DiverseUSA presents

2023 DEIA Online Summit

February 1, 2022   *"Leveraging Differences"*

www. Diverse-USA.com

Info@Diverse-USA.com

We must accept finite disappointment,
but never lose infinite hope.

Dr. Martin Luther King, Jr.

DEIA Online Summit Speakers

DiverseUSA

WEDNESDAY, FEBRUARY 1, 2023

CHRIS RIDER
University of Michigan

JOLINDA JOHNSON
Capital One

MARTHA DORRIS
Doris Consulting International

SHERIKA SHAW EKPO
Anaplan

VERONICA VENTURE
Department of Homeland Security

WILL LANCASTER
Kaiser Associates

DEIA Online Summit Speakers

WEDNESDAY, FEBRUARY 1, 2023

NAWAR SHORA

Department of Homeland Security

SEENA FOSTER

Transportation Security Administration

ANNETTE CARR

Transportation Security Administration

KIMBERLY WALTON

DiverseUSA

TAMARA MILLER

DiverseUSA

Welcome, Summit Chairs

9:30am - 10.00am | Kimberly Walton & Tamara Miller

Fireside Chat with Private Sector CDOs: Former Federal DEIA Practitioners Now in Private Industry Sharing Their Insights

10.00am - 11.00am | Jo Linda Johnson, Vice President, DIB Strategy & Equity, Capital One | Sherika Shaw Ekpo, Chief Diversity Officer, Anaplan

Our panel of private sector Chief Diversity Officers, who are former feds, will share their insights into DEIA challenges and best practices in their industries to attract and retain a top notch workforce that is diverse, equitable, and inclusive, and that assesses and removes needless barriers to persons with disabilities.

Failure to Launch: Why DEIA Programs Fail and How to Build Sustainable Programs

11.15am - 12.15pm | Veronica Venture, Deputy Officer, Civil Rights & Liberties, DHS

During this session, learn the mechanics of implementing a DEIA Strategic Plan as required by EO 14035. Join DEIA experts as they discuss ideas and promising practices. The panel will share strategies for obtaining adequate funding of DEIA programs and how to collaborate with key stakeholders like Human Capital, Legal, EEO, and Training and Development. They will also discuss challenges and successes in driving cultural transformation, holding accountability for leaders and managers, and rewarding results.

Disability Bias is Baked into our Culture, But You Can Be a Champion for Change

1.00pm - 2.00pm | Seena Foster, Deputy Asst. Admin., Civil Rights & Liberties, TSA | Annette Carr, Disability Program Manager, TSA.

We will explore some of the "hidden" parts of our ingrained culture that feed the myth that individuals with disabilities are low achieving and generally unqualified for professional positions. As well, how making full accessibility a core attribute of the services delivered, products produced, and work environment enhances organizational performance.

Implementation Tools for Your DEIA Strategy: A Change Management Perspective

2.15pm - 2.45pm | Will Lancaster, Principal, Kaiser Associates

Turning DEIA Strategies into actions can be challenging. During this session, we will introduce a change-focused framework and provide tangible recommendations, based on best-practices across government and private sectors, that provide specific steps toward building a strong and enduring DEIA culture.

Getting Your Externally-Focused DEIA Strategy Off Paper: Why and How to Leverage Community Stakeholders

3.00pm - 3.45pm | Martha Dorris, Founder, Dorris Consulting International
| Nawar Shora, Sr. Community Relations Manager, DHS/CBP

This session will identify emerging issues and best practices for Advancing Equity and Support for Underserved Communities (EO 13985). The speakers will discuss the business imperative for external DEIA programs, operational strategies, tools, and training, to build collaborative relationships with key stakeholders in the community and leverage non-governmental organizations, to deliver better service to customers.

Data Analytics for DEIA: Making Sure You Are Measuring to Achieve Real Change

4.00pm - 5.00pm | Chris Rider, Professor, Univ. of Michigan, Ross School of Business

Change is not possible without effective measurement, and that includes DEIA initiatives and workforce assessments. In this presentation, we will learn about effective strategies and tools to analyze data from an equity perspective in your organization, focusing on disparities in opportunity and outcomes, the plausible reasons of such inequities, and interventions to reduce documented inequities.

Closing Remarks, Summit Chairs

5.00pm - 5.30pm | Kimberly Walton & Tamara Miller

EQUALITY   EQUITY

Source: http://interactioninstitute.org/illustrating-equality-vs-equity/
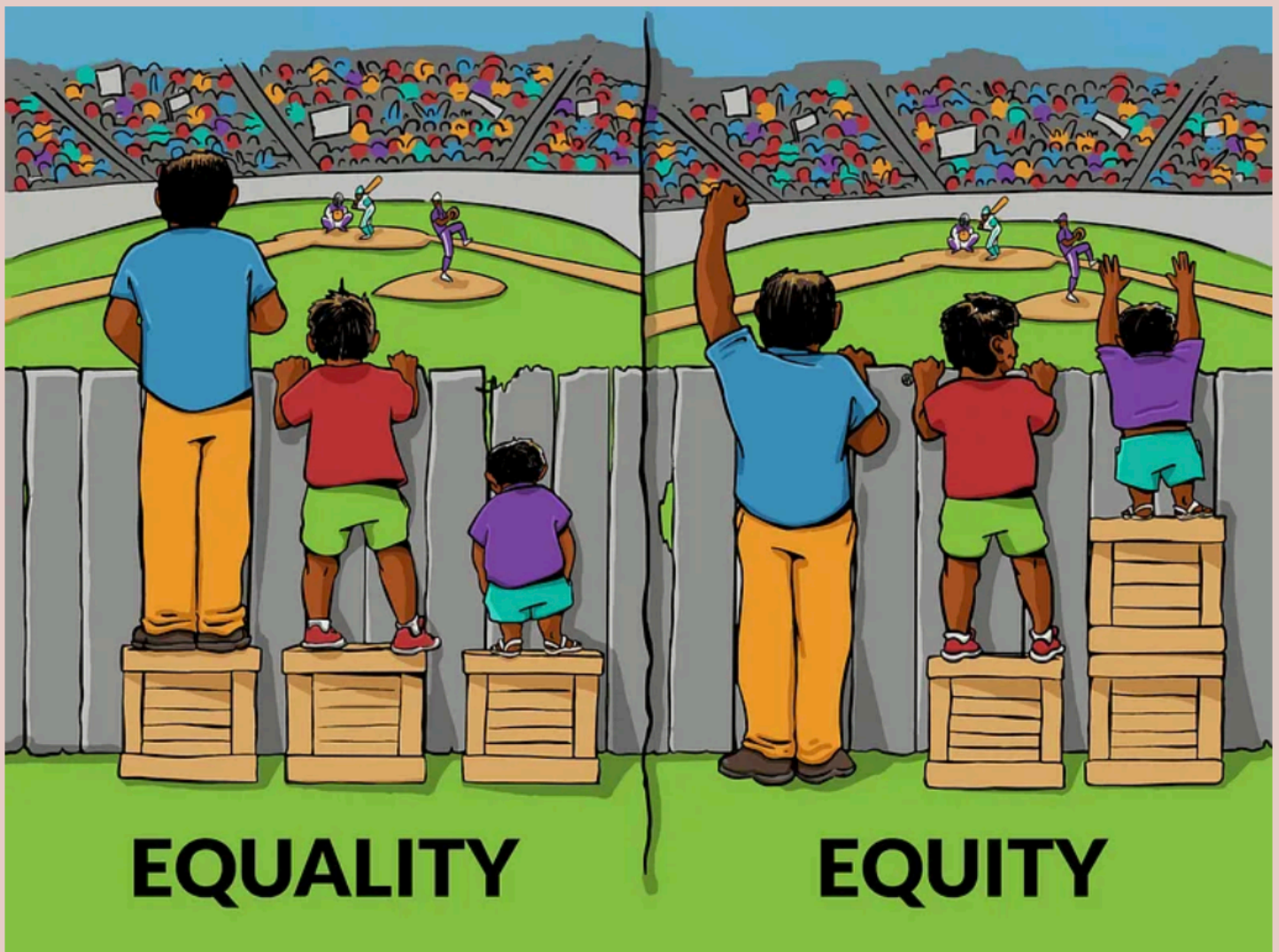
Failure to Launch: Why DEIA Programs Fail and How to Build Sustainable Programs
Wednesday, February 1, 2023
11.15am - 12.15pm

PRESENTERS:

RITA SAMPSON, DIRECTOR, EQUAL EMPLOYMENT OPPORTUNITY, SEC

VERONICA VENTURE, DEPUTY OFFICER, CIVIL RIGHTS & LIBERTIES, DHS

LEARNING OBJECTIVES

During this session, learn the mechanics of implementing a DEIA Strategic Plan as required by EO 14035.

