

Measuring the Impact of Diversity Management

Strengthening Diversity to Gain a
Global Competitive Advantage

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February 2009

PTT 11/08

Are There REALLY Qualitative Measures?

BONUS QUESTION!

Identify a TRUE qualitative
measure (professional
examples only, please) and
win a prize TODAY!

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Overview

- Intelligence Community and Diversity
- Changing US and Workforce Demographics
- Measurement Benefits, Challenges, and Organizational Myths
- Crafting Measurable Goals and Objectives
- Determining Benchmarks and Measurement Frameworks
- Exploring Diversity Measures
- Scenarios and Exercises (if time permits)



**911 was an Equal
Opportunity Tragedy....**

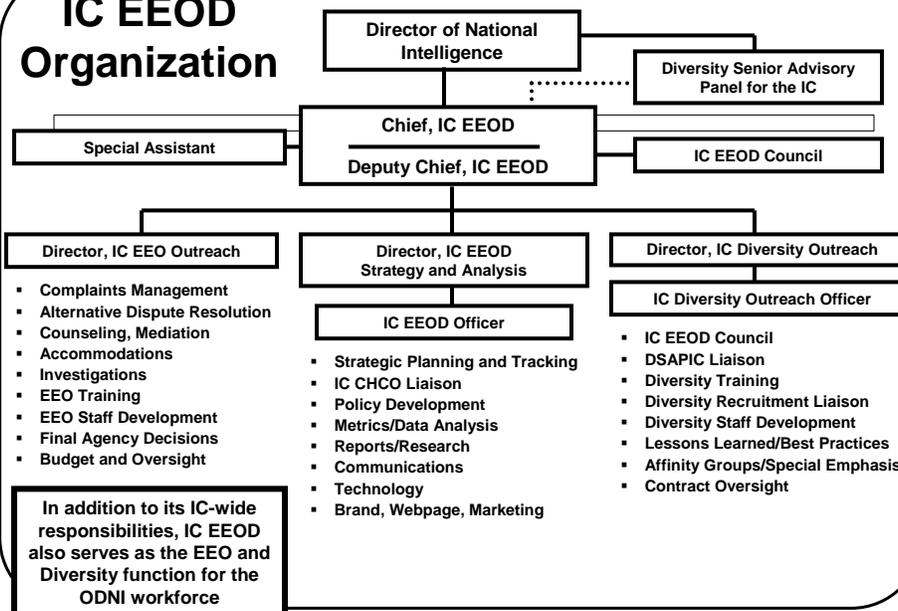
**...Our Enemies Make No
Distinction Between Us as
Americans...**

Director of National Intelligence's Statement on Diversity

"We need an Intelligence Community workforce that looks like America and can operate in a global threat environment."

--J. "Mike" McConnell, Director of National Intelligence

IC EEOD Organization



What We Stand For...

- **DIVERSITY** in the IC workforce
- Diversity in its broadest context—including language proficiency, cultural backgrounds, experience, expertise
- Alternative Dispute Resolution/Early Resolution

Title VII, the Age Discrimination in Employment Act, the Equal Pay Act, the Americans with Disabilities Act and the Rehabilitation Act require proactive non-discrimination in all personnel actions.

The Notification and Federal Employee Anti-Discrimination Retaliation (No FEAR) Act of 2002 requires accountability for violations of anti-discrimination, whistleblower protection laws.

What We Stand Against...

- **DISCRIMINATION** on basis of...
- Race
- Sex (Gender)
- Color
- National Origin (Ethnicity)
- Religion
- Age
- Disability
- Sexual Orientation
- Parental Status
- Genetics
- Reprisal/Retaliation

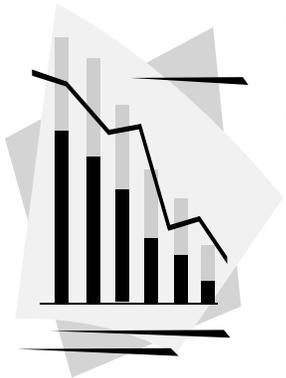
Summary of IC Diversity

Progress	Future Focus
Strong leadership commitment; Congress, Diversity Senior Advisory Panel; IC EEOD Council; 100/500 Day Plans; IC EEOD Strategic Plan	Continue to leverage leadership commitment and translate commitment into action; continue to accelerate progress and improvement
Continued, modest gains in hiring, promotion, development, and retention of minorities and women, especially in core occupations and higher pay grades	Address areas of under-representation for minorities and women and representation, hiring, and retention of persons with disabilities
Some categories approach or exceed federal, civilian, US population labor force benchmarks	Improve overall IC representation compared to external benchmarks
Emphasized cultural and language diversity, first and second generation Americans; implemented a number of successful programs	Continue to emphasize diversity in its broadest context—ancestry, generations, multicultural issues, teaming, communications, working relationships, orientation

