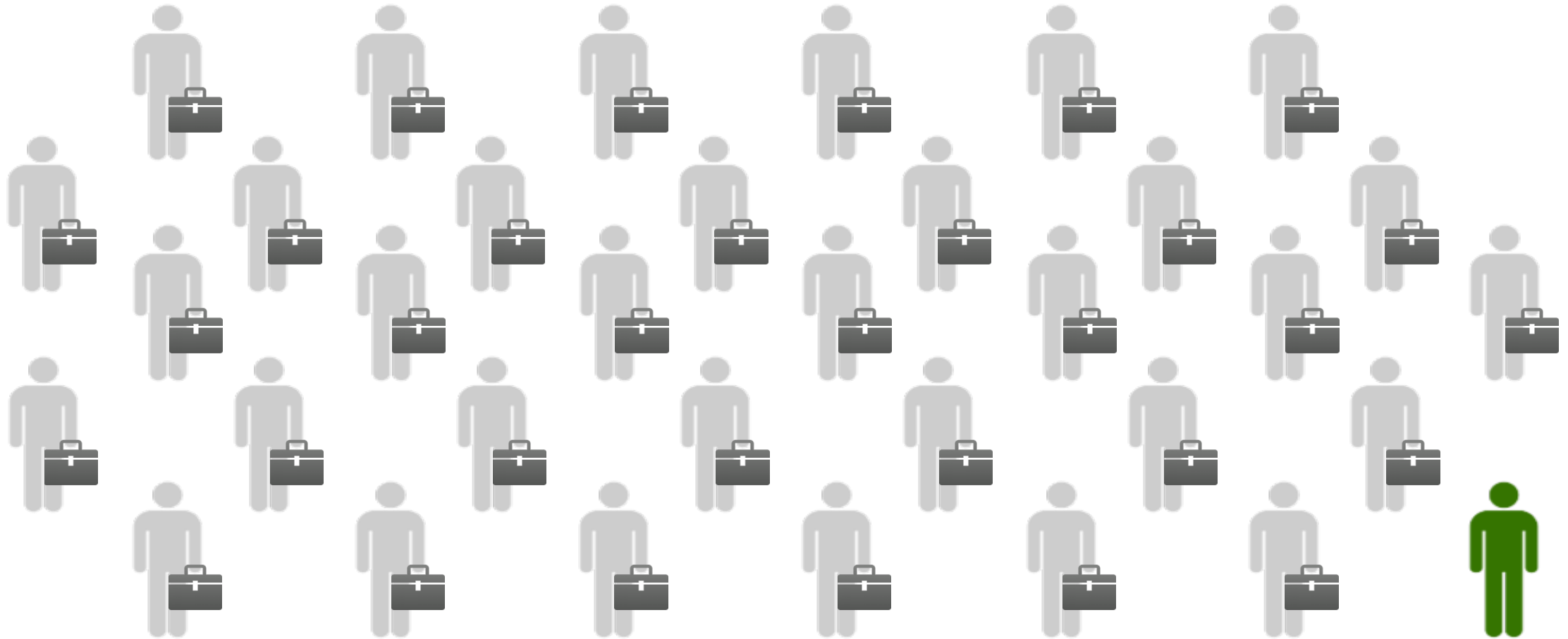
Minnesota's working-age adults (18-64)



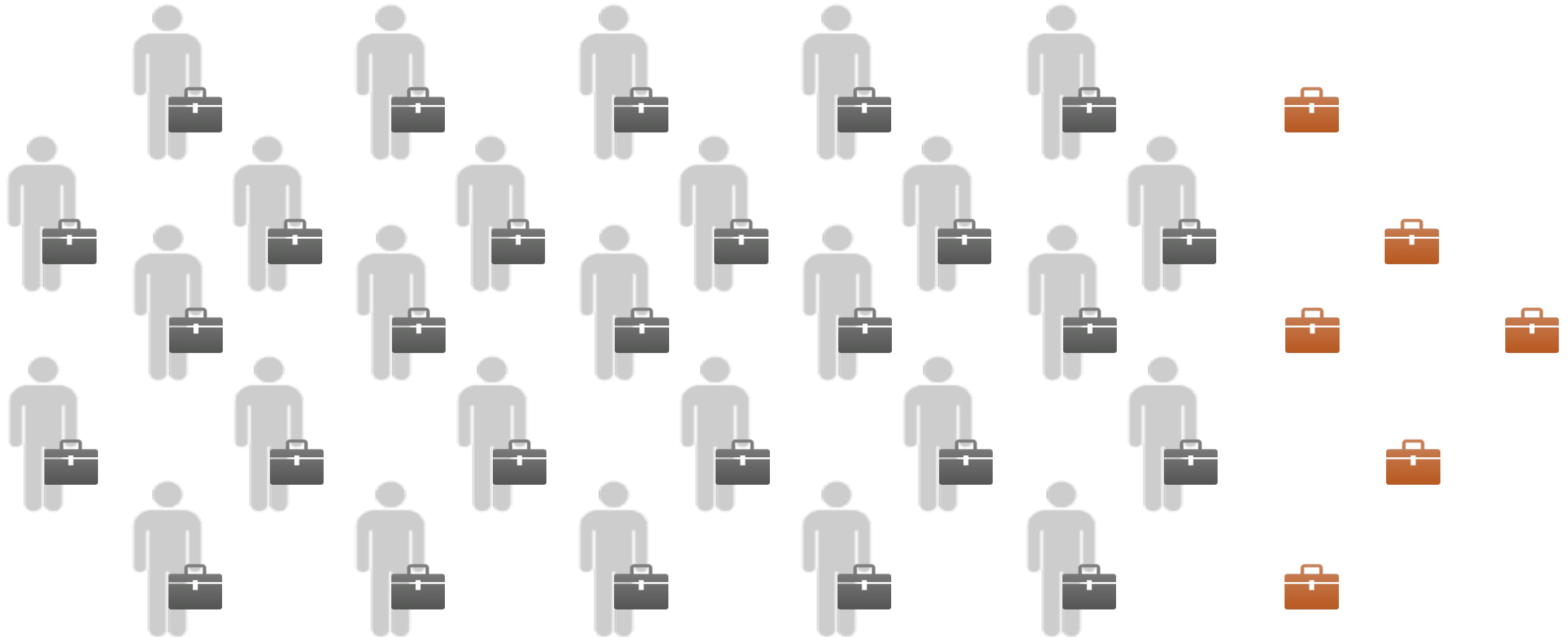
3.3 million jobs in Minnesota in 2028



3.4 million adults age 18-64 in Minnesota in 2028



2.7 million adults age 18-64 working in 2028



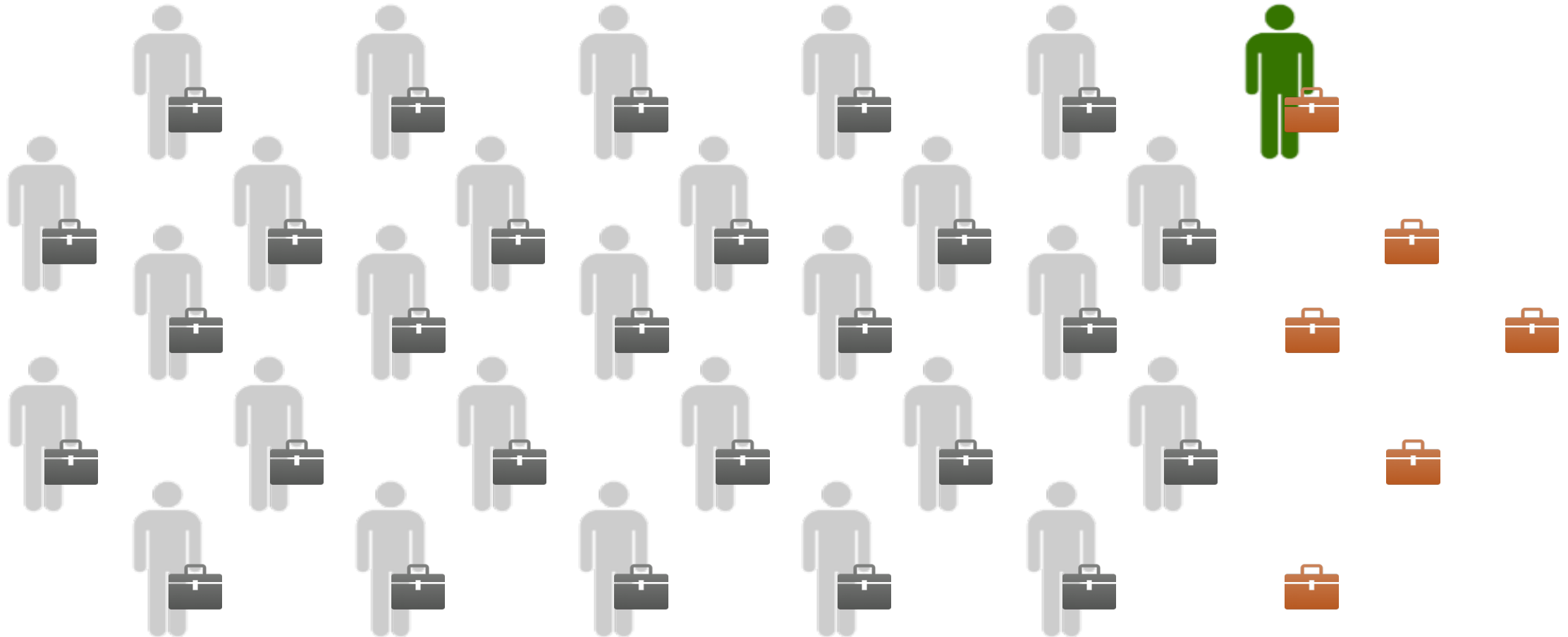
Our state remains home to some of the largest racial gaps in employment in the nation

Employment gap (White - Black) Rank of states, 2015-2019		Employment gap (White - Asian) Rank of states, 2015-2019		Employment gap (White - Native American) Rank of states, 2015-2019		Employment gap (White - Hispanic) Rank of states, 2015-2019		
Rank	States (1=smallest gap)	Rank	States (1=smallest gap)	Rank	States (1=smallest gap)	Rank	States (1=smallest gap)	2015-2019
1	New Hampshire	1	Hawaii	1	Alaska	1	Kentucky	-4.5%
2	Delaware	2	West Virginia	2	Montana	2	Arkansas	-2.1%
	↓		↓		↓		↓	
46	Montana	46	Minnesota	45	Minnesota	41	Minnesota	6.4%
47	Alaska	47	Indiana	46	Iowa	42	New York	7.0%
48	North Dakota	48	Iowa	47	Michigan	43	Wisconsin	7.0%
49	Minnesota	49	Nebraska	48	Pennsylvania	44	Nebraska	7.3%
50	South Dakota	50	Rhode Island	49	Illinois	45	New Hampshire	7.3%

Our state *doesn't have to be* home to some of the largest racial gaps in employment in the nation