Join two DEIA experts as they discuss ideas and promising practices.

The panel will share strategies for obtaining adequate funding of DEIA programs and how to collaborate with key stakeholders like Human Capital, Legal, EEO, and Training and Development. They will also discuss challenges and successes in driving cultural transformation, holding accountability for leaders and managers, and rewarding results.

Disclaimer

Some of the views presented represent our individual opinions and not those of our employers.

Nothing said by either presenter should be construed as providing legal advice or guidance.

Veronica Venture

Disclaimer

Background

Executive Orders

EO 13985 – Advancing Racial Equity and Support for Underserved Communities

EO 13988 – Preventing and Combating Discrimination on the Basis of Gender Identity or Sexual Orientation

EO 14015 – Establishment of the White House Office of Faith-Based and Neighborhood Partnerships

EO 14019 – Promoting Access to Voting

EO 14020 – Establishment of the White House Gender Policy Council

EO 14031 – Advancing Equity, Justice, and Opportunity for Asian Americans, Native Hawaiians, and Pacific Islanders

Setting the Stage for Our Discussion

▶ The U.S. Government has a policy and legal framework for DEIA, and since 2021, increased focus on internal DEIA has shifted this to a priority initiative.

▶ The cornerstone is **Executive Order 14035**, and it is accompanied by a number of other EOs and executive actions that call upon the USG to rethink its approach to DEIA.

▶ Yet, given all of the focus in this areas, many agencies and senior leaders who are charged with implementing DEIA are looking to one another for support and guidance.

▶ That is, why do some DEIA Initiatives fail to launch and how can we adopt promising practices to ensure success and build programs that are sustainable over time, show impact, and achieve their objectives?

DEIA is a Complex Problem

- **You may ask –so if this diversity and inclusion is so important, why have we not made significant progress in all of these years? And what more must we do to change?**
  - There is an unknown set of potential consequences
  - It had no definitive formulation, and other may describe it differently
  - There is no way of knowing what course of action is best, even after taking action
  - There's no way of knowing what information is needed to reach a good decision

  WHAT MORE CAN BE DONE? SYSTEMIC CHANGES
  - While D&I was part of an existing Executive Order, the 14035 EO has focused Equity and Accessibility as essential to the US Government.

Defining the Terms

- **Diversity:** The practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people, including underserved communities.

- **Inclusion:** The recognition, appreciation, and use of the talents and skills of employees of all backgrounds.

- **Equity:** The consistent and systematic fair, just and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment.

- **Accessibility:** The design, construction, development and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them.

Why is EO 14035 Different than other EOs?

- It builds upon previous EOs and continues to acknowledge that the USG is the nation's largest employer and, thus, should be a model for DEIA.

- It is a Whole of Government Effort – DEIA Initiative (OMB, EEOC, OPM).

- It is expansive in terms of how diversity is defined with regard to underserved communities.

- It involves an approach that requires agencies to start with self-assessments and evolve to lead and sustain proven practices.

3 Key takeaways:

Leading DEIA has to be approached as an Organizational Change Initiative

DEIA has to be led by professionals who have invested in continual learning and organizational change and leadership.

For DEIA to succeed, it must be programmatic (within the operational infrastructure of the organization)

Leading DEIA has to be approached as an Organizational Change Initiative

▶ Every organization is unique. Data-informed, research based approaches to DEIA are the most sustainable

▶ The DEIA Initiative: OMB, OPM, EEOC –in partnership with agencies (the opportunities and the limitations) –the uniqueness of the strategy

▶ Know your agency/organization

▶ There is no silver bullet: Complex Factors Cannot be Solved by a One Size Fits All approach

▶ Definition of Underserved in EO14035 is quite expansive

Diversity is More Expansive in Definition and Reach

The EO defines underserved communities broadly. It refers to populations sharing a particular characteristic, as well as geographic communities, who have been denied a full opportunity to participate in aspects of economic, social, and civic life.

People of color

Individuals in rural communities

First generation professionals, college students, and immigrants

Formerly incarcerated individuals

People with disabilities

LGBTQ+ individuals

Individuals with limited English proficiency

Older adults

Women

Individuals facing religious discrimination

Veterans and military spouses

Parents, caregivers, individuals facing pregnancy discrimination

Persons adversely impacted by persistent poverty

DEIA has to be led by professionals who have invested in continuous learning, organizational change and leadership.

- Have a PASSION for DEIA. But…that not enough! The DEIA leader must have credibility and competency. Also, passion fatigue is a real threat!

- Know -and keep current - with the law, changing policies, etc.

- Be experts in communication (conveying a message that is unambiguous, consistent, and well-reasoned)

- DEIA cannot be led by the power and influence of a single individual. There should not be a single point of failure for the program.

- Build a diverse team within the DEIA area and invest in continuous learning for yourself and for your team members

- DEIA team should consist of: Communications Specialists; Training Specialists; Social Scientists; Data Scientists; Consultants; Lawyers; IO Psychologists; Innovators

For DEIA to succeed, it must be programmatic (within the operational infrastructure of the organization)

This means: building it like every program: what are your authorities, resources, strategy, measures, and accountability, budget process for the program?

Reporting Structure must facilitate responsible risk taking, and disruption of status quo

- Is there a Strategic Plan with measurable goals, objectives and activities? There should also be quarterly progress reviews of the Plan

- Creating strategic partnerships within the Organization –based on Trust and Transparency; Engage Traditional Stakeholders: Legal; HR; Training and Development;

- Expanding Networks externally: programming must also be outside of the traditional stakeholders: Private Sector, Academia, Social Media

Systems involving organizational change begin with people and their interactions to achieve results

f-Awareness

Self-Management

Social Awareness

Relationship Management

Daniel Goleman, Emotional Intelligence Model

Notable Practices and/or Programs

- Leveraging technologies, social media, apps, etc., to broaden the reach to, and target to, underserved communities
- Using existing hiring authorities to more flexibly onboard talent, e.g., Schedule A
- Utilizing fellowships, scholarships, pathways, etc.
- Integrating DEIA into performance objectives at all levels in the organization
- More inclusive awards and training programs

Additional Resources

▶ [Diversity, Equity, Inclusion, and Accessibility (opm.gov)](https://www.opm.gov/policy-data-oversight/diversity-equity-inclusion-and-accessibility/)

https://www.opm.gov/policy-data-oversight/diversity-equity-inclusion-and-accessibility/

▶ [Guidance on Promoting Internships and Other Student and Early Career Programs in the Federal Government (chcoc.gov)](https://chcoc.gov/sites/default/files/Internship%20Guidance%20Memo%201-19-2023.pdf)

https://chcoc.gov/sites/default/files/Internship%20Guidance%20Memo%201-19-2023.pdf

See: Advancing DEIA: Promising Practices for Federal Agencies

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Advancing Diversity, Equity, Inclusion, and Accessibility

Promising Practices for Federal Agencies

A collaboration between OPM's Chief Human Capital Officers Council and Office of Diversity, Equity, Inclusion, and Accessibility

DEIA STRATEGY DEVELOPMENT REFERENCES

Josh Bersin's Elevating Equity: 202102-DEI-Report_Final_V2.pdf (joshbersin.com) -- This document includes guidance on the most common DEI programs and initiatives

TalNet's Competencies for DEI Professionals has great information on the range of learning offerings that could be embedded within a strategy: DEI-Guidebook-Second-Edition-single-pp.v2.4.1.pdf (talentfirst.net)

Global Diversity and Inclusion Benchmarks: About GDEIB : The Global Diversity, Equity, and Inclusion Benchmarks : What We Do : The Centre for Global Inclusion

Another good avenue for ideas is checking out the DEI reports for the big tech companies, Big 4 accounting firm transparency reports, and some of the publicly available DEI reports from some of the Fortune 500 companies.

The ACT report, a cross-organizational effort led by Snap Inc., although written for a primarily tech audience, includes practices that could be applied across various industries: The ACT Report

Another great resource from the Accounting World is Diversifying Global Accounting which features 79 strategies: 64c97ab76def4f588dc86c93542bf8f6.ashx (imanet.org)

DEI toolkit Diversity and Inclusion Toolkit | IMA - The association of accountants and financial professionals working in business. (imanet.org)

Great books to draw ideas from include:

Lily Zheng's DEI Deconstructed

Rohini Anand's Leading Global Diversity, Equity, and Inclusion

Cynthia Owyoung's All Are Welcome

Anything by Edward Hubbard (particularly the work on Measuring the ROI on DEI)

Terrence Maltbia's A Leader's Guide to Leveraging Diversity (published in 2008).