Changing U.S. Demographics

- Persons with disabilities
- Labor shortage
- “Browning” and “graying” of America
- Multiculturalism, multiple languages
- Generational differences
- Gay, lesbian, bisexual and transgender issues

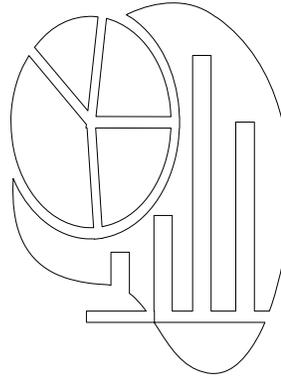
Challenges to Measurement



- Absent or unclear goals and objectives
- Information or data problems
- Competing priorities
- Desire for “perfect” measure, having too many measures, measuring “anecdotes”
- Culture may not support measurement

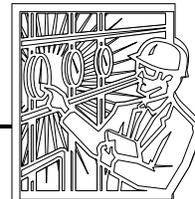
Benefits of Measurement

- Improved quality of products, services, and operations
- “What gets measured... gets improved”
- Demonstrated achievement of goals and objectives
- Allows for management by fact—dispels organizational myths



Management by Fact: Example 1

- Utility in state with disconnect moratorium
- High and increasing uncollectible accounts
- **Myth**: Increase due to hardship customers
- **Proposal**: Get customers to voucher centers



Management by Fact: Example 1

- **Fact:** Hardship customers were 11% of uncollectible accounts
- **Fact:** 80% of delinquent customers “not at home” when collectors visited
- **Fact:** 30-day notification of collection
- **Better proposal:** Correct ineffective collection practices
- **Best proposal:** Outsource collections



Management by Fact: Example 2

- Government Printing Office
- “Sole Source” for federal printing
- Worked 50 out of 52 weekends
- **Myth:** High number of requests in on FRI with a MON due date
- **Proposal:** Work with customers



Management by Fact: Example 2



- **Fact:** 17% of requests in on THU/FRI with MON/TUE due date
- **Fact:** 53% weekly downtime
- **Fact:** Production costs 3 times higher than private sector
- **Better proposal:** Align work schedule to match workload
- **Best proposal:** Devolve production, strengthen procurement

What Myths Surround Diversity in Your Organization?



Don't Fall for the Hype and Excuses....Get the Facts!



Crafting Measurable Goals and Objectives

“The representation of your workforce is a component of diversity. But the important measurement is executive representation, I don't think you can separate the two.”

--J.T. "Ted" Childs, former IBM, Vice President, Global Workforce

Language in Goals and Objectives That is Difficult to Measure

- **Recognize**, track, and **accurately** assess the significance of global trends
- Improve processes for hiring, recruiting, training...a **world-class** workforce
- **Evolve** the architecture...
- Improve **execution** of processes...

Language in Goals and Objectives That is Difficult to Measure

- Develop and **promulgate** a policy to govern...
- Develop and implement a **needs framework**...
- Develop and **standardize** certification, assessment, and risk management...
- **Maximize, minimize, epitomize**...

Best Goals and Objectives

- Mission-related
- Unambiguous, clear
- Simple, easy to understand
- Measurable
- Actionable
- Focused

Reduce by 50% the rate of attrition for employees with disabilities over the next two years...



Determining Benchmarks and Measurement Frameworks

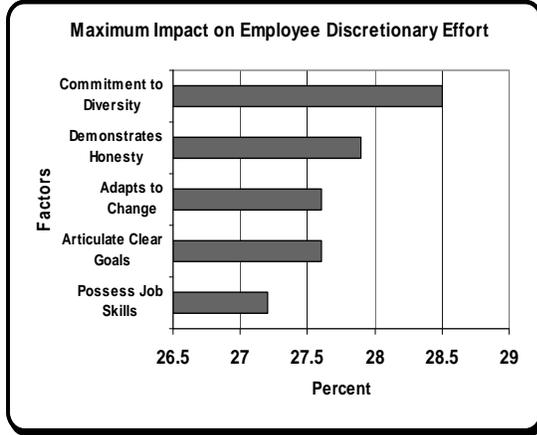
“...it is both a necessity and a responsibility to demonstrate the value of current diversity effort(s).”