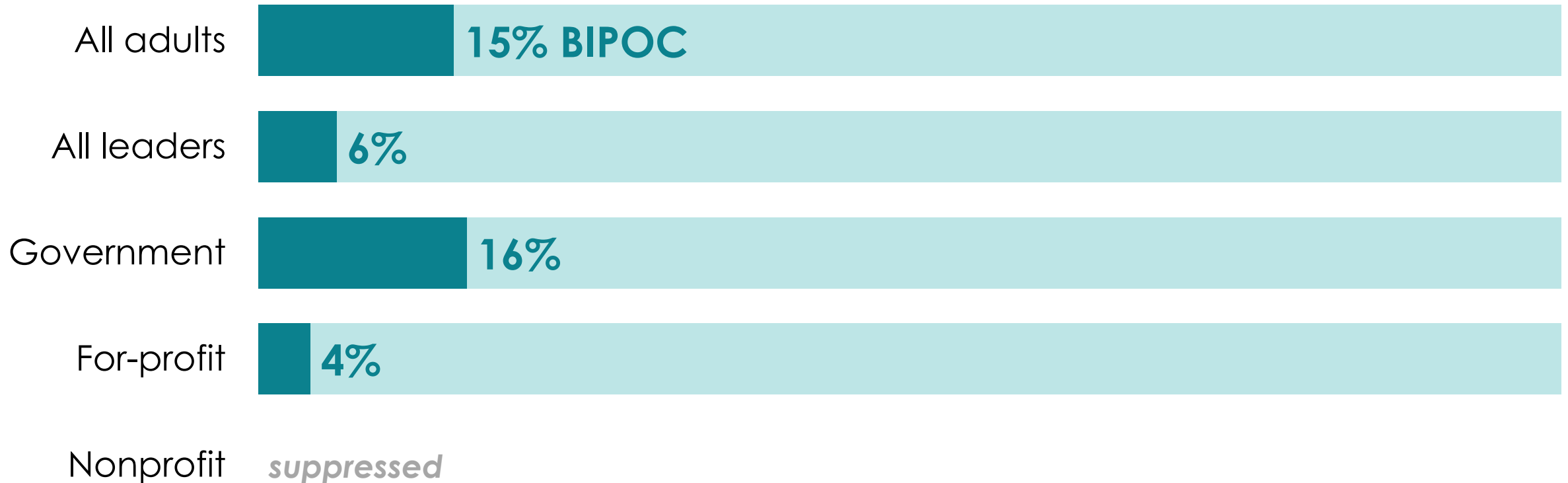
Employment gap (White - Black) Rank of states, 2015-2019	Employment gap (White - Asian) Rank of states, 2015-2019	Employment gap (White - Native American) Rank of states, 2015-2019	Employment gap (White - Hispanic) Rank of states, 2015-2019
Rank	Rank	Rank	Rank
States (1=smallest gap)	States (1=smallest gap)	States (1=smallest gap)	States (1=smallest gap)
1 New Hampshire	1 Hawaii	1 Alaska	1 Kentucky
2 Delaware	2 West Virginia	2 Montana	2 Arkansas
↓	↓	↓	↓
46 Montana	46 Minnesota	45 Minnesota	41 Minnesota
47 Alaska	47 Indiana	46 Iowa	42 New York
48 North Dakota	48 Iowa	47 Michigan	43 Wisconsin
49 Minnesota	49 Nebraska	48 Pennsylvania	44 Nebraska
50 South Dakota	50 Rhode Island	49 Illinois	45 New Hampshire

2.8 million adults age 18-64 working in 2028





BIPOC adults are underrepresented among those holding leadership positions in Minnesota.



23 DEI BEST PRACTICES

WHO LEAD
MINNESOTA



Bias and cultural competence

- Use workplace training as one larger approach to shift attitudes to be more inclusive and equitable.
- Bias and cultural competence training can be enough. It could increase stereotyping and bias in the workplace.
- Cover a variety of topics. Focus on bias and empowerment, integrate components, and spend enough effort to yield positive outcomes.

Hiring and promotions

- Technological approaches to the hiring process, such as hiring information and names from diverse sources.
- ⚠ **Caution: Some approaches harm themselves.**
- Utilize cluster hiring. Hire multiple people at the same time, to increase diversity and reduce tokenism and stereotypes.
- Create an official policy for hiring people with disabilities.
- Advertise open positions through multiple places advertisements where they are likely to be seen by individuals from underrepresented groups.

Workplace culture

- Be explicit about your organization's commitment to DEI.
- Allocate resources—including funds and staff time—to DEI efforts.
- Prioritize relationship-building with and among staff. Convey respect for and trust in their employees.
- 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 ombudsman 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
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mncompass.org/leadership-toolkit

Please be in touch!



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Malissa Adams

President of Stanton-Adams, LLC & Executive Director of The Diversity Institute





Stanton Adams 2021



A COMPLETE DIVERSITY
SOLUTION

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.

A landscape photograph showing a dirt road with yellow markers leading towards a range of mountains under a cloudy sky. The text is overlaid on the image.

Fortunate are those who take
the first steps.

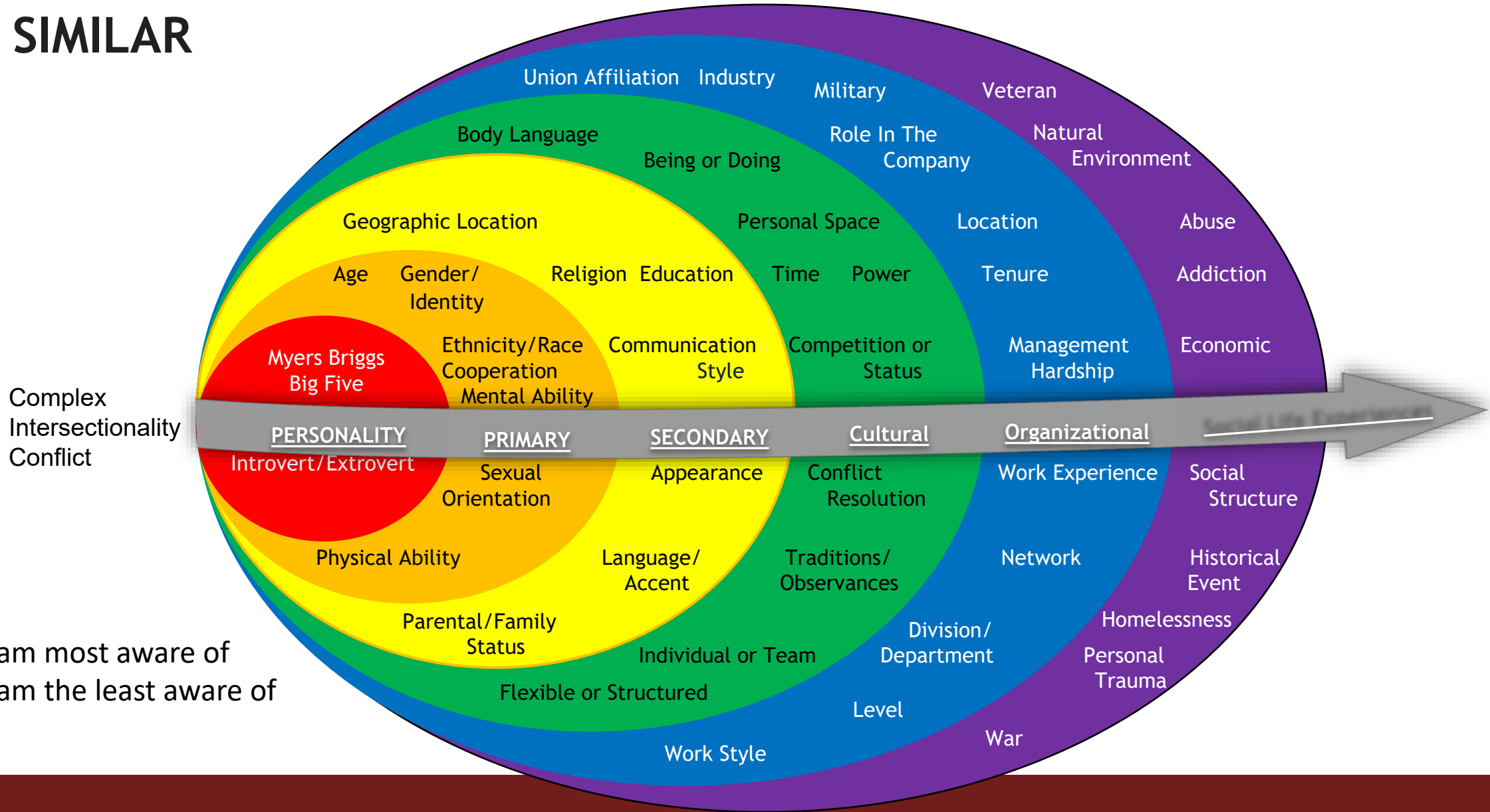
Paulo Coelho

The first and most important Step is:

Creating a Shared Language

quotezancy

DEI AWARENESS RECOGNIZES ALL THE WAYS WE ARE DIFFERENT & SIMILAR



~~One Size Fits All~~



Campus
Classroom
Work
Community
Government

CONNECTION

+ TRUST

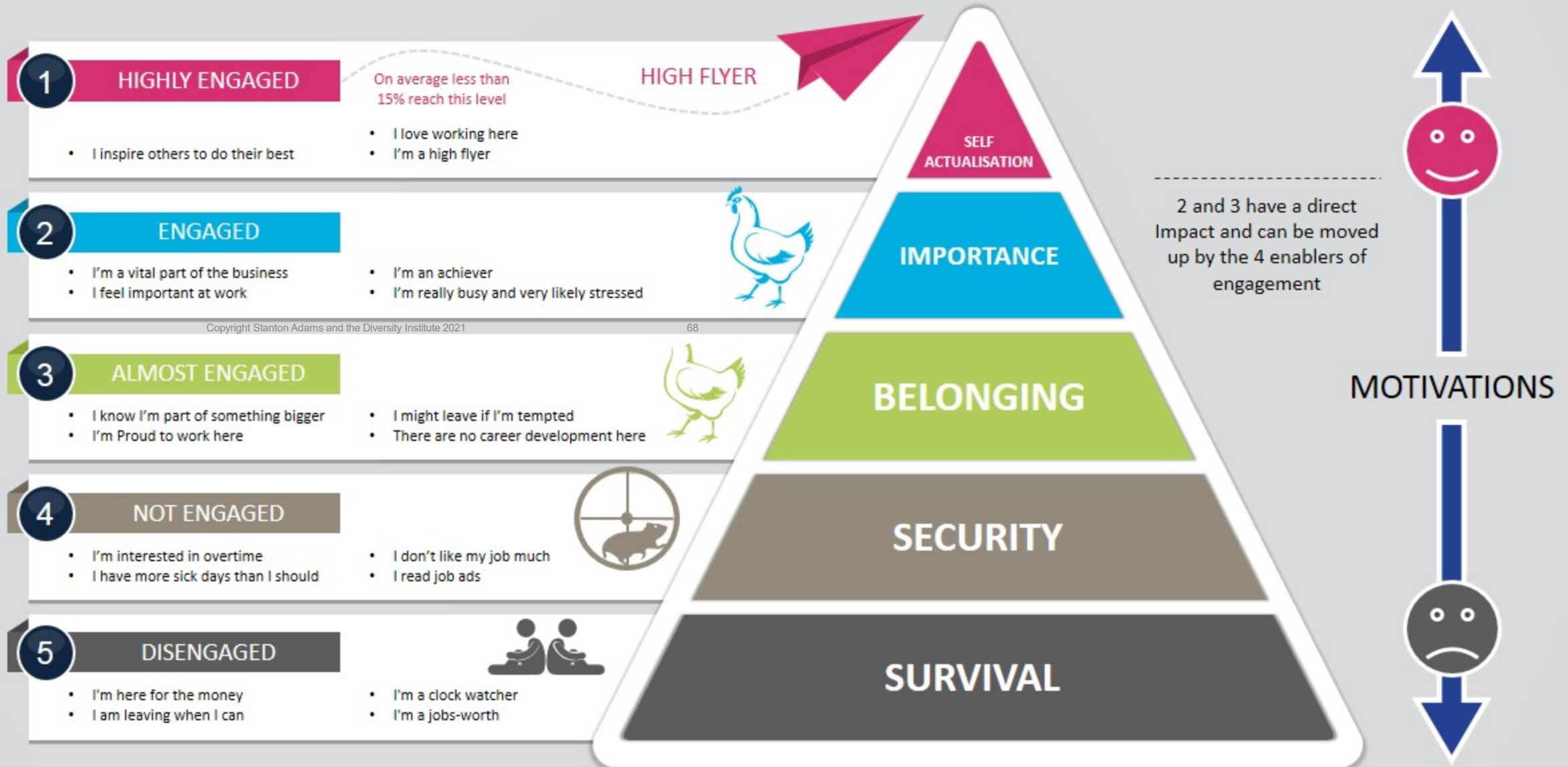
+ AUTONOMY

ATTUNEMENT +

LOVE

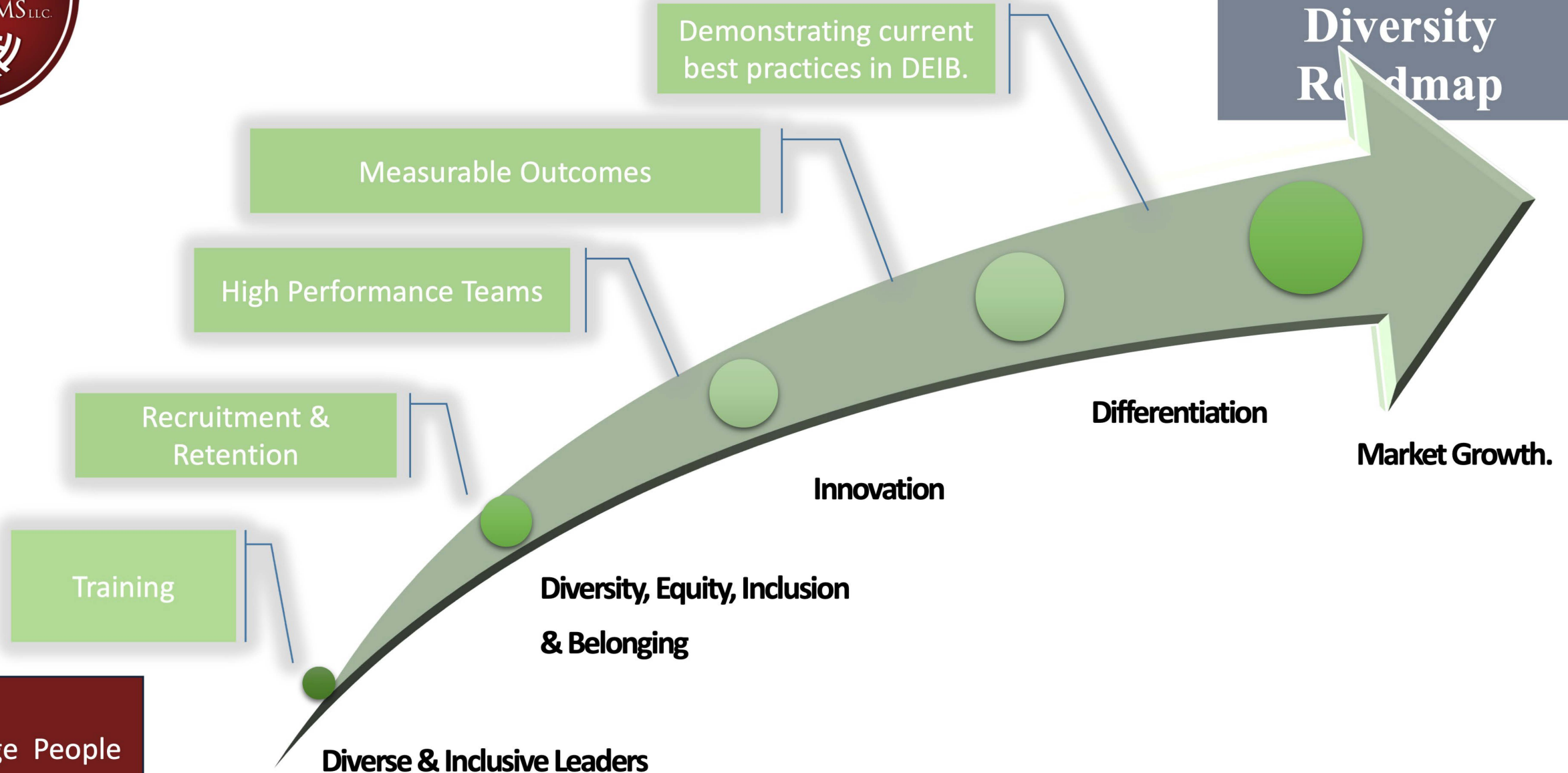
= BELONGING

MASLOW'S HIERARCHY OF EMPLOYEE ENGAGEMENT





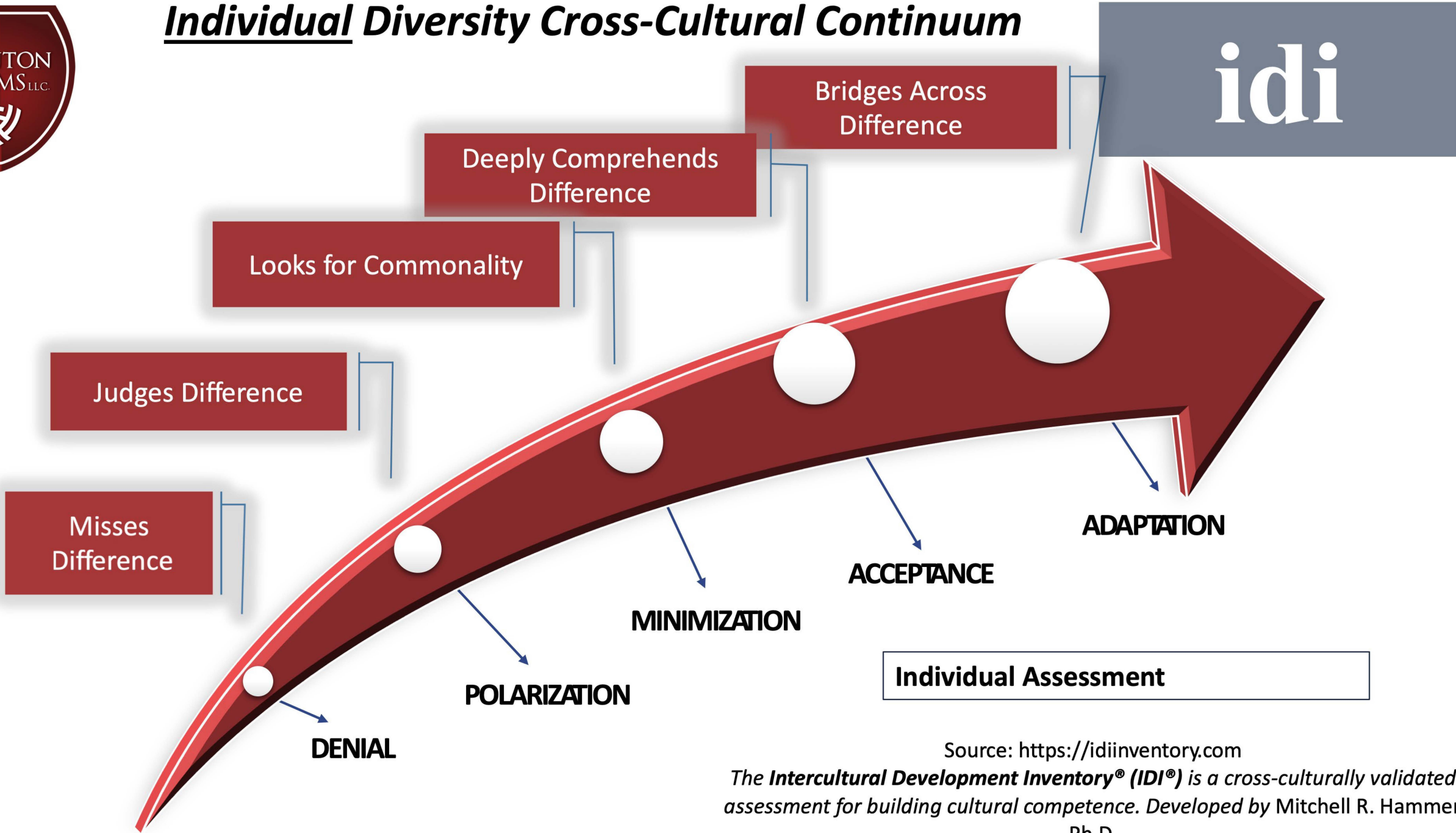
The Business Case For Inclusive Leadership



www.stantonadams.com



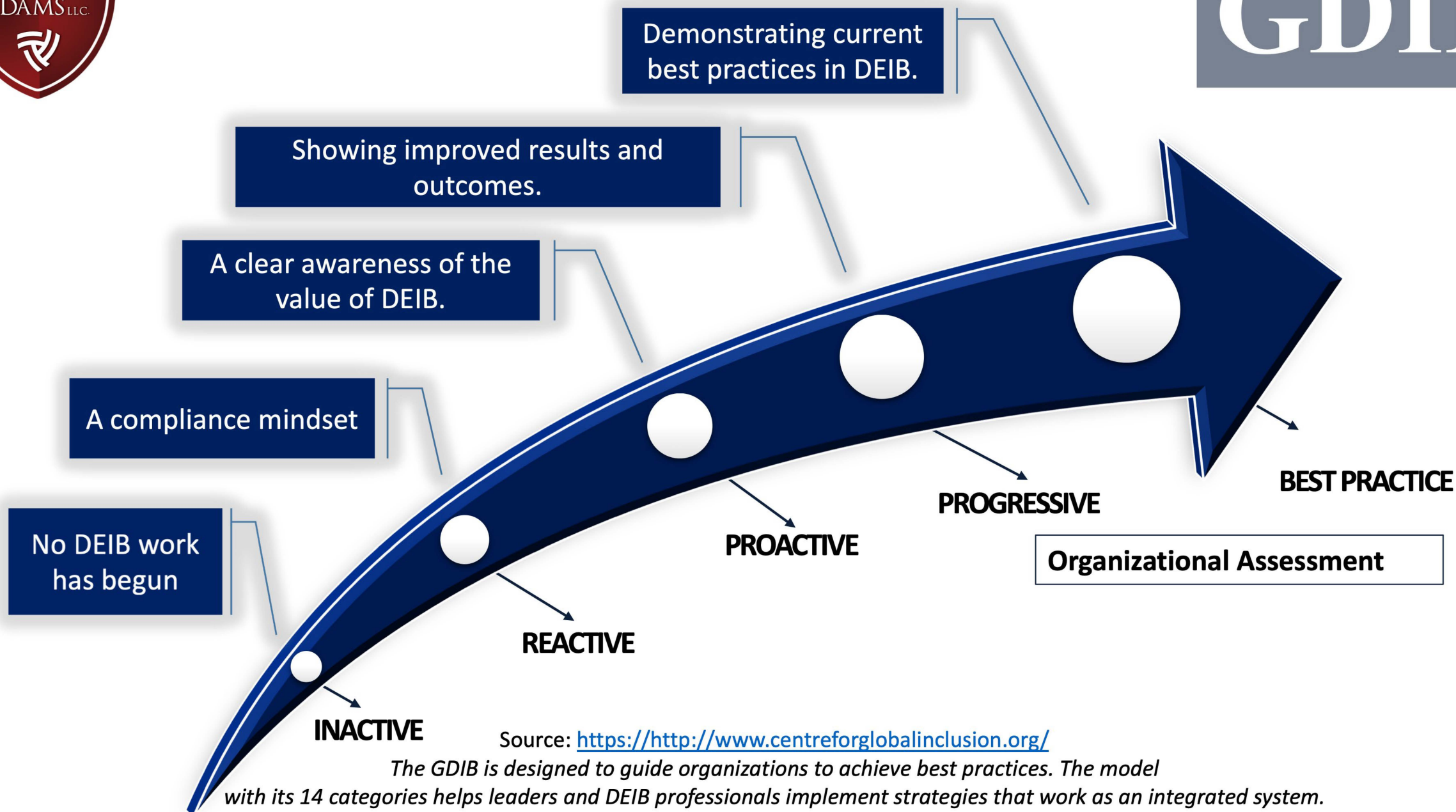
Individual Diversity Cross-Cultural Continuum



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.