Generally speaking, DEI leaders will leverage a framework to scaffold out activities either aiming to do something to embed diversity and inclusion in every element of the talent life cycle: recruiting, onboarding, learning and development, performance management, succession planning, etc. Or leverage a workplace -- workforce -- marketplace model.

Deloitte and Korn Ferry both have publicly available maturity models to help guide the work.

Developing-delivering-effective-anti-bias-training-Challenges-1.pdf (behavioralpolicy.org)

Don't Give Up on Unconscious Bias Training — Make It Better (hbr.org)

TRANSPORTATION SECURITY ADMINISTRATION

Champions of Change: Inclusive Diversity for Individuals with Disabilities

Seena Foster, Deputy Assistant Administrator
Annette Carr, Disability Program Manager
Civil Rights & Liberties, Ombudsman & Traveler Engagement

Representation

Individuals with Disabilities: The Largest Under-Tapped Talent Pool

- **Grow** the talent

- **Embed** the talent when/where it matters

- **Hear** the talent

Evolution
Advancing an Integrated, Seamless Experience

- **Act** on talent input/recommendations

- **Observe** the impacts (foreseen and unforeseen)

- **Adapt** and identify next steps

Resources for Supporting Equal Access to Employment

Compiled by Annette Carr, Disability Program Manager, Transportation Security Administration
For the DEIA Summit 2023

Networking & Information Sharing

DIFFERENT BRAINS | The Neurodiversity Resource for Everyone - strives to encourage understanding & acceptance of individuals who have variations in brain function and social behaviors known as neurodiversity.
https://differentbrains.org/

Employer Assistance and Resource Network on Disability Inclusion (AskEARN) - Offers information and resources to help employers recruit, hire, retain and advance people with disabilities; build inclusive workplace cultures; and meet diversity, equity, inclusion and accessibility (DEIA) goals.
https://askearn.org/

Federal Exchange on the Employment of People with Disabilities (FEED) - Supports inclusion of people with disabilities in the Federal Government through bi-monthly meetings and sharing of information.
https://askearn.org/page/federal-exchange-on-employment-and-disability-feed

GSA Section508.gov – Resources for supporting Federal agencies in achieving equal access to electronic information communication technology (EICT).
https://www.section508.gov/

Job Accommodation Network (JAN) – A Source for free, expert, and confidential guidance on workplace accommodations and disability employment issues.
https://askjan.org/

Recruitment

AccessComputing - Connects college and graduate students with disabilities with mentors and professionals to learn about internships and other opportunities in computing fields.
https://www.washington.edu/accesscomputing/

American Association of People with Disabilities (AAPD) Summer Internship Program - Placed college students, graduate students, law students, and recent graduates with all types of disabilities in paid summer internships with Congressional offices, federal agencies, nonprofit and for-profit organizations within the Washington, DC area.
https://www.aapd.com/summer-internship-program/

Workforce Recruitment Program (WRP) - Connects employers with highly motivated postsecondary students and recent graduates with disabilities.
https://www.wrp.gov/wrp

Regulatory
Access-Board Architectural Barriers Act (ABA)
https://www.access-board.gov/law/aba.html

Access-Board Revised Section 508 Standards and 255 Communication Act Guidelines
https://www.access-board.gov/ict/

Federal Acquisition Regulation (FAR) – Access to the regulation if different formats.
https://www.acquisition.gov/browse/index/far

Laws enforced by the EEOC
https://www.eeoc.gov/statutes/laws-enforced-eeoc

Training
CSUN Assistive Technology Conference - An international conference for the sharing knowledge and best practices in the field of assistive technology.
https://www.csun.edu/cod/conference

EEOC Examining Conflicts in Employment Law Conference (EXCEL) - National training conference for federal and private sector EEO, HR and legal professionals to gain valuable knowledge for making tough employment decisions
https://www.eeoc.gov/training-institute/excel-conference

EEOC Training Institute - Offers a variety of training programs geared specifically for EEO Practitioners with knowledge and skills needed to stay current with rapidly changing EEO laws.
https://www.eeoc.gov/training-institute

FDR Federal Employment Law Conference - ADR, EEO, Legal, HR and
LR/ER training for fed
https://www.fdrtraining.com/

National Employment Law Institute (NELI) - A non-profit continuing education organization
that conducts employment law seminars, teleconferences and webinars
https://www.neli.org/

Community Partners
College and university disability support services offices and career centers.

Non-profit organizations who support people with disabilities (Starter list)
- ALS Association
- American Council for the /Blind
- American Foundation for the Blind
- Amputee Coalition
- Asperger/Autism Network (AANE):
- Children and Adults with Attention-Deficit/Hyperactivity Disorder & ADHD -
  Understanding ADHD
- Deaf In Government (DIG)
- Epilepsy Foundation
- National Association of the Deaf:
- National Deaf Center
- National Federation of the Blind
- National Multiple Sclerosis Society
- National Stuttering Association

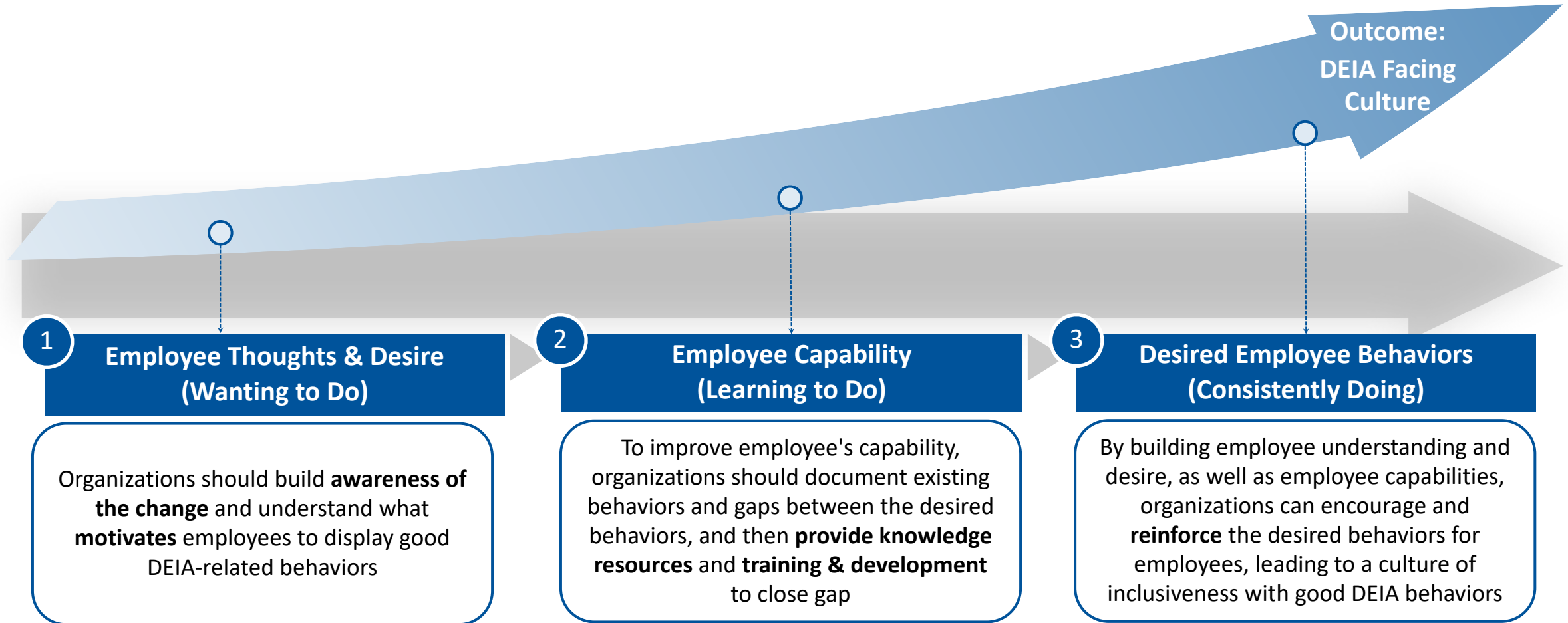State Vocational Rehabilitation Agencies.

