THE 4 A'S TOOLKIT

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Introduction

Why Inclusion and Diversity: To effectively serve all Missouri citizens, we must listen to the opinions and values of all constituents and ensure Missourian's investments are used wisely. This means maintaining a diverse and psychologically safe work environment where all team members can openly share and challenge "the way things have always been done" to adapt to the diverse needs of Missourians.

Overview: To take inclusion and diversity (I&D) work to the next level, we must focus on how to support existing efforts and evolve business operations to achieve operational excellence. This is <u>not</u> a check the box, diversity by the numbers approach. When team members feel a sense of belonging at work, they become more attached to their organization and their occupation. We have an established operational excellence community across state agencies that can be leveraged to improve organizational health. The State of Missouri has an opportunity to operationalize an I&D framework into sustainable and actionable business practices.

The 4 A's
Awareness, Alignment, Action, and Advocacy

The basic framework for all organizations is the same when it comes to I&D work. Like all business change management initiatives, an organization must reach a state of **awareness** about an issue or opportunity, **align** their organization's values and mission with inclusion and diversity goals, take **action** to create an inclusive and diverse culture and work environment, and sustain a workforce that will **advocate** for I&D environments into the future. Because each State of Missouri department is at a different place in the implementation of their I&D work, the Show Me Alliance Leadership Academy capstone team has outlined four phases that can help advance each department to the overall desirable outcome of Advocacy. The four phases are: Awareness, Alignment, Action and Advocacy.

Within each phase, there are strategies that show what each state department can do to advance to the next phase.

Using this Toolkit

The State of Missouri departments are all different and details lying within phases should be tailored to meet each department's unique mission in how they serve Missouri citizens. Department examples are listed throughout the document to reference details in agency 3-in-6 reporting (see link to 3-in-6 documents in [Appendix B](#)). An updated 3-in-6 format for reporting updates is also included (see [Appendix A](#)). The original 3-in-6 recommendation was part of the State of Missouri Leadership Academy Class #4 Capstone recommendations and are referenced in Appendix B.

AWARENESS

Phase I: Awareness

In this phase, departments examine existing data such as organizational charts, team member demographics; team member interest/engagement and trust; department missions, vision, and values; existing relevant policies and procedures; the degree of Diversity, Equity and Inclusion understanding demonstrated by leaders, managers/supervisors, and team members; what alignment there is between vision, core values and policies and procedures; the overall culture of the department (trust, conflict, common patterns of behaviors, feelings of belonging and the impact of existing practices).

Goal: For senior leadership and managers/supervisors to become aware of the current state of your department surrounding I&D; to understand and accept why I&D is integral to operational excellence. This phase informs your strategy by surfacing challenges for moving forward and providing insight into what is working or not working.

Obstacle: Have to get buy in on the why – the department has to respect the diversity of the individuals, acknowledge the value that diversity brings to the organization, and actively work to ensure all team members within the organization are included in the practices, policies, and procedures of the workplace. If you find you are stuck in this phase, departments should evaluate what keeps them stuck in this phase.

To drive the department through greater awareness:

➢ Know where you are going and why. Start by defining how inclusion, diversity, and equity connects to your mission, vision, values and programs. This helps develop a shared framework and understanding of why we are centering on this work. Address the "why" you need to do this work and how you will go about doing what is necessary. Departments can "vision out" and talk about what you hope to accomplish with your I&D work. Remember to think beyond good business practices when defining the why. Think of this from the "human element" as marginalized groups may wonder why the agency waited until now to do something and why it wasn't done sooner.

Example of a "why" statement from DMH: *The Department of Mental Health is taking a critical look at its policies, practices, and outcomes. The goal is to understand where we are, and take actions to enhance equity in Missouri's public mental health system. The Mental Health and Inclusion Alliance was established to support the Department of Mental Health in actualizing and fulfilling its commitments to equitable access, inclusive services, and favorable outcomes for the people it serves.*

- Questions to consider:
  - What does our department stand for? What values do we share?
  - What is the purpose of our department?
  - How can prioritizing I&D in our work move us in the right direction?
  - What changes do we hope to see?
  - What investments are necessary for us to prioritize I&D efforts?
  - What would you like to see changed?