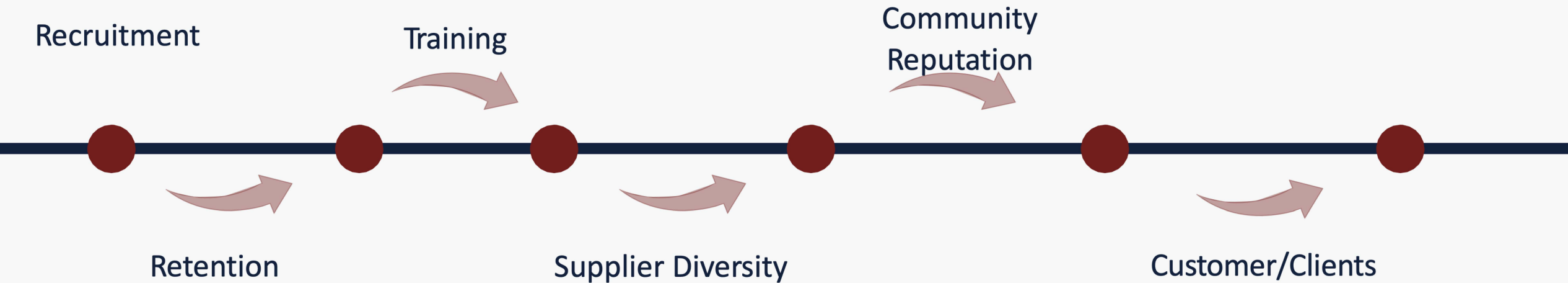


The Organizational Diversity Maturity Continuum



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





2021

Scope

SWOT

Awareness

Pulse Check

20XX

Planning

Engage Senior Leaders

Keynote

Assessment Begins

Strategic Framing Session

Establish Leadership Buy-in

Creating a shared Language

The Assessment will go out to All Staff

Phase I

YOUR DEIB Journey

20XX - 20XX

Define Goals

Report Out SLT

Identify 3-5 Priorities

DEI Council

PHASE II

Develop Strategy

DEI Roadshow/Townhall

Analyze and Recommend

Engage DEI Council

Develop final Strategy

Report of findings

Develop Strategy Draft

Use a DEI work Group to Drive Strategy

20XX

Phase III

Operationalize Goals

Request for D&I Subgroup Members

Use a DEI subgroup to Drive Goals

Use a DEI subgroup to Drive Goals

20xx

Implementation

Goal 1

Goal 2

Goal 3 ???

Developing an action plan to implement the DEI Strategy

Based on the findings

Based on the findings.

Based on the findings.

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

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

Bridging *Align & Connect*

- 8: Assessment, Measure, and Research
- 9: D&I Communications
- 10: Connecting D&I and Sustainability

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



5

BEST PRACTICE

Demonstrating current best practices in D&I; exemplary for other organizations globally.

4

PROGRESSIVE

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

3

PROACTIVE

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

2

REACTIVE

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

1

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

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.¹

Demographic Diversity of the Workforce
The presence of different demographic groups in the workforce

1 2 3

Employee Resource Groups
The effectiveness of employee resource or affinity groups

1 2 3

Diversity Reputation
The organization's reputation for diversity in the external media

1 2 3

Diversity Mission and Values
The comprehensiveness of a diversity mission statement and diversity values

1 2 3

Diversity Function
The effectiveness of a diversity function or department

1 2 3

Demographic Diversity in Board of Directors
The level of diversity (presence of minority groups) on the Board

1 2 3

Manager Commitment to Diversity
The level of manager commitment to diversity

1 2 3

Diversity Recruiting
The effectiveness of recruitment practices for minority groups

1 2 3

Diversity Training
The effectiveness of diversity and inclusion training for all employees

1 2 3

Marketplace Diversity
The effectiveness of customer and supplier diversity programs

1 2 3

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 28% are very high impact attributes, followed by high impact attributes (12%-28% 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 in Leadership
The presence of different demographic groups in leadership positions

1 2 3

Diversity Development Opportunities
The effectiveness of development programs for diverse employee groups

1 2 3

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

BREAK TIME

Be back in FIVE MINUTES for our next presenter

Allison Liuzzi

Project Director of Minnesota Compass



Minnesota
Compass



Our Shared Well-Being

Educational Attainment

MAY 12, 2021

ALLISON LIUZZI

WILDER RESEARCH | MINNESOTA COMPASS

MINNESOTA COMPASS IS A
PROJECT OF WILDER RESEARCH

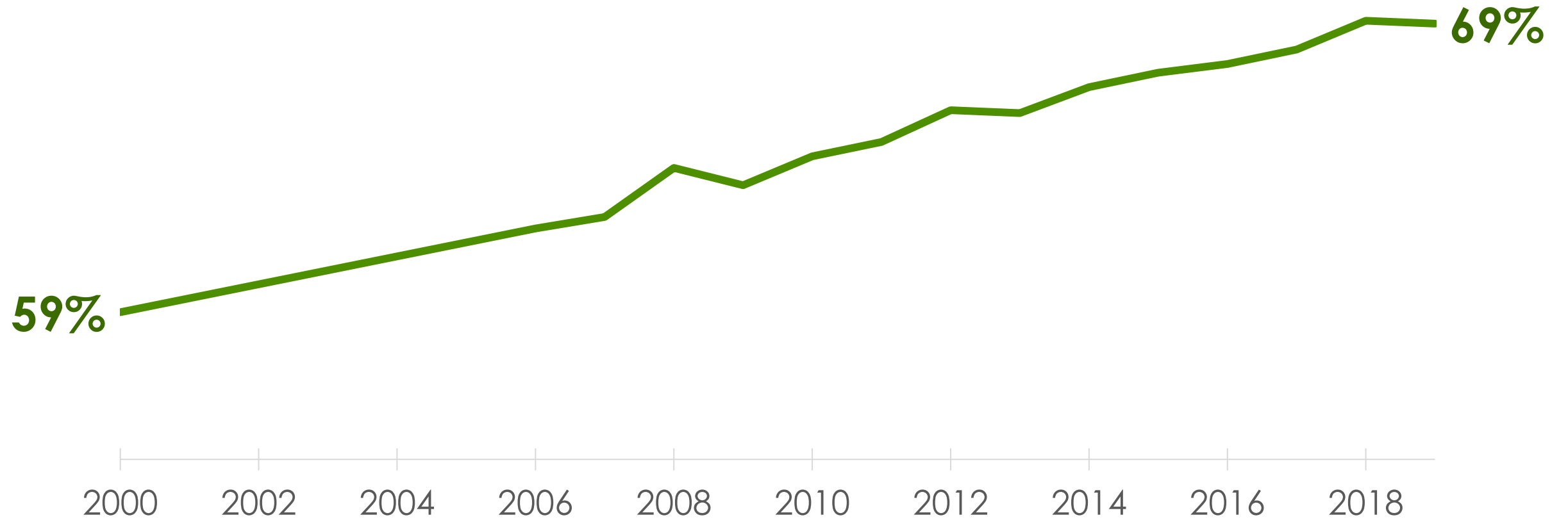
**Minnesota
Compass**



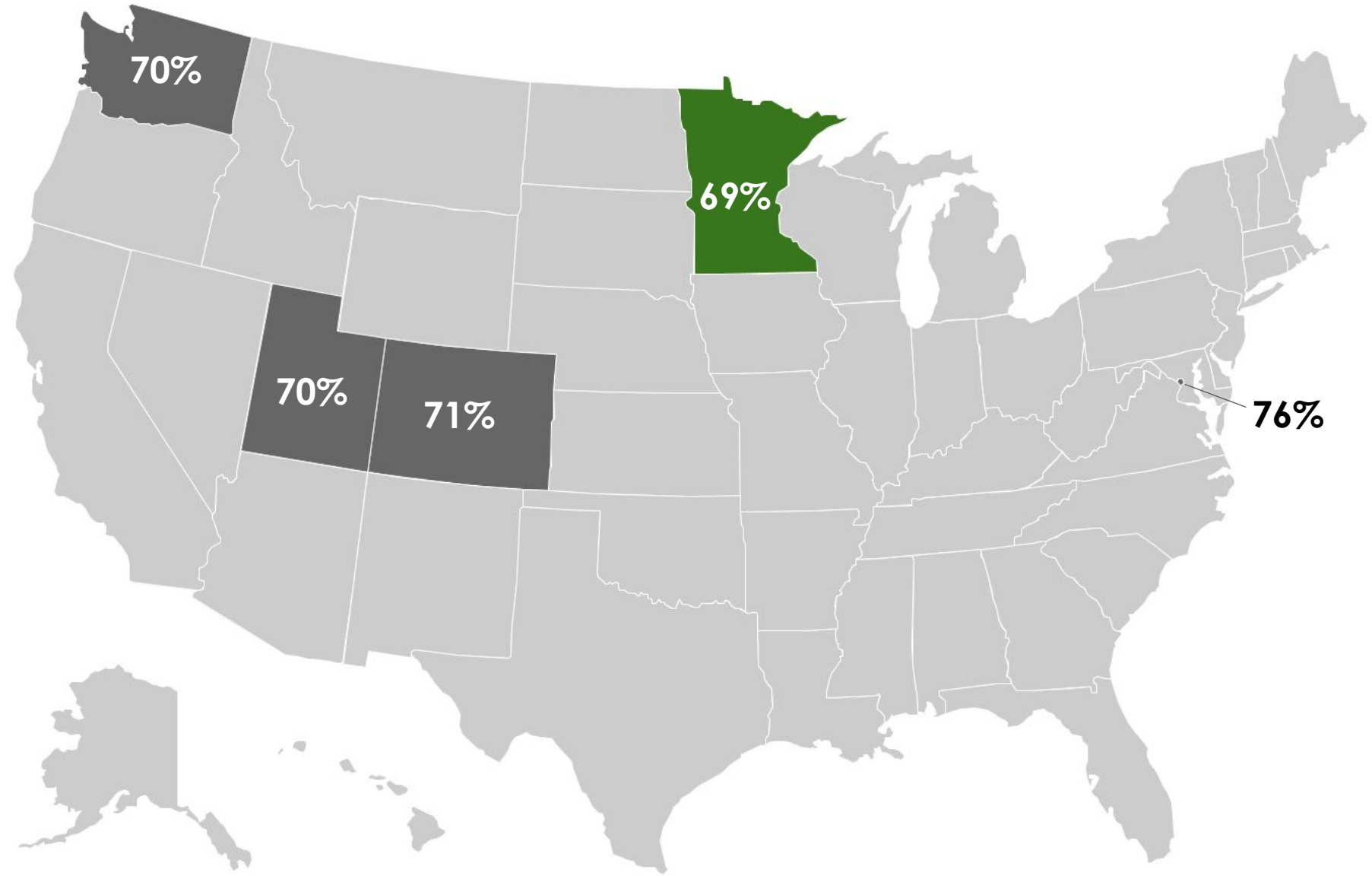
At a high level, Minnesota is home to residents with high educational attainment.