Implementation Tools for Your DEIA Strategy:
A Change Management Perspective

Presented by Will Lancaster, Principal, Kaiser Associates
(wlancaster@kaiserassociates.com)

February 1, 2022

Establishing and Strengthening Culture through Change Management

Outcome: DEIA Facing Culture

1 Employee Thoughts & Desire (Wanting to Do)

2 Employee Capability (Learning to Do)

3 Desired Employee Behaviors (Consistently Doing)

Organizations should build **awareness of the change** and understand what **motivates** employees to display good DEIA-related behaviors

To improve employee's capability, organizations should document existing behaviors and gaps between the desired behaviors, and then **provide knowledge resources** and **training & development** to close gap

By building employee understanding and desire, as well as employee capabilities, organizations can encourage and **reinforce** the desired behaviors for employees, leading to a culture of inclusiveness with good DEIA behaviors

Building a strong and enduring DEIA Culture requires passion...and rigor

COMMUNICATE PUROPOSEFULLY
- Develop communications and resources that are tailored to the audience and objectives
- **Sample Tools**
  - Message Maps
  - Communications Strategy/ Plan

KNOW YOUR AUDIENCE
- Focus on the WIIFM (What's In It For ME!); different people, different backgrounds, different roles and responsibilities, and different priorities
- **Sample Tools**
  - Stakeholder Analysis
  - Vignettes

DEMONSTRATE VALUE
- Create mechanisms that demonstrate and reinforce the value of DEIA initiatives and outcomes for their organizations
- **Sample Tools**
  - Newsletter Spotlights
  - Tailored Metric Dashboards

PLANNING: TAKE TIME TO UNDERSTAND
- Clearly define the problem statement, your goals, the context, challenges and opportunities
- **Sample Tools**
  - Maturity Models
  - Change Readiness Assessments
  - SWOT/ Barrier Assessments
  - Benchmarking

DON'T THINK (TOO MUCH)...DO!
- Seek out quick and visible wins to build momentum and keep attention and support
- **Sample Actions**
  - Policy Update
  - Create DEIA Postcards/ Poster

FACILATING CHANGE PROMISING PRACTICES

KAISER
ASSOCIATES

Template: Sample Message Map (Hierarchical Approach)

Central Message

Main Point 1 (What)	Main Point 2 (Why)	Main Point 3 (How)
Supporting Statement 1A	Supporting Statement 2A	Supporting Statement 3A
Data Point	Data Point	Data Point
Data Point	Data Point	Data Point
Data Point	Data Point	Data Point
Supporting Statement 1B	Supporting Statement 2B	Supporting Statement 3B
Data Point	Data Point	Data Point
Data Point	Data Point	Data Point
Supporting Statement 1C	Supporting Statement 2C	Supporting Statement 3C

Data Analytics for DEIA:

Making Sure You Are Measuring to Achieve Real Change

Chris Rider

riderci@umich.edu

MICHIGAN ROSS

DEIA Summit

February 1, 2023

Chris Rider

Thomas C. Kinnear Professor

M | MICHIGAN ROSS

Executive strategic leadership courses for Georgetown, Chicago Booth, Emory, and the Brookings Institution in Atlanta, Baltimore, DC, Doha, London, Riyadh, Singapore, Toronto, etc.

Research on racial disparity, societal inequality & entrepreneurship.

Ph.D.   Univ. of California, Berkeley

MBA   Univ. of Chicago

BA   Johns Hopkins Univ.

Strategic management positions @ Verizon, Intel, Cars.com.

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#EquityAnalytics

Michigan Ross' New Equity Analytics Course

Stresses Data With Impact *(Poets & Quants)*

Achieving Diversity Through Equity Analytics

(AACSB)

"...the 'E' in DEI requires Equity Analysts..."

(Michigan Ross)

ANALYTICS FOR
EQUITABLE LEADERSHIP

ExxonMobil   UPS   TOYOTA

The original #EquityAnalytics of W.E.B. Du Bois.

Source: https://groups.cs.umass.edu/hci-vis/2020/09/25/revisiting-dubois/

#EquityAnalytics.

DOCUMENT DISPARITY (OR LACK THEREOF).

1 — Analyze data to evaluate statistical differences in outcomes between or among groups.

ELABORATE THE DATA GENERATING PROCESS.

2 — Articulate the process(es) that could generate disparity in some or all outcomes.

STRUCTURE INFORMATIVE COMPARISONS.

3 — Collect data and construct metrics to approximate the ideal comparison.

Equity Analytics: A Practical Framework.

	Differential Treatment (≠ behaviors) → (≠ outcomes)	Disparate Impact (= behaviors) → (≠ outcomes)
Allocations matched to opportunity		
Valuations evaluated & rewarded		

Analytical Goal: Approximate the ideal comparison.

Distinguishing differential treatment from disparate impact necessitates <u>all else equal</u>.

Proper analytics makes us confident about the cause...
and more likely to design and apply an effective intervention.

Better comparison.

Equity Analytics: Examples Applications.

Equity Analytics: The Framework.

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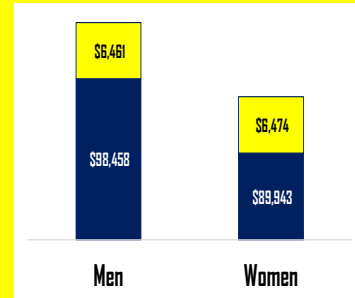
Why is there gender pay inequity in this firm?

Data source: Chamberlain, A. 2019. "How to Analyze Your Gender Pay Gap: An Employer's Guide." Glassdoor.

Gender and Pay, by Job

□ % Women ● Pay

Data Scientist $98,918 — 50%
Driver $95,779 — 51%
Financial Analyst $101,404 — 46%
Graphic Designer $97,675 — 49%
IT $97,030 — 52%
Manager $131,392 — 20%
Marketing Associate $82,802 — 91%
Sales Associate $99,671 — 46%
Software Engineer $112,161 — 7%
Warehouse Associate $96,798 — 51%
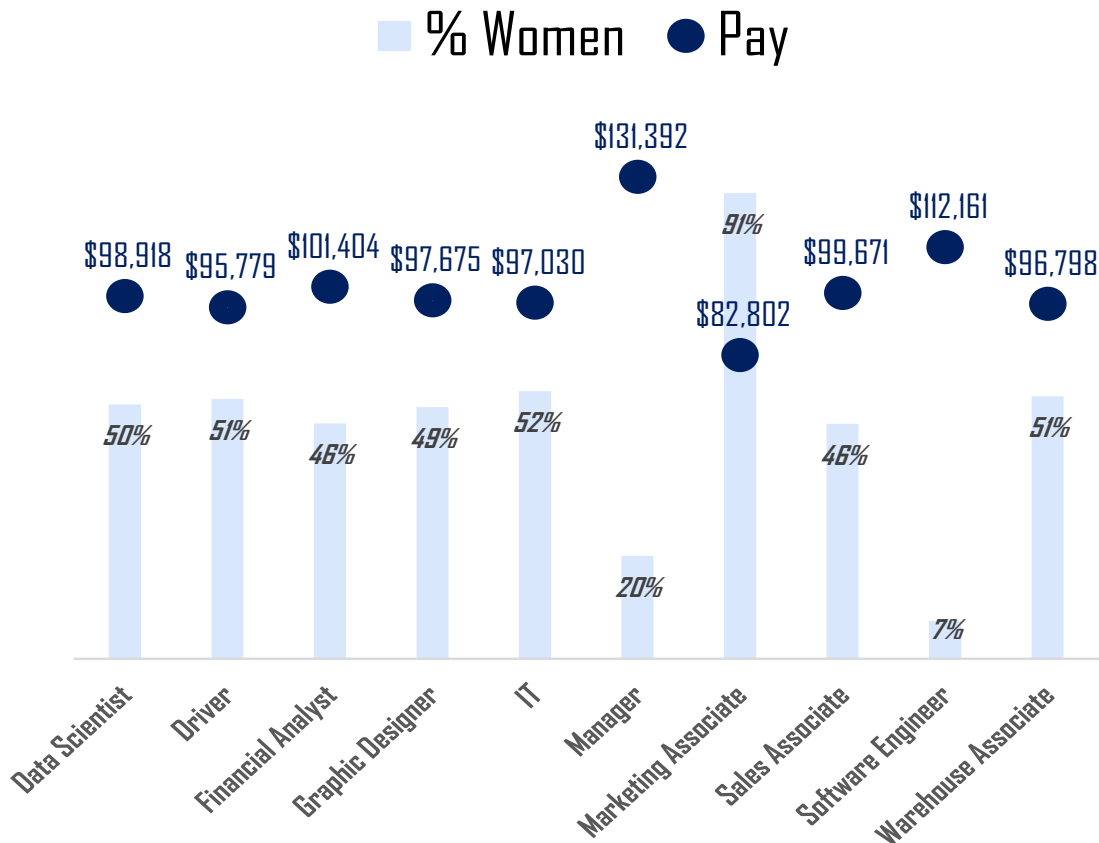
Gender Differences in Pay, By Job