➢ Conduct an organizational self-assessment of Inclusion, Diversity and Equity. Understand your organizational culture. This helps determine whether team members throughout the whole organization feel like they belong.
- Examples to use:
  - Race Matters
  - BCT Partners
  - Focus Groups (example in DSS 3-in-6)

➢ Gather internal data and other metrics through several sources that provide insight into the current status of I&D in your agency.
- Business highlights to show how it can be successful;
- QPS data;
- Know your agency demographics. Disaggregate data by organizational ranking, demographics (race, ethnicity, gender, sexual orientation, disability, age), and geographic region;
- Exit interviews;
- Focus groups/internal surveys.

➢ Build your team. The team should be made up of individuals interested in the work, leaders and influencers within the department, and at least one senior leadership sponsor should actively participate in the team. The team should be given the authority to implement necessary changes throughout the department. Consider who you hope to reach and bring with you in this process of organizational change. It's advisable to have at least one member whose time is fully dedicated to I&D work (Chief Diversity Officer). Consider recognizing and rewarding participation for the team members who are volunteering in addition to their regular jobs.
- Who will lead your team?
- How often will they meet?
- Is there at least one senior leader actively participating?
- Who will the team report back to?

Example: DMH Equity and Inclusion Alliance

➢ Identify common frameworks and language. Having a common language lays a foundation for productive conversations and prevents miscommunication and assumptions.

- For example, what is psychological safety, and how is it different than trust? What is a definition of equity and racial equity that fits within the context of your department's unique work?
        - What does diversity look like for our agency? What does inclusion mean within our agency? Each department takes I&D language and incorporates how it fits into their work.
        - The team agrees upon the I&D language.

➢ Communication is key. Communication builds trust; trust and communication are key elements of I&D work. Create an internal communication plan that includes I&D themes, multiple media platforms and formats, and a schedule.
        - Issue a statement of importance from the Director (Example in DCI 3-in-6).
        - Frequently restating the issue, vision and value of I&D by the Director and senior leadership. (Example in DED 3-in-6)
        - Targeting communication platforms and formats that are most popular among staff.
        - Develop messaging that resonates with diverse staff audiences. For example, some staff may engage more with statistical findings while others engage more with personal storytelling.

➢ Introduce Psychological Safety to leadership. This allows team members to feel safe to take risks and to be vulnerable with one another. This starts here but continues to be built in all phases. Psychological Safety is about being able to act and engage in a team without fear of negative consequences. Psychological safety is about the assurance that no team member will be humiliated, laughed at, or punished for posing questions, speaking up with ideas, concerns, or mistakes.
        - Podcasts,
        - Webinars,
        - LinkedIn Learning (See Appendix C)
        - Office of Equal Opportunity

After completing these items, advance to Alignment.

ALIGNMENT

Phase II: Alignment

In this phase, the departments will utilize the information provided in the Awareness phase to provide clarity around the current state of the organization and start to align on the strategy. Identify opportunities for team members to better understand embedded inequities – how they are produced and maintained, and how they can be eliminated. This includes identifying policies and procedures that should be improved to promote equitable results. Leadership must act fast because spending too much time in this phase kills momentum and erodes trust in leadership.

Goal: Senior leaders, supervisors, and managers must buy in and commit to I&D and will need to align on the direction, the value to the department, and agree to provide actionable support in this strategy. This is an important and fundamental factor. To educate everyone on the critical components of a diverse, equitable, and inclusive workplace in order to practice and cultivate this in the department.	**Obstacle:** Getting actionable support that is constant across all agency leaders from the top down. Continual support by leaders is needed even after the next phase is completed. Evaluate what keeps your department stuck in this phase.

To drive the department through alignment:

➢ Outline the goals identified in the awareness phase and incorporate them into department placemats and strategic objectives, goals, and actions to draw a parallel between diversity and the business goals.
- Placemat (Example: DNR lists as a theme)
- Strategic Initiatives (Example in DOR 3-in-6)
- Strategic Goal Examples:
  o All Department divisions/branches will increase diversity metrics by 5% within the next 5 fiscal years.
  o Inclusion and belonging QPS scores for the department will increase by 1% within the next 2 fiscal years.

➢ Communication of goals department-wide to ensure unison of leaders and staff.
- Senior leadership regularly communicating support to all team members.

Example: Celebrating I&D calendar events through department-wide communications (see Appendix E).

Example: listing pronouns in email signatures and WebEx titles to show support of LGBTQ+ employees.