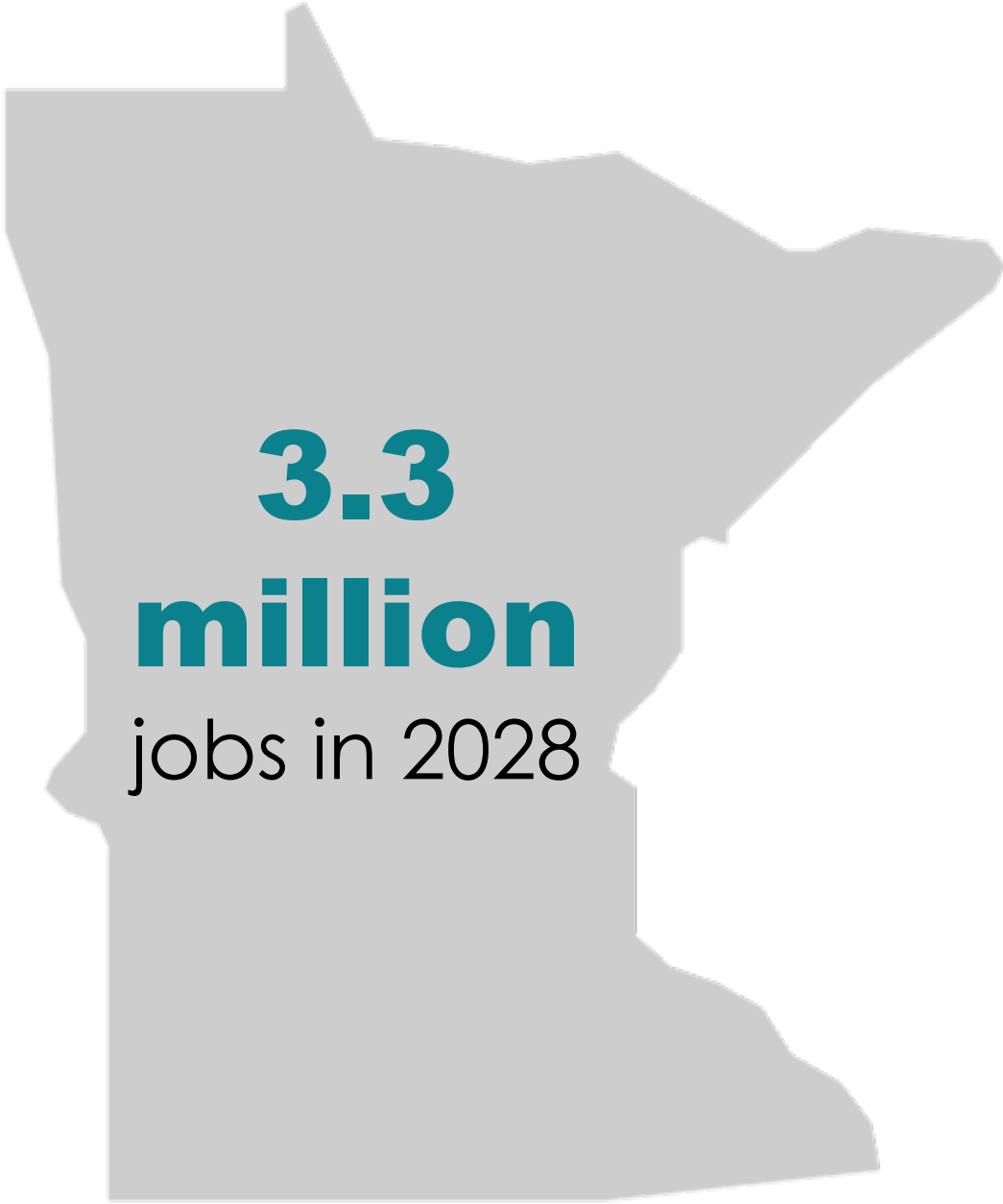


Increasing share of adults with education beyond high school



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

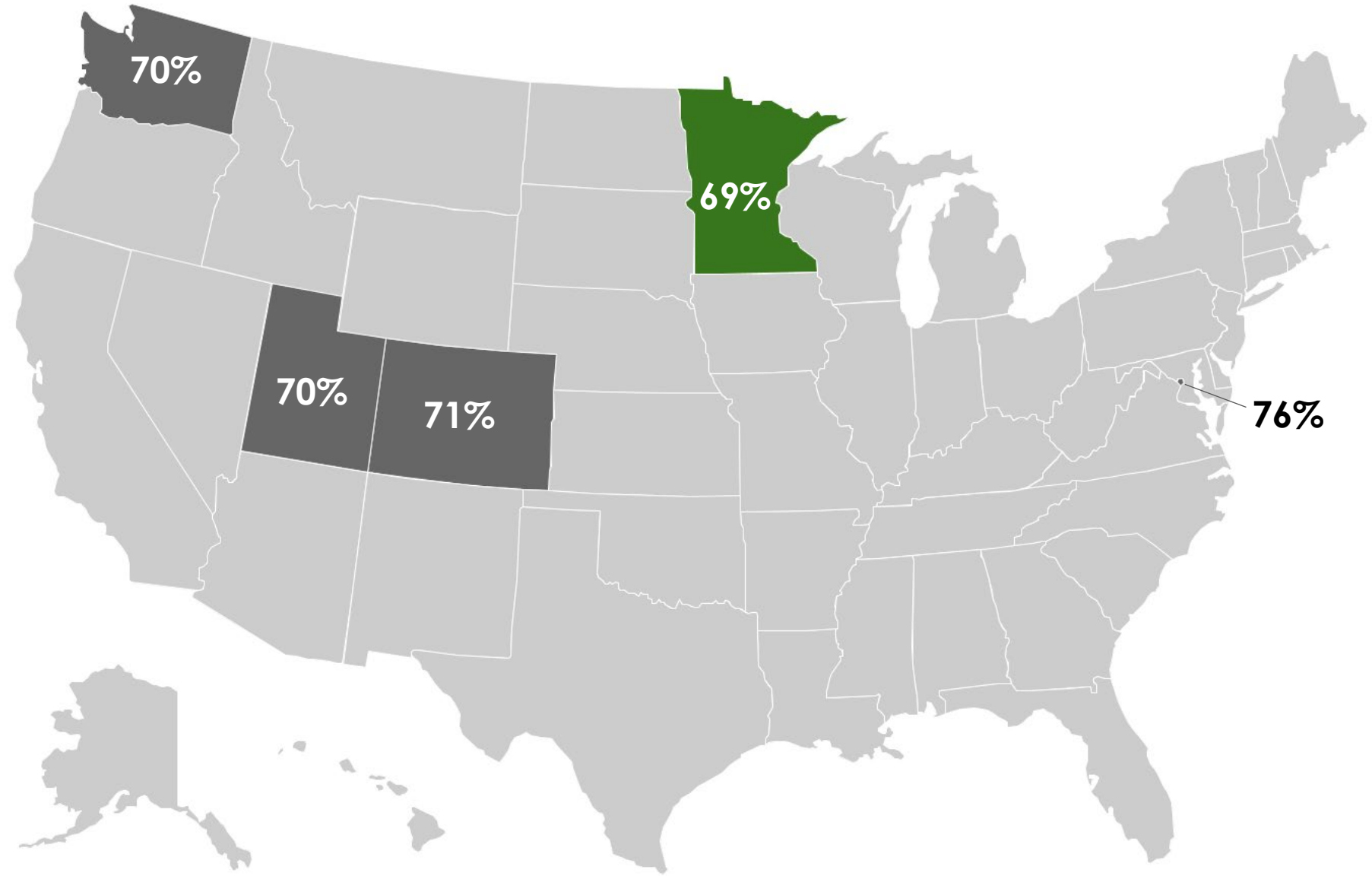
**Minnesota
Compass**



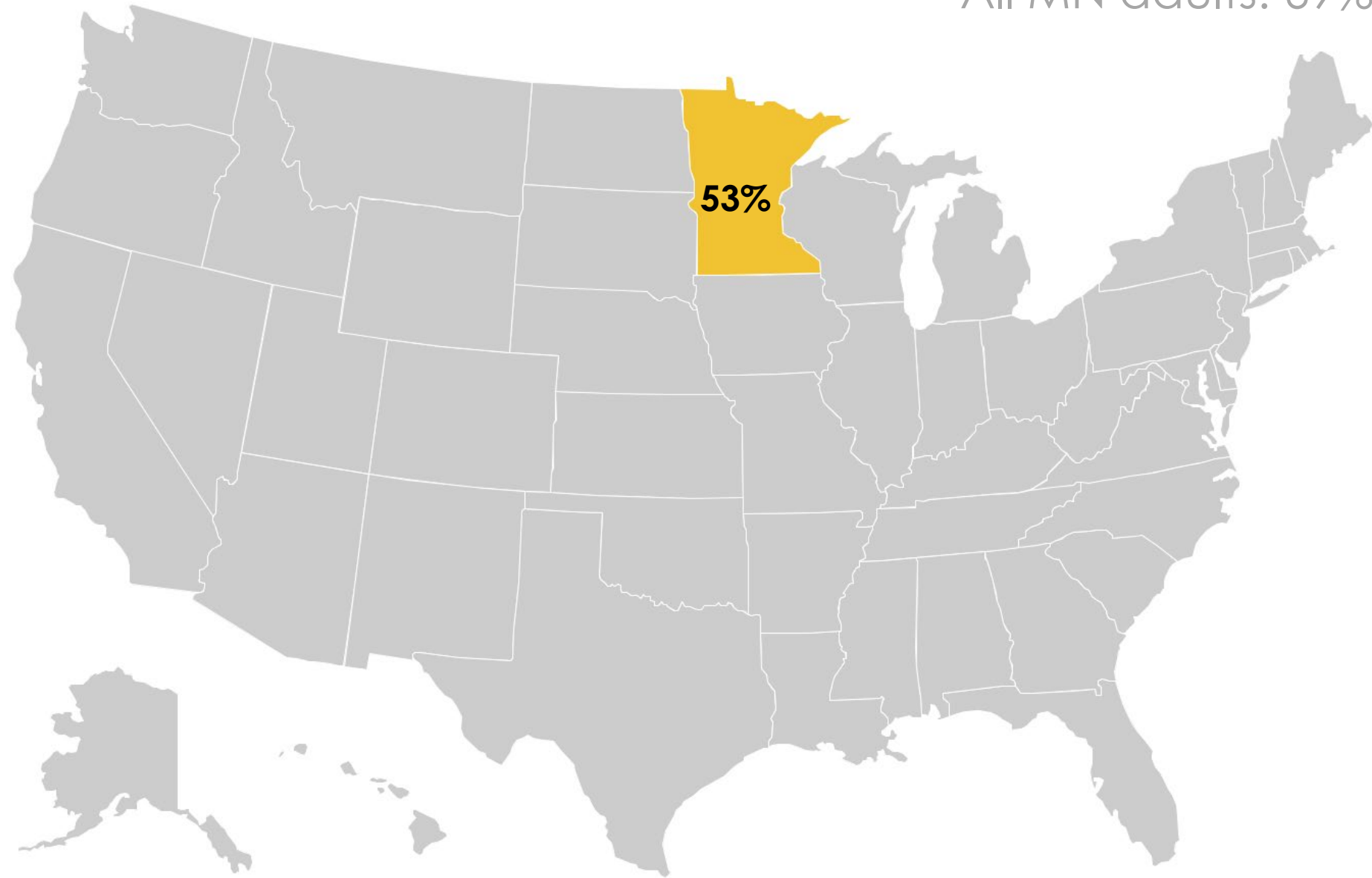
**We are not adequately
preparing all Minnesotans to
succeed.**



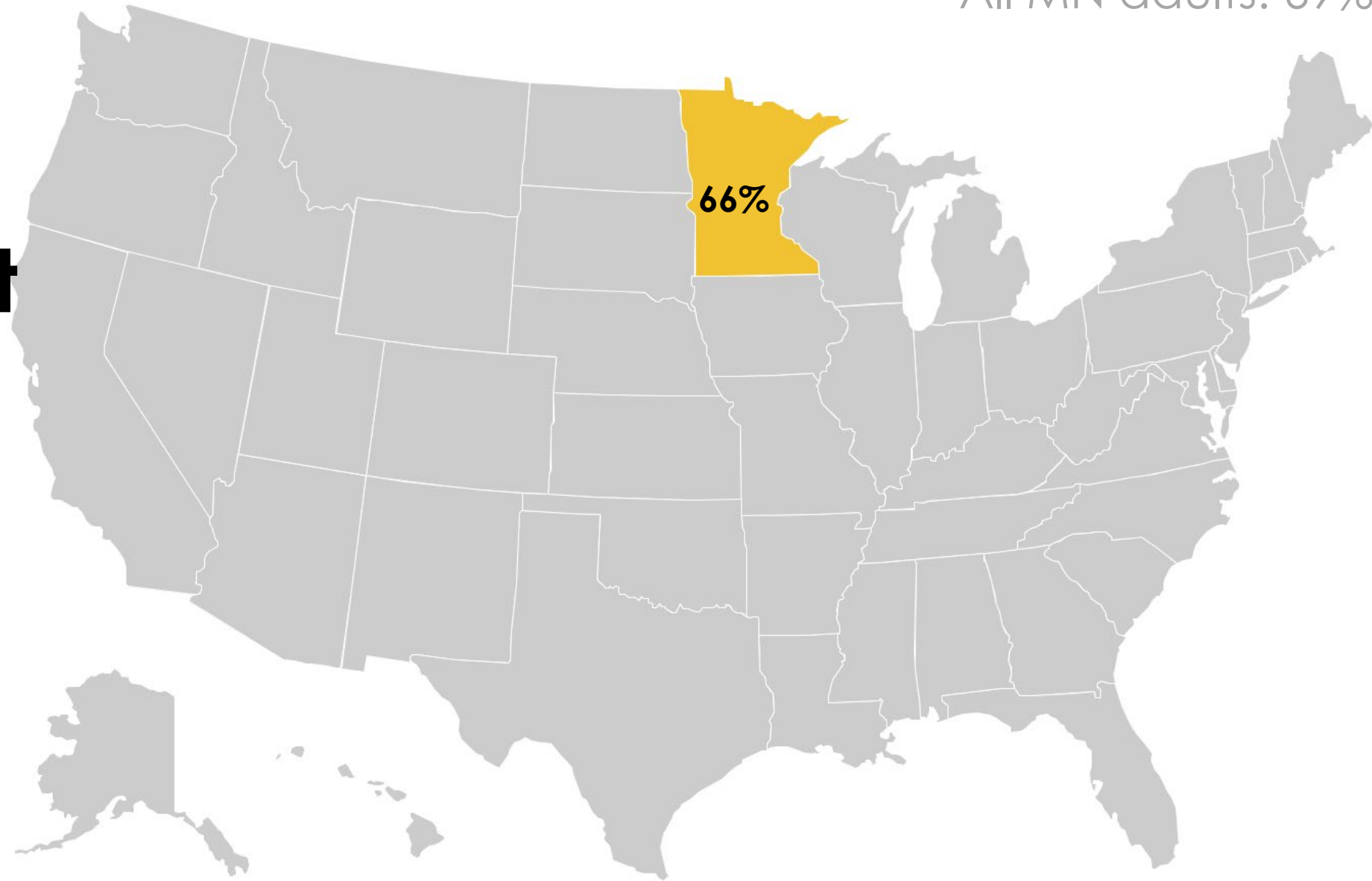
Minnesota is
home to the
5th highest
share of
adults with
education
beyond high
school