■ Men ■ Women

$140,000
$120,000
$100,000
$80,000
$60,000
$40,000
$20,000
$0

Data Scientist, Driver, Financial Analyst, Graphic Designer, IT, Manager, Marketing Associate, Sales Associate, Software Engineer, Warehouse Associate
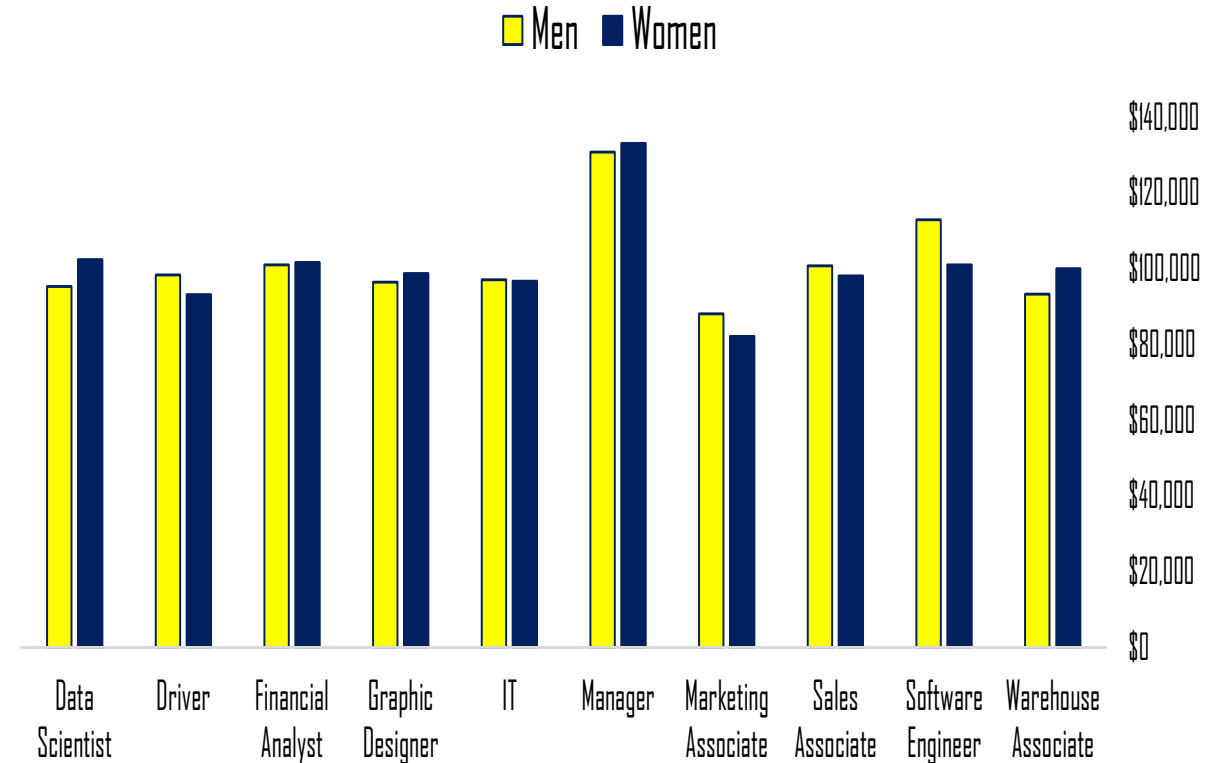
Gender pay disparity due to differential allocations, not valuations.

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Equity Analytics: The Framework.

	Differential Treatment (≠ behaviors) → (≠ outcomes)	**Disparate Impact** (= behaviors) → (≠ outcomes)
Allocations matched to opportunity		
Valuations evaluated & rewarded		

Callback Rates
By Race, Gender & City

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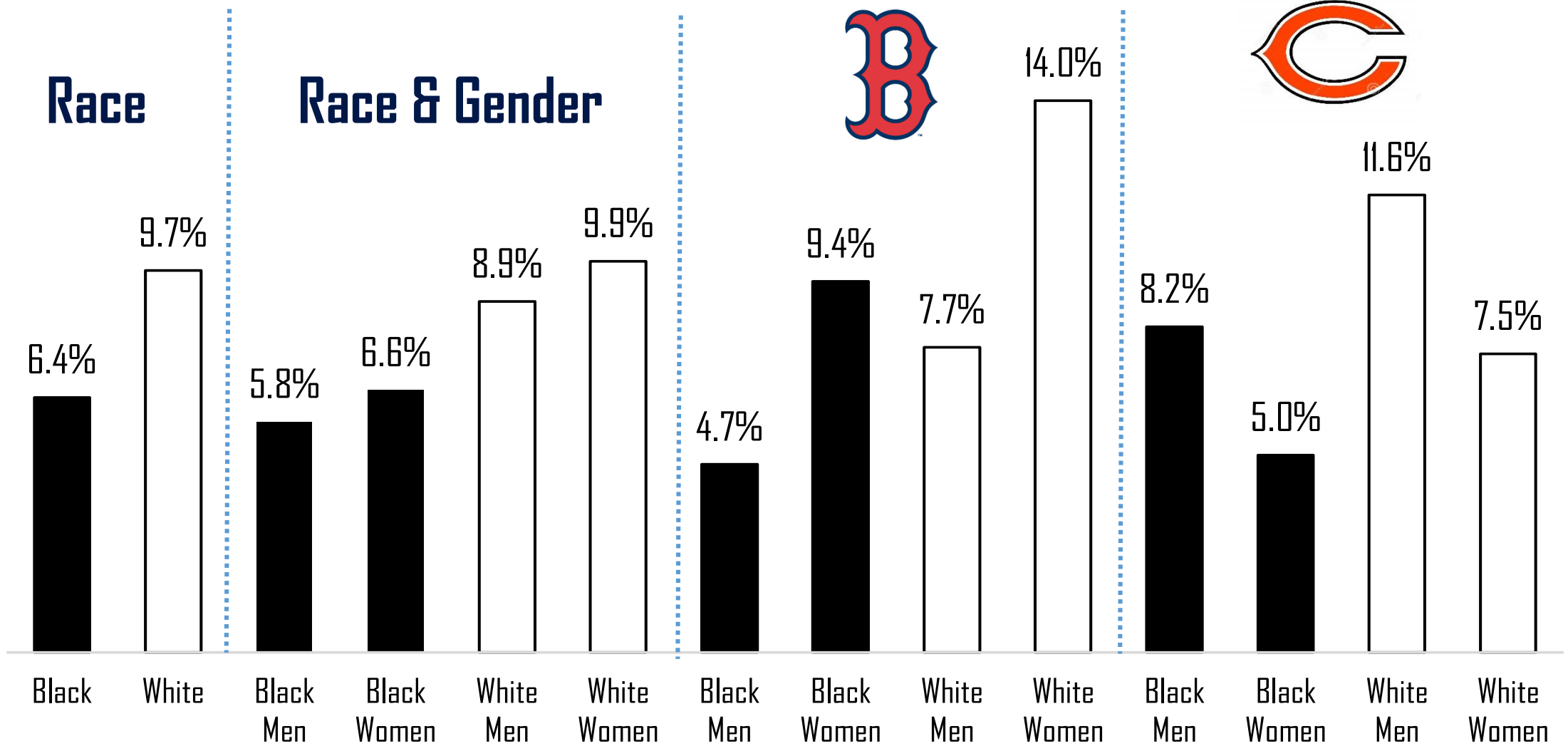
Only the names differ.

Lakisha Jones   **Emily** Jones

Disparity due to differential valuations.

Equity Analytics: The Framework.

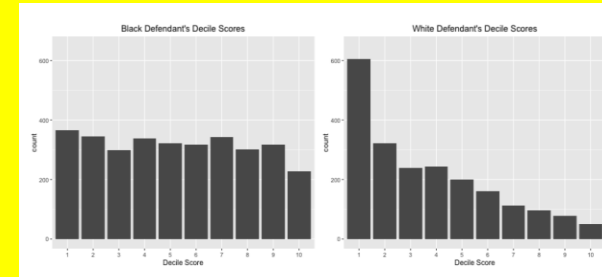|	**Differential Treatment** (≠ behaviors) → (≠ outcomes)	**Disparate Impact** (= behaviors) → (≠ outcomes)
Allocations matched to opportunity		
Valuations evaluated & rewarded		

Is this algorithm fair (i.e., equitable)?