--Edward E. Hubbard, PhD, Measuring Diversity Results

External Benchmark Sources

Information Type	Source
Federal Workforce	Office of Personnel Management
Civilian Labor Force	Department of Labor
US Population	Census Bureau
US Fact Book, FedScope	Office of Personnel Management
Attendance, Graduates	Department of Education
Other Special Surveys, Studies, Reports	Government Accountability Office, Society of Human Resources Management, Congressional Resource Service, National Association of Public Administration, American Society of Public Administrators, Corporate Leadership Council, Diversity Best Practices, Diversity Inc. Magazine

Diversity Matters



#1

Commitment to Diversity ranked #1 among 42 Direct Manager characteristics that most influenced employee discretionary effort in the 2004 CLC survey.

Source: Corporate Leadership Council
2004 Employee Engagement Survey

Diversity Makes A Difference

#5

Diversity ranked #5 in the list of the top 50 most effective levers of employee effort and engagement. It was the top Direct Manager characteristic that influenced employee commitment.

LEVER	IMPACT	CATEGORY
Connection Between Work and Organizational Strategy	32.8	D
Importance of Job to Organizational Success	30.3	D
Understanding of How to Complete Work Projects	29.8	D
Internal Communication	29.2	D
Demonstrates Strong Commitment to Diversity	28.5	M

D = Day-to-Day Work Characteristics
M = Manager Characteristics

Source: Corporate Leadership Council
2004 Employee Engagement Survey

2007 Diversity Inc. Top 50

- Demonstrate consistent strength in:
 - CEO commitment (**heaviest weighted**),
 - Human Capital Management,
 - Corporate Communications, and
 - Supplier Diversity
- 40-50% workforce, 40-55% of hires people of color
- 55% women, 27% people of color in management
- Link executive compensation to diversity goals
- Boast/publicize diversity awards and recognition
- Have strong employee affinity groups
- Have mandatory diversity training for entire workforce

2007 Diversity Inc. Top 50

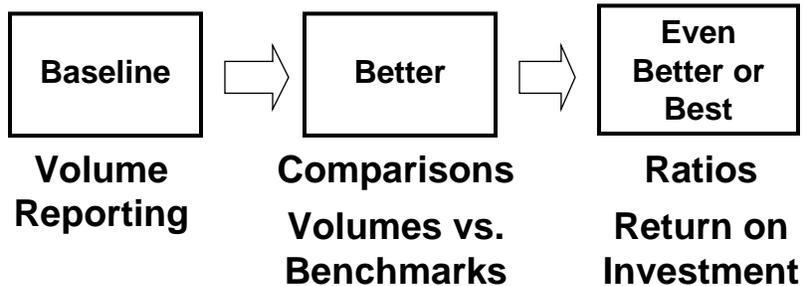
#	Company	#	Company	#	Company
1	Bank of America	17	Johnson & Johnson	34	General Motors
2	Pepsi Bottling Group	18	Merck & Company	35	Eastman Kodak Company
3	AT&T	29	Deloitte & Touche USA	36	HSBC-North America
4	The Coca-Cola Company	20	Wells Fargo	37	Comerica
5	Ford Motor Company	21	Turner Broadcasting System	38	Cummins
6	Verizon Communications	22	Citigroup	39	MGM MIRAGE
7	Xerox Corporation	23	American Express	40	Allstate
8	Consolidated Edison	24	Prudential Financial	41	Wal-Mart Stores
9	Company of New York	25	Cox Communications	42	DaimlerChrysler
10	JPMorgan Chase	26	Colgate-Palmolive	43	Ernst & Young
11	PepsiCo	27	Kaiser Permanente	44	Bausch & Lomb
12	Wachovia	28	Sprint Nextel Corporation	45	Darden Restaurants
13	PricewaterhouseCoopers	29	Sempra Energy	46	Marriott International
14	Sodexo	30	Abbott	47	Starwood Hotels & Resorts Worldwide
15	Procter & Gamble	31	KeyBank	48	Comcast
16	Blue Cross and Blue Shield of Florida	32	General Mills	49	Hewlett-Packard Company
	Novartis Pharmaceutical Corporation	33	Health Care Service Corporation	50	Accenture

Exploring Diversity Measures

Many organizations spend thousands of hours collecting and interpreting data. However, many of these hours are nothing more than wasted time because organizations analyze the wrong measurements—which leads to inaccurate decision making.