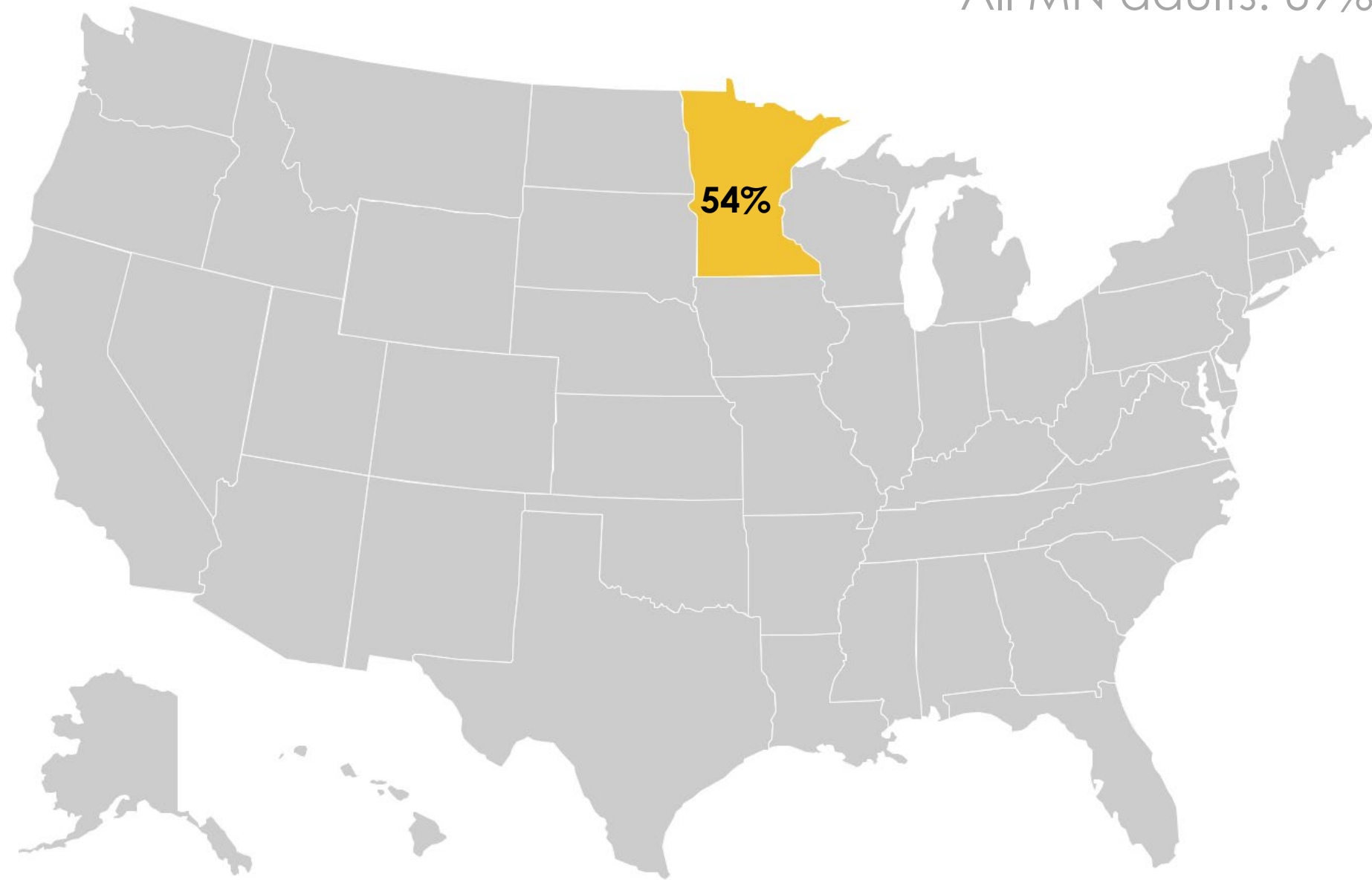
Minnesota is
home to the
15th highest
share of
American
Indian adults
with education
beyond high
school



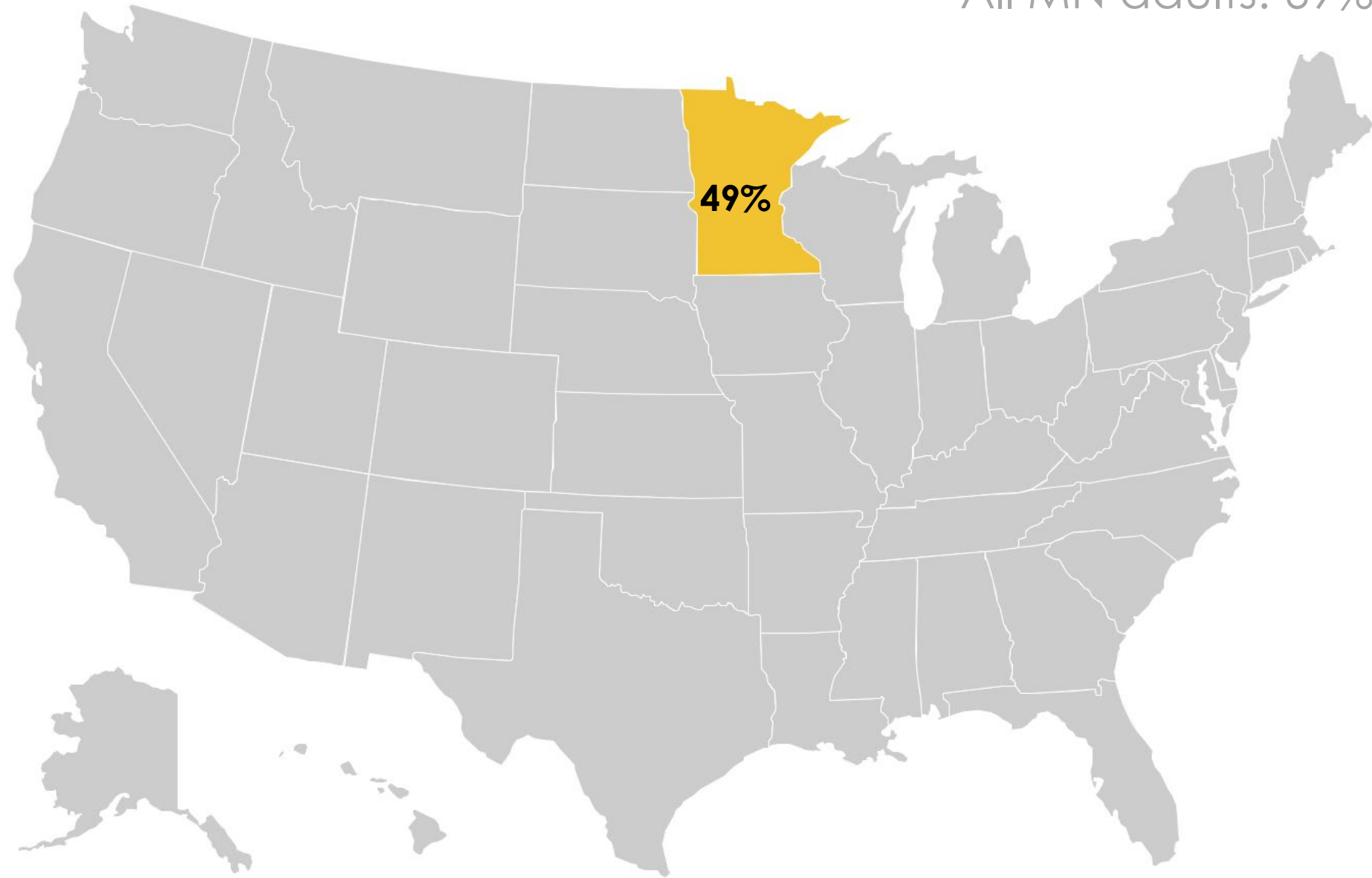
Minnesota is
home to the
43rd highest
share of
Asian adults
with
education
beyond high
school



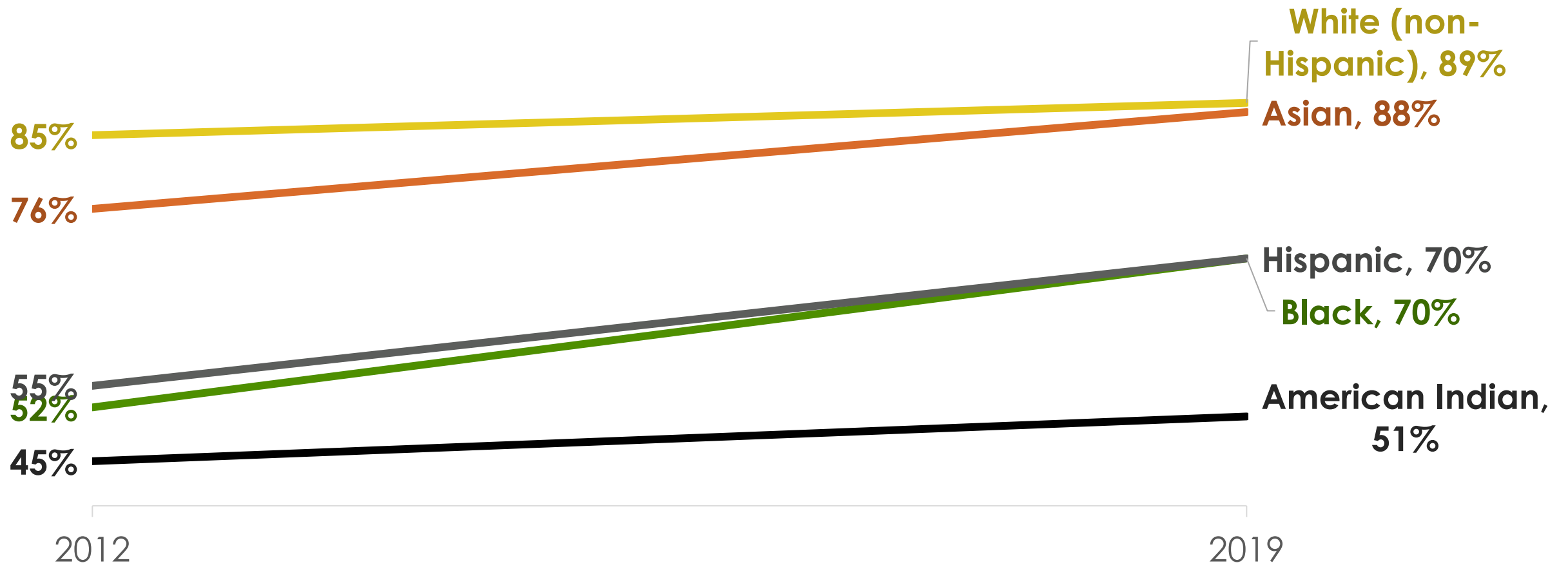
Minnesota is
home to the
32nd highest
share of Black
adults with
education
beyond high
school