COMPAS is used by judges to inform bail decisions.

Assigns defendants 1-10 scores that indicate how likely they are to recidivate based on > 100 factors, including age, sex, criminal history, substance abuse, employment &community ties.

Race is excluded from the algorithm.

Data from ~ 5,000 defendants in Broward County, FL (2013-14)
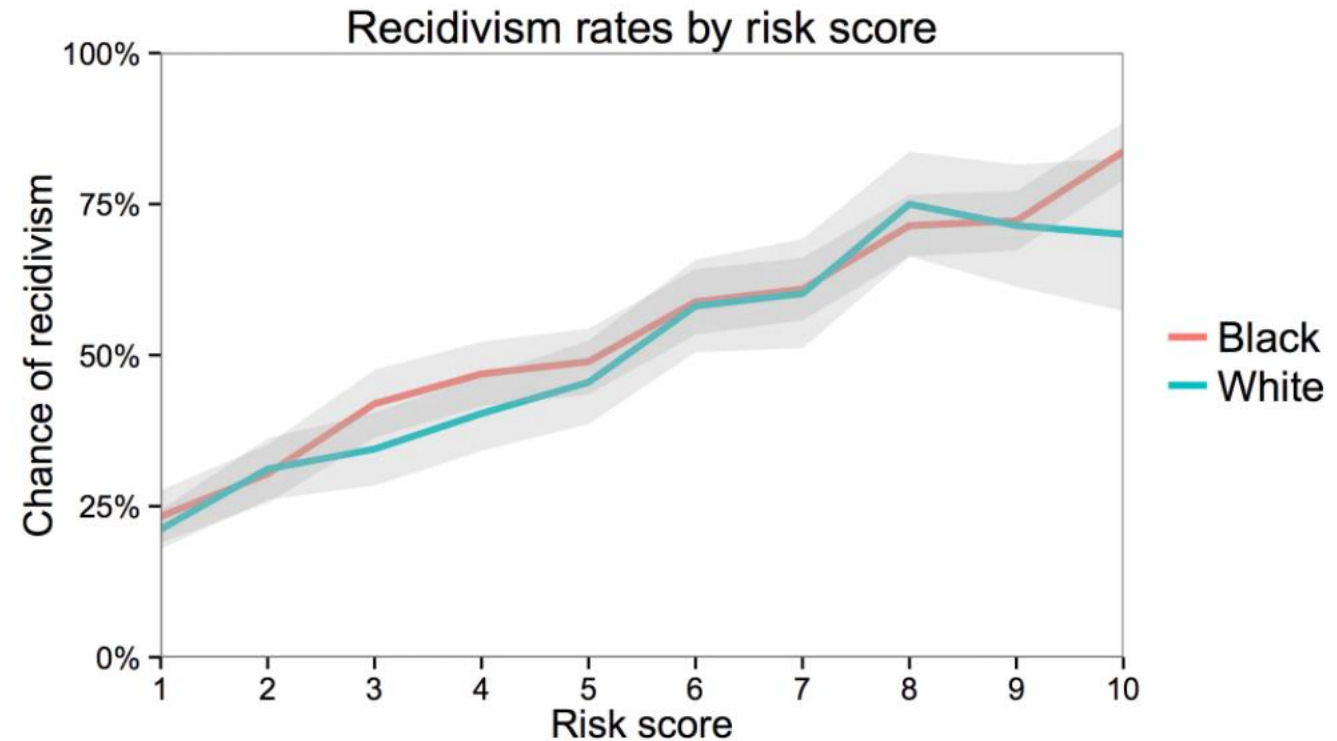
Recidivism rate by risk score and race. White and black defendants with the same risk score are roughly equally likely to reoffend. The gray bands show 95 percent confidence intervals.

Source: Corbett-Davies, S., E. Pierson, A. Feller & S. Goel. 2016. "A computer program used for bail and sentencing decisions was labeled biased against blacks. It's actually not that clear." *Washington Post.* October 17th.

Post-bail decision outcomes: Fair or unfair?
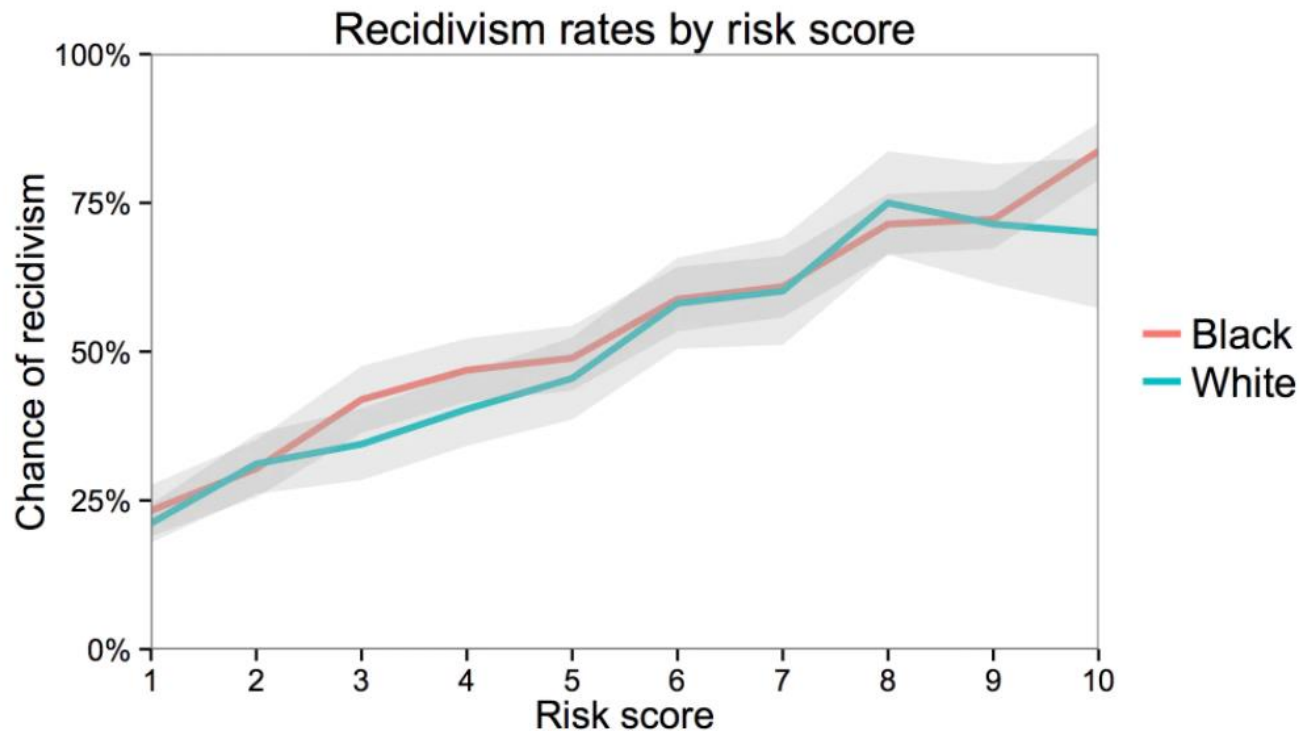
Recidivism rates by risk score

Recidivism rate by risk score and race. White and black defendants with the same risk score are roughly equally likely to reoffend. The gray bands show 95 percent confidence intervals.

Misclassified, by Race

■ Black □ White

Disparate allocations generate inequity.

	Black	White
False Positive Rate	44.8%	23.5%
False Negative Rate	28.0%	47.7%
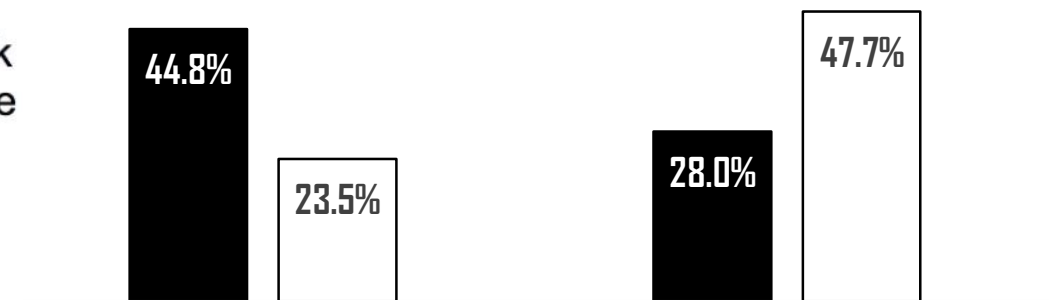
False Positive Rate

= FP ÷ (FP + TN)

1.9x = 44.8% ÷ 23.5%

False Negative Rate

= FN ÷ (FN + TP)

1.7x = 47.7% ÷ 28.0%

Source: Larson, J., S. Matu, L. Kirchner & J. Angwin. "How we analyzed the COMPAS recidivism algorithm." *ProPublica.*

Equity Analytics: The Framework.