--Mark Graham Brown, Keeping Score

Metrics Continuum

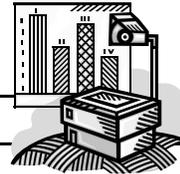


**The Best Measures Tell A Compelling Story...
and the Discussion BEGINS There...**

Recruitment Metrics Example

Baseline	Better	Best
Hired 30 employees with disabilities in MAR 2008	Hired 20% of our annual hiring goal for 2008 in MAR	80% of our MAR 2008 hires came from schools and programs where we invested \$100K-\$200K
Visited 26 HBCU and HSI campuses by mid-year in 2008	Number of campuses visited and resumes received were 3 and 4 times higher than 2006 and 2007	Campus visits were focused primarily on schools and programs where we've contributed time and money in intelligence curriculum development
Received 10,000 resumes in NOV 2007	The review of 10,000 resumes led to 300 initial interviews, 150 second interviews in NOV 2007	Our analysis shows that we need to interview 20 candidates for each analyst position filled

Diversity Measures



Category	Measurement Indicators
Leadership Commitment	Look around the "table" Calendar analysis Communications with stakeholders, workforce Policies for hiring, placement, advancement Organizational placement Resource allocation
Workforce Planning	Written plans and policies Written requirements Barriers identified and overcome
Recruitment and Retention	Cooperative efforts; ratio analysis Mentoring outcomes Training outcomes Exit surveys
Accountability	Performance measures; ratings and contracts Climate surveys Complaints analysis Manager awards and recognition

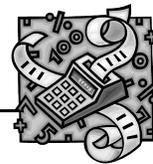
More Diversity Measures

Category	Measurement Indicators
Creating a Diverse Workforce	Representation, turnover Job offers or refusals Length of stay, tenure Voluntary terminations Recruiting costs, turnover costs National demographics Strategic staffing initiatives Returns from leave Skills and languages
Managing a Diverse Workforce	Promotions, movement of career paths Cutbacks, hiring freezes, downsizing Succession planning Performance reviews Reasonable accommodations Litigation, complaints, grievances, settlements Mentoring impact, participation Compensation analysis, parity Attendance at training



Even More Diversity Measures

Category	Measurement Indicators
Valuing a Diverse Workforce	Culture and environment Type of workers—part-time, full-time, job shares, etc. Utilization of work-life benefits and initiatives Leadership behaviors practices Networking groups Attitudes, research, and referral usage Integration of diversity initiatives into organization Employee minority events Top management accessibility Inclusive language, perceptions Barriers to contributions
Leveraging a Diverse Workforce	Community or organizational image Participation in vendor fairs Relationship with local communities Success or failure in diverse cultures or communities



Leadership at the Top Makes the Difference

In order for direct reports and EEO and Diversity professionals to succeed, the individual commitment of the Director is absolutely required. Beyond a general endorsement of their efforts, the agency head's expression must be **VISIBLE, SPECIFIC, PERSISTENT, and PERSONAL.**

Visible: Others must see and hear the commitment. The visibility must be evident when EEO professionals (the usual suspects) are not in the room.

Specific: The expression will be most credible when it addresses the workforce and the specific challenges in that organization.

Persistent: Most agency heads give a speech or two on special occasions (e.g., special emphasis programs, memorials, and remembrances). Persistent means just that—regularly, as routinely as budget evaluations and reports on other program results.

Personal: First, those individuals who are expected to be responsible for results should know it. They should be reminded from time to time and evaluated at intervals, implying measures. Secondly, the message will be most effective if the Director discusses his or her own values with a little personal history.

**Our Competitors
Know that Diversity
is Our Greatest
Strength**

References

- A new measurement mandate: Leveraging HR and organizational metrics to enhance corporate performance. (2001). *Corporate Executive Board, Corporate Leadership Council*.
- Brown, M.G. (1996). *Keeping score: Using the right metric to drive world-class performance*. Quality Resources. New York, NY.
- Carr-Ruffino, N. (2007). *Managing Diversity, People Skills for a Multicultural Workplace*. Pearson Custom Publishing. New York, NY.
- Hubbard, E.E. (2001). *Measuring diversity results*. Global Insights Publishing. Petaluma, CA.

Questions?
Comments?

THANK YOU!