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



Minnesota ranks in the bottom half of states on for graduation rates among BIPOC students

46th

American
Indian
(51%)

40th

Asian
(87%)

48th

Black
(70%)

49th

Hispanic
(70%)

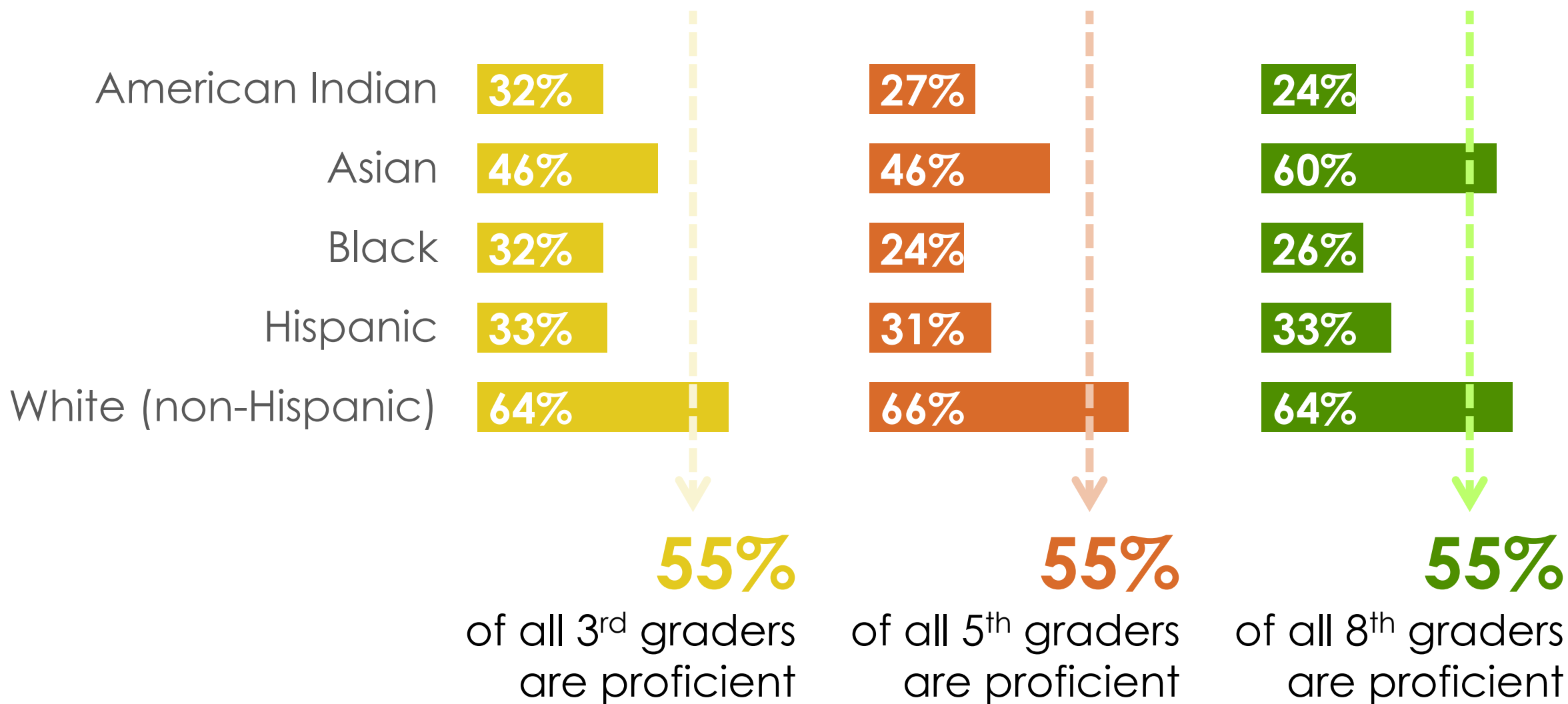
29th

White
(non-
Hispanic)
(89%)

3rd grade reading

5th grade science

8th grade math



Components of growth mindset



Work hard

I keep working hard even when I feel like quitting.



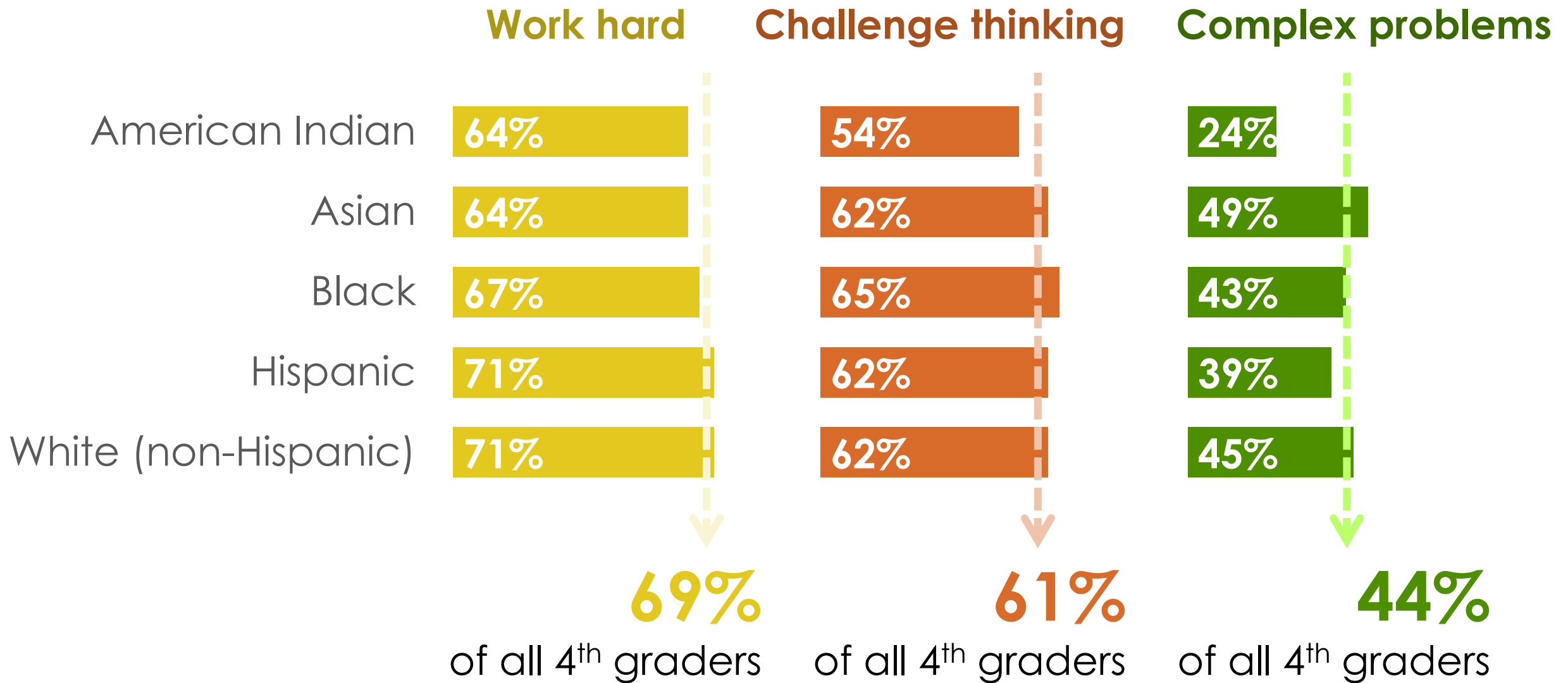
Challenge thinking

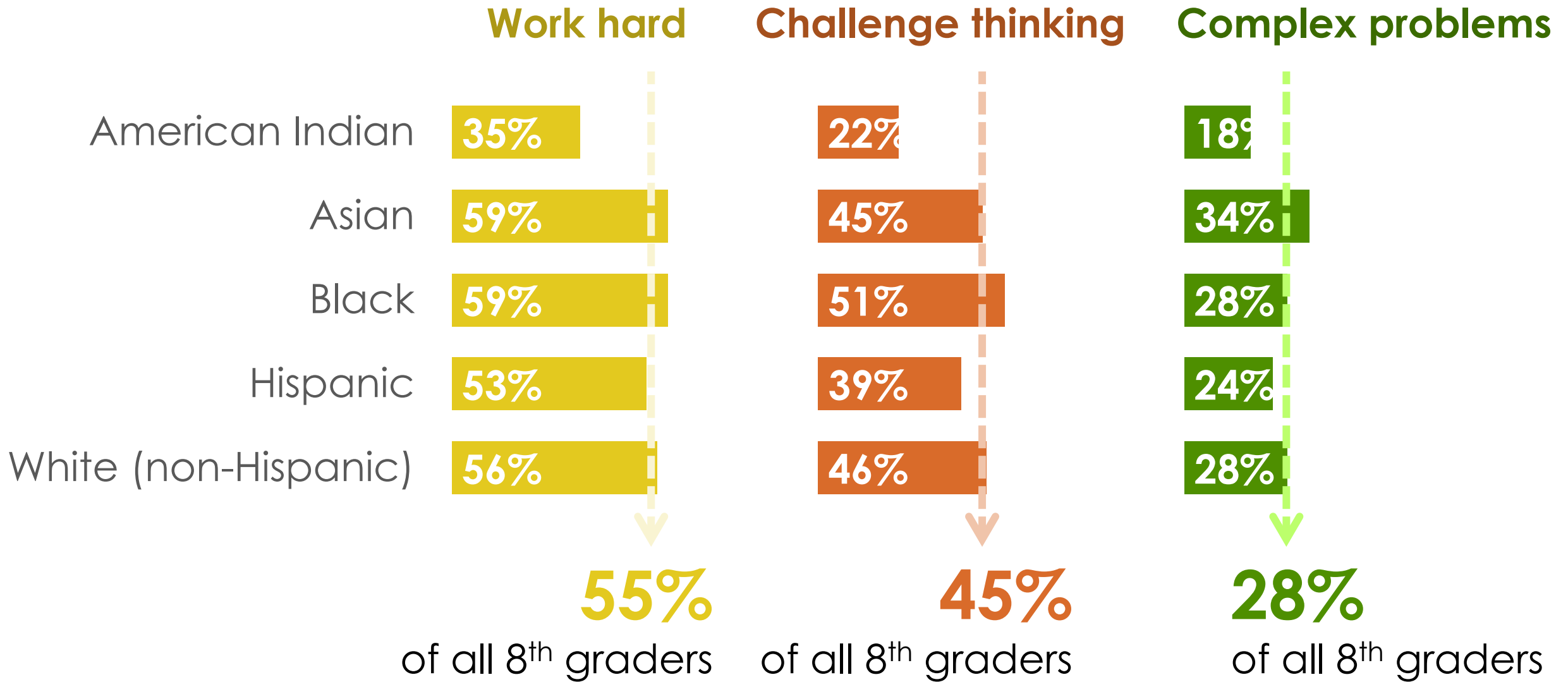
I like activities that challenge my thinking abilities.



Complex problems

I like complex problems more than easy problems.