	Differential Treatment (≠ behaviors) → (≠ outcomes)	**Disparate Impact** (= behaviors) → (≠ outcomes)
Allocations matched to opportunity		
Valuations evaluated & rewarded		

The brass ceiling.
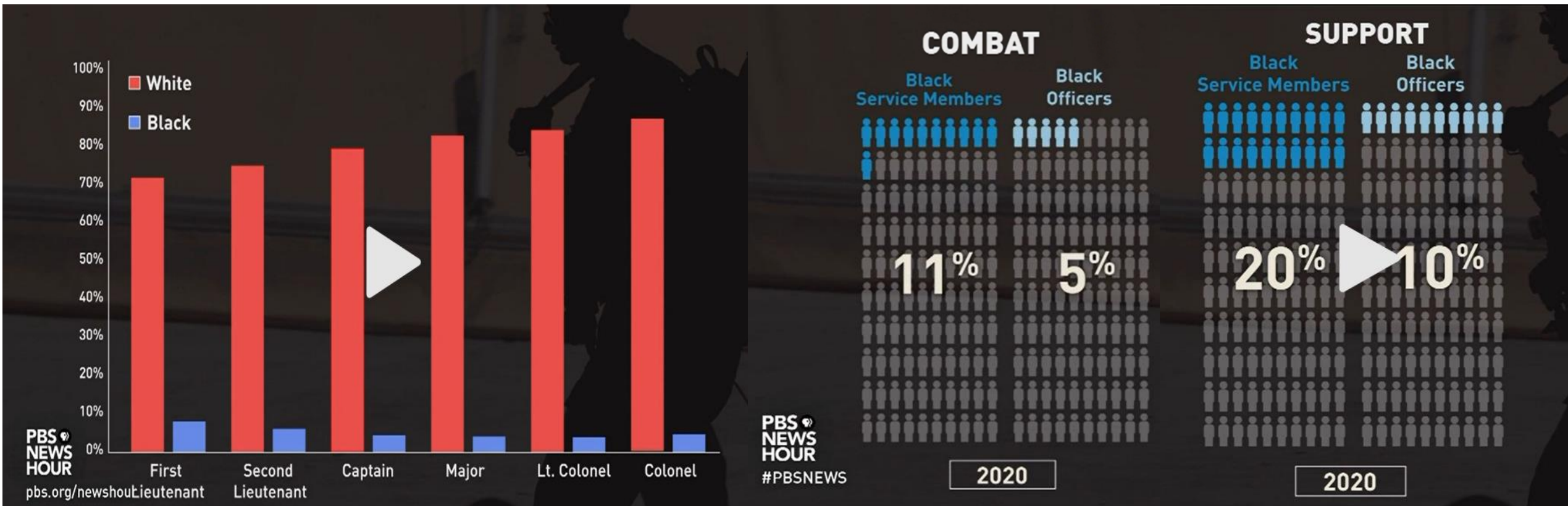
Racial disparity in leadership is (partially) attributable to disparate valuations.

Generals ascend from combat roles but Black service members tend to enter the military in support roles.

Equity Analytics of the NFL.

CHRIS RIDER
Georgetown University Assistant Professor of Strategy

	Differential Treatment (≠ behaviors) → (≠ outcomes)	**Disparate Impact** (= behaviors) → (≠ outcomes)
Allocations matched to opportunity	Sorting into playing positions.	Sorting & stacking based on playing positions.
Valuations evaluated & rewarded	≠ promotion rates | = performance	Greater career rewards for offensive coaches.

Source: Rider, C. I., J. B. Wade, A. Swaminathan & A. Schwab. 2023. "Racial disparity in leadership: Evidence of valuative bias in the promotions of National Football League coaches." Forthcoming, *American Journal of Sociology*.

Equity Analytics of the NFL.

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#EquityAnalytics

1. Enhances utility of diversity profiles, inclusion metrics, and federal data.

2. Analysis of practices and processes informs effective interventions.

3. For U.S. federal gov't: Transform HR & EEO professionals into Equity Analysts to leverage (arguably) the world's best DEIA data.

- Rider, C. I. and R. E. Reagans. 2022. "[Achieving diversity through equity analytics]." *AACSB Insights*.

- Bleizeffer, K. 2022. "[Michigan Ross' new Equity Analytics course stresses data with impact]." *Poets & Quants*.

- Rider, C. I. 2022. "[Equity Analytics and the NFL's Rooney Rule]." MIT Sloan Sports Analytics Conference.

Thank you!

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https://www.linkedin.com/in/chrisrider/

Our Team recognizes and has experienced the challenges associated with implementing DEIA programs, and partners with our clients to develop strategies & products to bring about results

Products Associated with High-Performing DEIA Initiatives

Best Practices

DEIA Strategy

Establishes clear purpose and aligns **DEIA strategy** with organization's business strategy and mission, and supports under-represented communities

When developing the strategy, include all relevant stakeholders; a siloed strategy development process will result in a siloed (and ineffective) roll-out

Operating Model

Lays out **governance and structure** that capture roles and responsibilities and related processes

DEIA is more than one office or position; capture the roles for each organization and leadership and set up processes to ensure regular inter-group engagement

Workforce & Talent Strategy

Builds actionable strategy that focuses on empowering a diverse **workforce**, while providing role-specific training and guidance

Annual training is not enough; clearly define expectations for different jobs types and leadership levels and develop tailored resources (e.g., guides)

Implementation Plan

Utilizes change-driven principles to build **implementable action plans** and **org support** based on organizational strengths and barriers

Focus on building comprehensive buy-in through sound change management principles; one small group of resisters can derail an entire effort

Metrics

Creates scalable **measures and dashboards that define success** and allows leadership to assess progress and make course corrections as needed

Do not exclusively collect demographic-driven, HRIS metrics; incorporate measures of attitudes and organizational culture to better capture the complexity of DEIA and its impact on business

As part of all products and activities, the Team develops tailored resources, tools, and templates that would help State build strong and impactful DEIA capabilities

Measuring Success: Our team integrates structure- and outcome-based evaluation metrics to help clients drive meaningful operational results and outcomes across the organization

Providing a Holistic Approach to Evaluation

- Traditional evaluation models and metrics are often shallow (i.e., focus on limited demographic, HRIS data only) and do not provide actionable insight nor captures the depth of DEIA

- Our team provides a deeper understanding of DEIA initiatives and culture, with a focus on Structure and Outcomes
  - Evaluation of **Structure** focuses on the mechanisms that drive good DEIA culture and outcomes (e.g., strategies and policies, resources, governance)
  - **Outcome**-driven evaluation focuses on the intended effects of those identified strategies and resources (i.e., does an organization have good DEIA practices and culture)

- The team works with clients to create scalable dashboards that allow leadership to monitor change across a single or multiple organizations and make actionable decisions based on full visibility

Sample Metrics: Recruiting

Structure-Based Evaluation
- Recruiting strategy incorporates detailed approach to increase diversity (e.g., identification and use of community partnerships and associations)
- Employee Value Proposition (EVP) includes principles related to DEIA
- Job Description includes EEO language

Outcome-Based Evaluation
- Applicant feedback on EVP (i.e., sense of commitment to DEIA principles)
- Number of applicants and hires from identified communities

The team's approach centers around breadth and depth of information, utilizing a series of metrics derived from HRIS databases, document reviews, interviews, focus groups, and surveys

KAISER ASSOCIATES

DiverseUSA

Toolset: The team uses a research- and data-driven approach and tools honed over 40 years to help clients (government and commercial) make better, faster, and more confident decisions

Tool Set

Benchmarking & Best Practices

While there are many DEIA-based models and practices, not all of them are successful or align with the needs of our clients. Our team performs customized government-to-government and government-to-industry benchmarking analyses to identify solutions that solve tangible problems and stretch our clients thinking.

Voice of Market

To build strategies and plans around DEIA, our team uses both quantitative and qualitative tools to engage organizational stakeholders, including Line of Business owners, to identify their preferences, define specific segments, and develop personas to gain a true and unbiased view of who they are.