- Sharing the department's goals in I&D work with all team members.
- Sharing findings from organizational assessments with all team members.
    - Townhalls (Example in OA 3-in-6)
    - Monthly/Quarterly communication
    - Newsletters
    - Emails from the Director
    - Focus Groups (Example in DOC 3-in-6)

➢ Education/Training. Done to provide knowledge of inclusion and diversity within departments. Important for leaders to be aware of the represented identities across gender, race, ethnicity, ability, and age. There needs to be an understanding of the I&D in the organization and why it is important. These should be done with a set frequency.
- Lunch and Learns (Example in DNR 3-in-6)
- LinkedIn Learning (see Appendix C)
- Diversity Calendar (see Appendix E)
- Quarterly All Staff educational meetings (Example in DHEWD 3-in-6)
- Challenges
    - Rhodes Perry – 30-day challenge
    - DEI Challenge - 21-day challenge
    - United Way – 21-day challenge

➢ Get ready to talk about I&D. Getting started doesn't have to be overwhelming – even a working lunch or initial training can kickstart effective conversations about race. Seek out examples from other departments and organizations. Expect and embrace discomfort. Setting and managing expectations for personal development around discomfort with change and conflict can help individuals adjust to the idea that conflict can be embraced through healthy conversation and relationship building.
- Workshops (Example in MDC 3-in-6)
- Book Studies (Example in DMH 3-in-6)
- Learning Series (Example in DMH 3-in-6)
- Virtual Privilege Walk (Example: DNR completed)
- Listening Sessions (Example: DMH senior leadership completed)

➢ Support by leaders – Leadership encouraging team members to participate in events held. Leadership discussing I&D work with team members. Leadership showing buy in to I&D work.

Example: Monthly updates by senior leaders in newsletters or at team member meetings.

➢ Highlight Psychological Safety – Allows team members to feel safe enough to be vulnerable with one another. This continues to be built in all phases.

- Leadership demonstrates vulnerability with team members. Be transparent about leadership uncertainty and difficulties. Encourage everyone to speak up to contribute to moving I&D forward in the department's mission.
- Ensure you have contributions from everyone. Don't just simply listen to the loudest voice.
- Provide ways for individuals to contribute anonymously. This may be marginalized team members or those that do not feel comfortable speaking in front of others.
- Encourage the contribution of ideas. Demonstrate listening. Show that ideas won't just be dismissed.
- Encourage healthy disagreement and challenges to the status quo (i.e., "we have always done it this way").
- Remain open to outside the box solutions rather than assuming you have the right, the best, or the only answer.

Work in the Alignment phase will help set the expectations for the Action phase.

Phase III: Action

In previous phases, departments have aligned on the purpose and value of increasing I&D in your organization. Now it is time to put the work into motion. Many organizations jump right to this section, but this is not just a "check the box" phase. This phase is where you review and revise previous policies and procedures while being transparent and authentic in the work. This is where accountability in leadership demands action. This phase requires action, not just attending trainings and educating.

Goal: Put previous phases into action. Choose activities from the list, measure their success and reevaluate their usage in the future.

Obstacle: Competing priorities and skeptics. Evaluate what keeps your organization stuck in this phase.

To drive the department through action:

- ➢ Dedicated I&D Team Members
    - ▪ Dedicate more than one FTE position to I&D work. Like other priority business initiatives, I&D initiatives will require multiple team members dedicated exclusively to this work that touches every corner of the agency. Failure to fully invest and commit team member labor into I&D work will result in burnout and slow progress for the single I&D team member charged with leading the initiative. For team members volunteering their time, competing priorities will result in loss of momentum and burnout.
        - o Consider dedicating a Chief I&D Officer housed in the Director's office and dedicating 1-3 FTE positions that support the Chief with data collection and analysis, developing and implementing strategy, and ensuring I&D initiatives throughout the department are successful.

- ➢ Create a I&D Council
    - ▪ Function
        - o The council should be given the authority to implement necessary changes throughout the department, like recommending and approving policies that involve topics such as recruitment, personnel hiring and termination, and dress codes.
        - o Share and solicit ideas and information with other diversity councils via basecamp, email group, or social media.

- o The diversity council works closely with the Operational Excellence (OpEx) Team to implement actions that foster a culture that supports psychological safety and belonging.

  - Examples: Employee Resource Groups or Affinity Groups. Think beyond race, gender, and sexual orientation (ex. active military and veterans, neurodivergent employees)
  - Recognize and reward efforts made by staff that promote diversity, equity and inclusion.

- Organizational Structure & Membership
  - o It is advisable that this council is not led or housed in HR, but has HR staff as members or consultants.
  - o Ensure regional and satellite office team members are represented on the council.
  - o For congregate care agencies, potentially branch into councils at each location. Example: Department holds one council with each facility holding a committee.
  - o Senior leadership should have a seat and actively participate with the council. (Example in DHSS 3-in-6).
  - o The team should be made up of individuals interested in the work, leaders and influencers within the department, and employees representing multiple organizational units.