Please be in touch!



allison.liuzzi@wilder.org



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@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?**

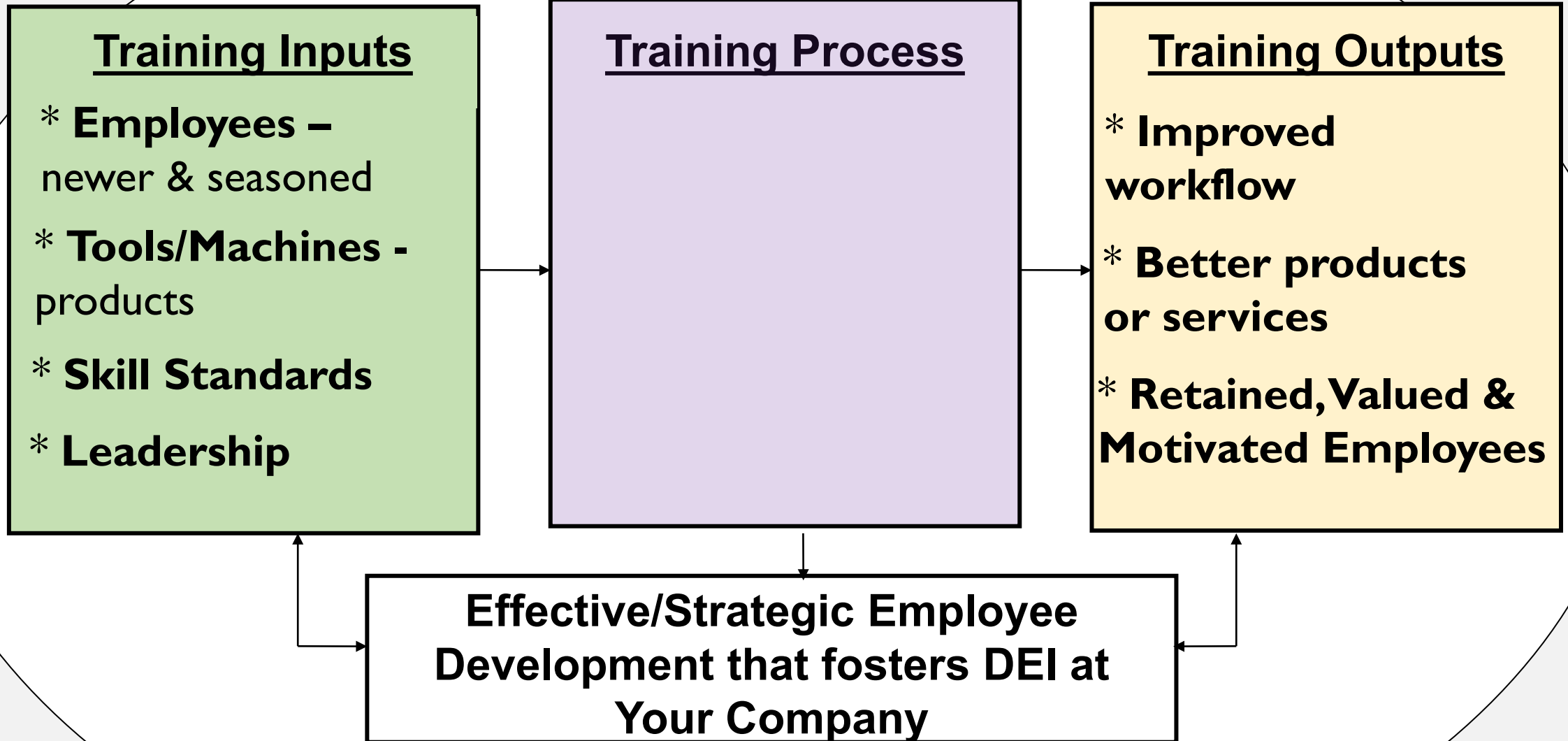
LINKS BETWEEN EMPLOYMENT TRAINING AND DIVERSITY, EQUITY & INCLUSION

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?*

Employment Based Training



THE VALUE & OPPORTUNITY OF O-J-T

The planned process of developing task level expertise by having an experienced employee train, model, or mentor another employee while performing a job.



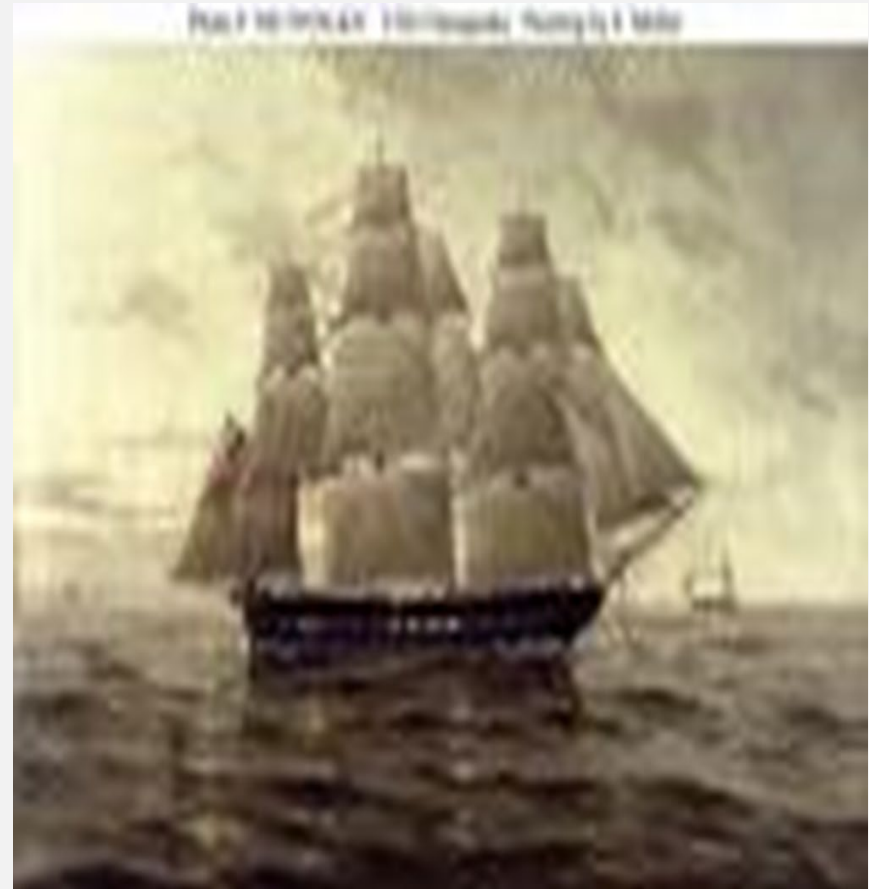
- ✓ Addresses gaps in education, employability & succession
- ✓ Increases employee motivation
- ✓ Requires strategic HR management



TOOLS FOR LEADERS, HR PROFESSIONALS, AND TRAINERS IN SHAPING (TRAINING) CULTURE

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?



HOW DO WE GET STARTED?

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

<http://www.dli.mn.gov/business/workforce/guidance-effective-job-training>

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.

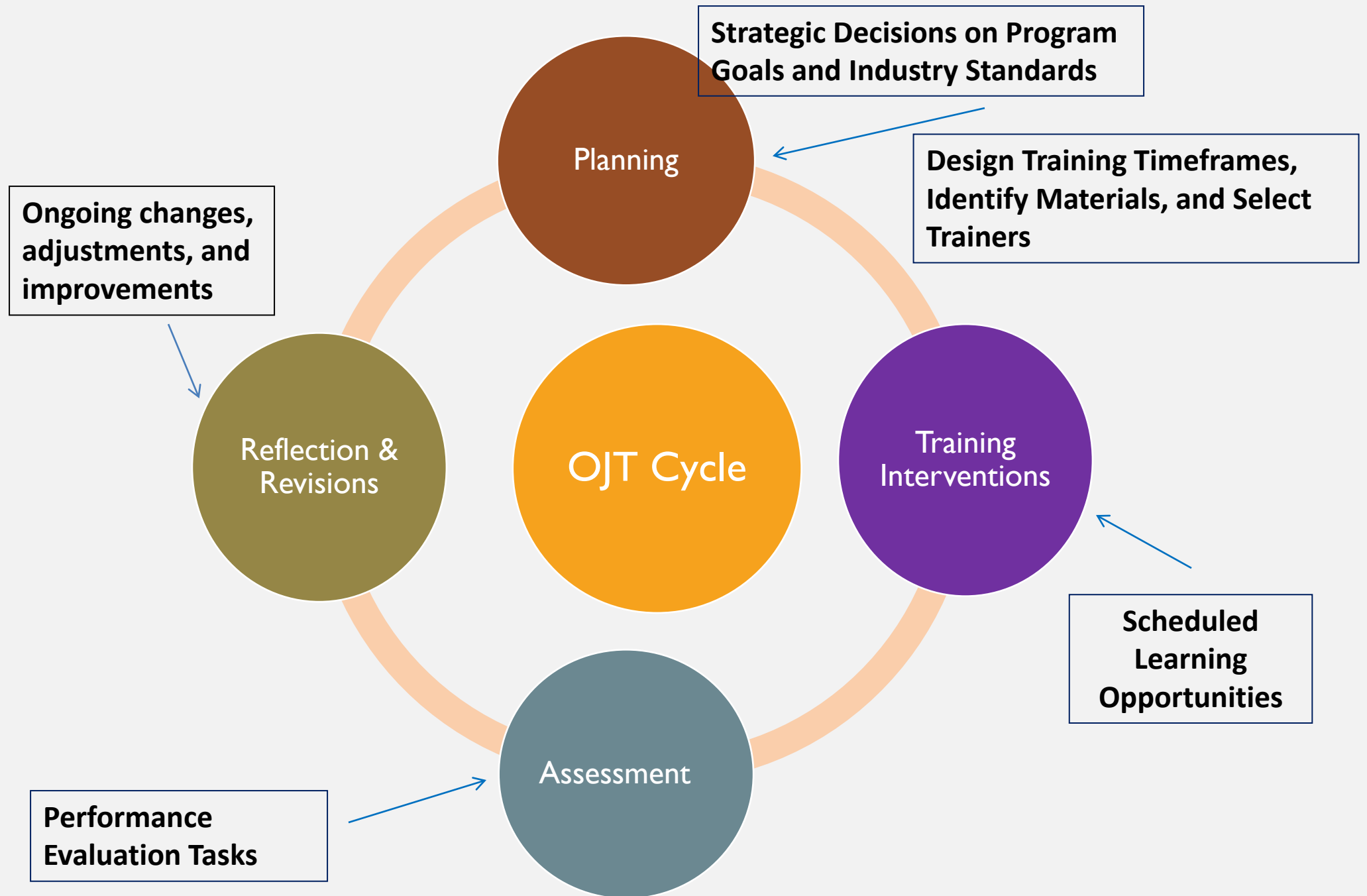
Employee Name:	[Employee Name]	Date:	2/1/2019
Anticipated Completion Date:	7/1/2018		

On-the-job Training

Specific Competencies	Trainer	Mode of OJT	Start Date	Completion Date	Hours Complet	Hours Require	% Comple
General Housekeeping & Maintenance: Demonstrate the ability to maintain tools and machinery with basic cleaning and maintenance	Name		[type date]	[type date]	0	1	0
Preventative Maintenance— Machine Tools: - Practice industry approved procedures for preventative	Name		[type date]	[type date]	0	1	0
Tooling Maintenance: Practice industry approved procedures for preventative maintenance on tooling.	Name		[type date]	[type date]	0	1	0
Benchwork and Hand Tools: Knowledge of the	Name						

ORG WIDE TRAINING INTERVENTIONS

- 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?



EVERYBODY IS A
GENIUS.
BUT IF YOU JUDGE A
FISH BY ITS ABILITY
TO CLIMB A TREE, IT
WILL LIVE ITS WHOLE
LIFE BELIEVING THAT
IT IS STUPID.

ALBERT EINSTEIN

WWW.WELLNESSWORKS.IN

Thanks for your engagement
this morning!

- *Colette & Jonathan*

ctuc0042@uimn.edu



Working Better 2Gether

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>

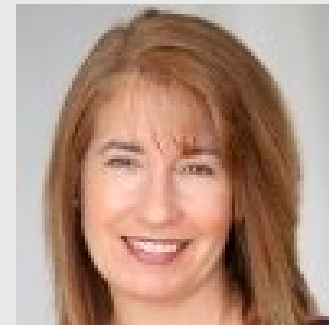
Thank You!



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