APPENDIX

The Problem

- Plague in a small village in 18th century Lithuania
- Symptoms included a deep, almost deathlike coma
- Most died within a day, but occasionally a “hardy soul” would make it back to full health
- No modern day medical technology—had a difficult time telling whether or not a victim was dead or alive
- One day, they discovered they had actually buried someone alive

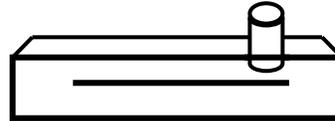


A Whack on the Side of the Head: How You Can Be More Creative, Roger von Oech

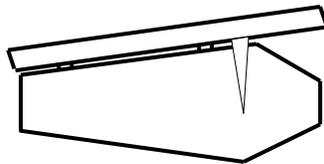
Two Proposed Solutions

- Shallow grave
- Food and water placed next to the body
- Large tube would allow gravediggers to periodically check for signs of life

OPTION ONE



OPTION TWO

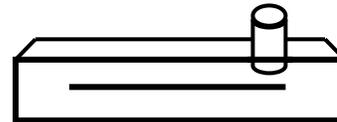


- A metal, 12-inch long stake would be placed in the lid of each coffin
- Stake would be positioned directly above the heart of the proposed deceased

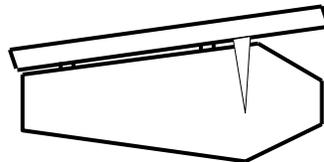
On Accountability... Are We Asking the Right Question?

How can we be sure that we are not burying people alive?

OPTION ONE



OPTION TWO



How do we ensure that the people we bury are (really) dead?

Ask a Different Question...

On Accountability....

- **How can we hold executives accountable?**
- **How can we hold their feet to the fire?**
- **How can we rap their knuckles?**
- **How can we...?**

Better Question....

**How can we enable, how can we assist, and what can we do to encourage IC leaders to exceed expectations for leadership effectiveness in these vital areas...
WILLINGLY?**

IC EEO and Diversity Strategic Plan (Five-Year Plan, 2007-2012)

- 1. Leadership & Accountability**
- 2. Workforce Planning**
- 3. Recruitment, Hiring, & Retention**
- 4. Career Development & Advancement**

IC EEO and Diversity Strategic Plan Goals, Initiatives

Goals	Initiatives
Goal One: Leadership & Accountability	<ul style="list-style-type: none"> 1.1 Engage Diversity Senior Advisory Panel for the IC 1.2 Provide data, analyses, best practices, assessment tools to leaders 1.3 Identify competencies, standards for improving results 1.4 Redesign Community Diversity Issues Board structure and process 1.5 Create forum to review EEO and diversity progress 1.6 Identify, discontinue programs, practices of minimal value 1.7 Partner with affinity groups and special emphasis program leaders 1.8 Review IC EEO practices, procedures, performance
Goal Two: Workforce Planning	<ul style="list-style-type: none"> 2.1 Partner with Human Capital (HC) to ensure workforce planning activities include diversity as mission-critical imperative 2.2 Foster succession-planning processes that generate a diverse pool of candidates 2.3 Provide EEO, diversity metrics, tracking to project future needs 2.4 Partner with HC, Education and Training (E&T) to ensure potential adverse impact on diversity is considered in design of new workforce processes, programs

IC EEO and Diversity Strategic Plan Goals, Initiatives

Goals	Initiatives
Goal Three: Recruitment, Hiring, & Retention	<ul style="list-style-type: none"> 3.1 Collaborate with HC on best practices in diversity recruitment, hiring, retention 3.2 Develop with HC strategies to recruit, hire, retain first-, second-generation Americans 3.3 Partner with organizations, academic institutions 3.4 Partner with HC to collect and analyze applicant flow data
Goal Four: Career Development & Advancement	<ul style="list-style-type: none"> 4.1 Partner with HC, E&T to identify requirements for training, development programs for employees at all levels 4.2 Develop strategies, programs to improve diversity in access to career progression opportunities 4.3 Partner with HC, E&T to identify requirements to build competencies of EEO, diversity professionals 4.4 Design, implement mentoring programs, in partnership with HC, to enhance development, retention of all employees

IC EEO and Diversity Strategic Plan Performance Indicators

Goals	Performance Indicators
Goal One: Leadership & Accountability	1.A Measures to assess senior leaders' commitment to diversity 1.B Changes in IC diversity representation 1.C Measurable diversity standards in performance plans, rewards 1.D Mandatory EEO, diversity training, development programs 1.E Trends in formal complaints, use of dispute resolution 1.F Number of ineffective programs eliminated
Goal Two: Workforce Planning	2.A Workforce plans include provisions to ensure diversity 2.B Milestones for building IC-wide database for metrics 2.C Extent diversity impact is considered in workforce design
Goal Three: Recruitment, Hiring, & Retention	3.A Timeline to capture demographic data on applicants, new hires 3.B Changes in diversity recruiting, hiring, and retention 3.C Timeline to develop system to identify, evaluate sources
Goal Four: Career Development & Advancement	4.A Review selection process for promotion, awards, development 4.B Diversity representation in training, development programs 4.C Timeline to design competency for EEO, diversity practitioners 4.D Milestones to include best practices in career development