    - If available, the Chief I&D Officer oversees the council
    - It is advisable to incentivize and reward participation on the team for members who are volunteering their labor in addition to their regular jobs.

- ➢ Require annual Training and Education. See [Appendix C](#)
  - 100% of supervisors complete diversity training on LinkedIn.
    - o Learning Path Diversity Inclusion and Belonging for leaders and managers
    - o Each agency designate a % of required LDR hours to I&D training or leading I&D efforts.

  - Goal for 80% of frontline team members to complete diversity training on LinkedIn.
    - o Learning Path Diversity Inclusion and Belonging for All

  - Implicit bias training for all supervisors ([Unconscious Bias](#))

- ➢ Require annual participation in I&D events in team members' work objectives

  Examples:

    - o Leading or participating in I&D discussion groups
    - o Book study

- Intentionally offering services to underserved constituents (Ex. Work with minority non-governmental organization [NGO] to communicate to underserved citizens what services your department offers.)

➢ Recruitment
  - Ensure the department public facing website represents the whole community.
    - State a commitment to diversity, equity and inclusion on your website;
    - Include diverse team member photos throughout the website; Example: Employment Opportunities | Missouri Department of Corrections (mo.gov)
    - Include a statement about I&D on your employment opportunity webpage. Example: Careers / Ford Foundation
  - Partner with community organizations who are connected with people of color or other marginalized identities to develop a targeted recruitment plan.
  - Attend diversity, equity and inclusive job fairs. Many universities will organize these.
  - Advertise job announcements to diverse groups
    - Use tools like LinkedIn to specifically target potential minority candidates.
    - Post to job boards of Historically Black College/Universities (HBCUs);
    - Post to job boards of minority and LGBTQ+ student organizations (ex. Black Student Organizations/Gaines/Oldham Black Culture Center (missouri.edu)) and professional organization diversity groups (ex. Home | Women Who Code , MANRRS: Minorities in Agriculture, Natural Resources and Related Sciences)
  - Invite your staff trained in I&D to review job descriptions to ensure they appeal to underrepresented groups and cultures in your department. Use inclusive words in the job descriptions. Post the agencies I&D commitment in hiring and retention practices in the job announcement.
  - Update recruitment posters to represent the whole community.
  - LinkedIn Learning trainings. See Appendix C

➢ Retention
  - Include a commitment to I&D during onboarding.
    - Statement about zero tolerance of discrimination or derogatory comments, requirements for training and participation of I&D events;
    - Information given on how to report discrimination and behavior that doesn't support a I&D work environment;
    - Introduction and access to employee resource groups.
  - Measure how well you are retaining diverse team members.
    - Retention rates of underrepresented groups;
    - Exit surveys: Include I&D questions on exit surveys. Track and report results. Exit surveys should be available in many forms to ensure resigning team members have access and opportunity to complete it.

- Culture
  - Get buy-in from those that remain uncertain.
    - A large portion of the workforce will take a "wait and see" approach to I&D changes. Spend more time with I&D supporters throughout the organizational structure to inspire the uncertain.

  - Remove barriers
    - Accept that some team members will not buy-in to I&D changes. Accept that it is okay if these team members choose to leave.

  - Recognize and reward I&D supporters & highlight bright spots.
    - Example of bright spots: efforts made by team members that promote I&D

  - Disciplinary Actions - Senior Leadership and HR implement a zero-tolerance approach for team member, supervisor, and leadership behavior that is not aligned with I&D values and principals. Act promptly to implement disciplinary actions.
    - Consider swift and bold disciplinary action. When retaining team members, supervisors, and/or leadership who have been documented discriminating against team members, sexually violating team members, and making racist/homophobic/sexist derogatory comments, it can perpetuate a toxic environment and decrease the likelihood of retaining team members.

  - Provide multiple safe avenues for team members to report behavior that does not align with I&D principles and values.
    - Anonymous tip box
    - Employee Resource Groups
    - I&D Employee Ally Network

- Operations
  - Regularly assess daily practices, I&D benchmarks and goals through feedback from staff.
    - Quarterly review and consult team members on QPS belonging and inclusion results;
    - Review OA's disability survey and make action plan to address team members' needs beyond ADA compliance;
    - Create/Review regular surveys focused on I&D and be transparent with outcomes. Place demographic questions at the end of the survey to increase participation response of marginalized team members;
    - Review diversity recruitment data.