Market Analysis

No organization lives in a vacuum. Our team uses both external research and internal conversations uncover "hidden" opportunities and barriers based on factors external to our clients. These trends allow our clients to have a better understanding of where they and DEIA will be in the future, not just the past.
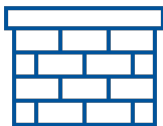
Barrier Analysis

Our team of certified change management professionals work with the clients to define potential organizational and cultural barriers that may prohibit successful implementation of initiatives. Our understanding behavioral-centric principles allow us to define methods for gain buy-in from all stakeholders.

Sample of Government and Industry Orgs*

*Supported as an internal leader or consultant

Case Study 1: Building Repeatable Government-Wide Practices and Capabilities: -- DiverseUSA's leadership led the effort to increase the number of women in executive leadership roles at TSA

Context
In the Aviation and Transportation Security Act (ATSA) of 2000, TSA was granted the authority to set targets for the number of females in the workforce. TSA applies, therefore, a gender-specific (male or female) hiring preference to fill Transportation Security officer (TSO) positions at airports nationwide in order to meet its security mission and same-gender pat-down job-related policies.

Case-in-Point: Creating Executive Opportunities for Women at TSA

Situation
After conducting a barrier analysis, it became clear that despite an equitable distribution of males and females at the entry level in TSA's workforce, females never progressed at the same rate as men above the entry level.

Approach
In 2015, under DiverseUSA's Founder, Kim Walton's leadership, TSA created, developed, and launched an Employee Resource Group called Women Executives at TSA (WE@TSA), which engages women and other interested employees at airports and field offices throughout the country to provide their unique perspectives on issues facing women in the workplace

This inspired Kim to establish a Diversity Program, a Diversity Council, and an Internship Program at TSA. She also implemented "Why Not You: How Women Excel at TSA." TSA established a traveling mentoring panel of women executives to directly engage frontline employees seeking to advance their careers, host panel discussions on career advancement, and provide flash mentoring.

Enduring Results
From FY2015 – FY2019, the representation of TSA's female employees in airport management and executive level positions dramatically increased. As of FY2019, females comprise 40.67% of the TSA workforce, of D-H bands (entry level grades) 43% are women, of L-K bands (management level grades) 23.35% are women, and L band-SES (executive level grades) 32.49 % are women — a dramatic increase of females in management and leadership positions at TSA. The 2015 DHS Secretarial Award for Excellence in Diversity recognized the tremendous success and impact of WE@TSA.
https://www.tsa.gov/about/employee-stories/international-womens-day-panel-tsa-women-inspiring-others-sharing-lifes

KAISER ASSOCIATES

DiverseUSA

Case Study 2: Using Best Practices to Develop New Capabilities -- Kaiser created a methodology, roadmap & metrics to improve customer experience across government

Context
GSA created the Technology Modernization Centers of Excellence to help participating agencies achieve PMA CAP Goals to improve customer experience, modernize IT, leverage data as a strategic asset, and shift from low-value to high-value work. Kaiser was selected to lead the Contact Center Sakoda of Excellence (CoE) modernization effort.

Case-in-Point: Modernizing Contact Centers Across Government
Situation
Most federal agencies feature dozens if not hundreds of formal and informal contact centers resulting in a disjointed and unsatisfactory customer experience for both employees and constituents. For example, USDA had 27 siloed contact center that were limited by out-of-date tools and processes.

Approach
Kaiser conducted detailed best practice research and benchmarking to help GSA develop a standardized methodology to assess the current state of contact center operations at a given agency, including developing a reusable maturity index, benchmark performance against other (public and private) organizations, documented research on best practices (e.g., performance on KPIs, technologies used). The methodology was captured in a consolidated playbook available for everyone to access.

Impact
Kaiser's methodology and associated tools have been used by several agencies to improve their customer experience and contact centers. In particular, Kaiser's support enabled USDA to launch the AskUSDA Contact Center in FY19 Q3, just one year after Kaiser delivered the strategy and roadmap. AskUSDA is a consolidated, omnichannel contact center that leverages emerging technology and enterprise-wide knowledge management to optimize customer service and streamline operations.

Enduring Results
Kaiser developed CoE intellectual capital (e.g., playbooks, online content) and aligned contact center efforts with the Customer Experience and Data Analytics CoE teams.
Our work has been used by multiple agencies and is featured on the GSA CoE website

Our core delivery team provides nearly 100 years of government and consulting leadership experience

Kimberly Walton (she/her), Founder, DiverseUSA

Kimberly brings decades of experience at the intersection of law, policy and social justice to DiverseUSA. With 20+ years as a Senior Executive in the U.S. Departments of Homeland Security and Commerce, Kimberly's passion is fostering human connection and realizing large-scale policy.

Kimberly is a graduate of the National and International Security Program at Harvard University's John F. Kennedy School of Government, studied organizational psychology at Columbia University, holds a law degree from Catholic University Law School, and is a member of the District of Columbia Bar.

Info@diverse-usa.com

Tamara Miller (she/her), Co-founder, DiverseUSA

Tamara is an accomplished civil rights trial attorney, a retired Senior Executive in the U.S. Departments of Homeland Security and Health & Human Services, and a retired Air Force Lieutenant Colonel with over 37 years of legal, policy and leadership experience. She has worked tirelessly to advance diversity, equity, inclusion, and accessibility in multiple sectors — federal, state, local, military, and private.

Tamara earned her law degree from the University of Michigan Law School, her B.A. degree with honors from the University of Notre Dame; and is a member of the District of Columbia, Illinois, and Maryland Bars.

William Lancaster (he/him), Principal, Kaiser Associates

Over the past 15+ years, William has been committed to delivering human capital and workforce solutions across the Federal Government. He has focused on areas that benefit both employees and their organizations, to include organizational culture analysis, workforce planning, employee development, and people analytics. He also takes pride in developing change-driven approaches that align with the goals and objectives of the organization.

William holds a M.S. in Industrial-Organizational Psychology from University of Memphis and B.A. from Rhodes College. He is a certified *Prosci Change Practitioner*, *Hogan Personality* debriefer, and *Human Capital Institute's Human Capital Strategist*.

WLancaster@kaiserassociates.com

DiverseUSA is the cutting edge-collective that helps government agencies and non-profits to operationalize and sustain mission-focus on the Federal Executive Orders requiring Diversity, Equity, Inclusion, and Accessibility in the workforce. We gather, analyze, and help organizations to leverage DEIA best practices from the private and government sectors for sustainable implementation and high impact.

For over 40 years Kaiser Associates has helped clients craft practical and actionable strategies and make difficult decisions with confidence through integrating tailored research, benchmarking, and contextualized analysis into our thinking. We are known for our ability to source and incorporate best practices from across government and industry – relying not only on our expertise but also a nuanced understanding of the latest thinking and success from across government and industry

Certified **SBA WOSB** Woman Owned Small Business

How We Help

- Promoting industry-specific DEIA best practices
- Hosting inter-agency DEIA networking groups for diversity practitioners and managers
- Holding Summits and IDEA Talks with content rich programs and thought leaders in DEIA
- Blogging on DEIA and implementation strategy
- Publishing DEIA Newsletters and Podcasts (www.Diverse-USA.com)

Our Strategy

- Leadership support and buy-in are critical to a sustainable DEIA strategy
- Industry-specific strategies are necessary to Remove obstacles that hinder DEIA progress
- DEIA must be linked to key organization objectives
- DEIA should be approached strategically and measured by outcomes, not activities
- DEIA professionals must drive cross-organization collaboration to elevate impact

Business Needs We Support

	Modernization	Prepare for and navigate change with greater agility and resilience
	Program & Organizational Effectiveness	Create sustainable organizational and programmatic impact
	Operational Excellence	Reimagine operations and transform service delivery
	Growth and Scaling	Build capacity and support / grow customer base

Relevant Capabilities

- Workforce and Talent Strategy
- Workforce Development
- Workforce Planning
- Strategic Planning
- Performance Management
- Program Design

Vault TOP RANKED

Forbes 2021 AMERICA'S BEST MANAGEMENT CONSULTING FIRMS POWERED BY STATISTA

Ways to access us:

- WOSB set-aside
- Simplified Acquisition Threshold
- UEI: NCFFKUFPL9Z4
- CAGE Code: 4GY30
- GSA MAS No. GS-10F-0159W
- Primary NAICS: 541611, 541910, 541519, 541612

2023 DEIA SUMMIT

Diversity, Equity, Inclusion, Accessibility

DiverseUSA

"Leveraging Differences"