  - Speak about I&D during formalized one-on-ones with direct reports (ex. Engage meetings, quarterly reviews).
  - Add questions about I&D to upward feedback (Engage 2.0).
  - Incorporate upward feedback in performance management to improve accountability of supervisors and foster healthy work relationships.

> ➢ Marketing – Acknowledge where the agency is at. Transparency is key.
>   - Use social media to highlight I&D efforts made by the agency.
>   - Use social media to highlight cultural diversity topics
>   - ○ Example in Dept. of Agriculture's 3-in-6
>
>   - Use internal sites and newsletters to share I&D information, efforts and successes.
>   - Obtain testimonials from team members willing to share on how the I&D work has impacted them.

When your department's QPS shows **80% of staff have a sense of belonging at work**, departments can advance to Advocacy.

ADVOCACY

Phase IV: Advocacy

Although advocacy is the desired outcome, it is not a static phase. In the advocacy phase, departments maintain an adaptable approach for driving change to sustain the work they have done and continue to do. Reaching this phase is difficult, but it is imperative for creating sustainable I&D efforts that are embedded with agency succession. Ongoing work in advocacy is specific to each department, but adding accountability in this phase is what will ensure success.

Goals: Adaptive management to maintain a diverse workforce that feels a sense of belonging. Sustainable practices. Maintaining a reputation for being an inclusive organization.	**Obstacles:** Competing priorities. Rigid approach to I&D management tactics. Leaders being resistant to self-reflection and making individual changes (talking the talk, but not walking the walk).

To sustain advocacy:

➢ Learning Opportunities. Continue to have learning opportunities to support development of team members. This is different than initial trainings; the ongoing learning is specific to needs and challenges to your specific organization. It touches on personal work to organizational/societal systems and everything in between. This includes opportunities for reflection, evaluation, and course correction to keep I&D work moving forward.

Example: Look at barriers to engaging all constituents specific to your organization. DMH book study about behavioral health (*The Unapologetic Guide to Black Mental Health*) to better serve consumers of their services.

➢ Improved results and outcomes
  ▪ Exit Surveys. Improved questions and results;
  ▪ Organizational audits/assessments and QPS data;
  ▪ A sense of belonging;
  ▪ Trust;
  ▪ Demographics of workforce;
  ▪ Improved results in diversity in management and leadership;
  ▪ Embedded into employee orientation and onboarding.

➢ Sustainability – What do you need to sustain?
  ▪ Think ahead. Reevaluate and adapt annually.
    o Plan how your strategy will look and change;

      • What tactics are not working? And what new tactics can you deploy in their place?

    o Continue to prune your policies, practices and procedures;

      • Which ones will likely be irrelevant in ten years? (i.e. many federal jobs no longer test for marijuana for initial employment)
      • Which are driven by politics and not business practices (i.e. gendered single-stall bathrooms)

    o Contingency planning (changes in leadership, crisis, legislation, etc.);
    o Succession planning - Who will pick up the torch when the lead I&D champions retire or resign?
    o Continue to be transparent (communication) with all staff;
    o Hiring and promotion practices;

      • Which are potentially excluding excellent candidates? (i.e. is it more important to have specific intern experience or to have transferable skills from experience unrelated to the job you are hiring for?);

    o Opportunities for further discussions.

  ▪ What interim outcomes are relevant to know if the strategy is on track?
    o Changed attitudes
    o Continued/increased support

  ▪ Continued allocation of resources
  ▪ Regularly question assumptions
  ▪ Stay connected with I&D networks to stay relevant
    o National organizations relevant to your agency and I&D work;
    o Participation on state of Missouri's interagency I&D Team (Show-Me Alliance);
    o Private businesses I&D strategies.

Appendix A: Tools

This appendix contains, a catalog for tracking progress as well as an updated 3-in-6 reporting tool.

4 A's Catalog

This document has all four phases in one location and can be pulled out of the toolkit to reference where your agency is currently and to add notes.

Phase I: Awareness

☐ Know where you are going and why   ☐ Frameworks and language

☐ Organizational Assessment   ☐ Communication

☐ Gather data and metrics   ☐ Psychological Safety

☐ Build your team

Phase II: Alignment

☐ Goals identified   ☐ Talking about I&D

☐ Communication   ☐ Leadership Support

☐ Education/Training   ☐ Psychological Safety

Phase III: Action

☐ Dedicated I&D Staff   ☐ Retention

☐ Create I&D Council   ☐ Culture

☐ Annual Education/Training   ☐ Operations

☐ Participation   ☐ Marketing

☐ Recruitment

Phase IV: Advocacy

☐ Learning Opportunities   ☐ Sustainability

☐ Improved results and outcomes

NOTES:

3-in-6 Reporting Tool

INCLUSION & DIVERSITY

(Agency name) Diversity and Inclusion update (Month/Year)

4 A's – Phase agency currently in ☐ Awareness ☐ Alignment ☐ Action ☐ Advocacy

1. Action Taken
Description:
Current status:
Next steps:

2. Action Taken
Description:
Current status:
Next steps:

3. Action Taken
Description:
Current status
Next steps:

Lessons learned to date (any notable items)

Appendix B: References

➢ Coffman, Julia and Beer, Tanya (March 2015). The Advocacy Strategy Framework: A tool for articulating an advocacy theory of change.

➢ Beer, Tanya and Patrizi, Patricia (June 2021). Holding Foundations Accountable for Equity Committments (https://www.evaluationinnovation.org/wp-content/uploads/2021/08/HoldingFoundationsAccountable.pdf

➢ JustLead Washington, REJI Organizational Toolkit & Guides. https://justleadwa.org/learn/rejitoolkit/

➢ Gordon, Stacey, PhD, (2021) *UNBIAS: Addressing Unconscious Bias At Work*

➢ Harvard Change Management

➢ Kotter, John P. (1995). Leading Change: Why Transformation Efforts Fail. Harvard Business Review. Leading Change: Why Transformation Efforts Fail (hbr.org)

➢ State of Missouri Department 3-in-6 Plans: https://oeo.mo.gov/missouri-department-3-in-6-plans/

➢ Carr, Evan W. Reece, Andrew. Kellerman, Gabriella Rosen. Robichaux, Alexi (December 2019). The Value of Belonging at Work. Harvard Business Review. https://hbr.org/2019/12/the-value-of-belonging-at-work

➢ Sherbin, Laura and Rashid, Ripa (February 2017). Diversity Doesn't Stick Without Inclusion. Harvard Business Review. https://hbr.org/2017/02/diversity-doesnt-stick-without-inclusion?registration=success

➢ McKinsey & Company (May 2020) Diversity Wins: How Inclusion Matters. https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters

➢ State of Missouri Leadership Academy Class #4 Capstone Inclusion and Diversity Resources | Missouri Leadership Academy (mo.gov)

➢ Statewide Advantage for Missouri (SAM II) Turnover for Executive Branch Departments Workbook: Talent Management Dashboard (mo.gov)

Appendix C: MO Learning/LinkedIn Learning

There are many great videos, courses and learning paths on MO Learning and LinkedIn Learning for Diversity, Inclusion and Belonging. Below are a handful that can be referenced; however, a quick search of key words can help team members locate more options.

Courses

Be an Inclusive Organization People Won't Leave

Developing a Diversity, Inclusion, and Belonging Program

Diversity, Inclusion, and Belonging

Diversity Recruiting

How to Be More Inclusive

Inclusive Leadership

Inclusive Mindset

Mindfulness, Diversity, and the Quest for Inclusion

Rolling Out a Diversity and Inclusion Training Program in Your Company

Supporting the Whole Self at Work, A Diversity and Inclusion Imperative

Supporting Workers with Disabilities

Unconscious Bias

Learning Paths

Diversity, Inclusion, and Belonging for All

Diversity, Inclusion, and Belonging for Leaders and Managers of the State of Missouri

Diversity, Inclusion, and Belonging for HR Professionals and Leaders

DMH: Black History Month Education

Appendix D: Data Points

Several data points utilized during the development of this toolkit and capstone presentation can be useful for departments as they do I&D work.

## Number State of Missouri Employees

Department	Acronym	Total Employees
Social Services	DSS	5,762
Commerce & Insurance	DCI	665
Corrections	DOC	8,213
Economic Development	DED	227
Elementary & Secondary Education	DESE	1,560
Health & Senior Services	DHSS	1,643
Higher Education & Workforce Development	DHEWD	324
Labor & Industrial Relations	DOLIR	585
Mental Health	DMH	5,276
Natural Resources	DNR	1,336
Public Safety	DPS	4,289
Revenue	DOR	1,133
Agriculture	MDA	337
Conservation	MDC	1,263
Transportation	MoDOT	4,904
Office of Administration	OA	1,638
Executive Branch Departments	Statewide	39,155

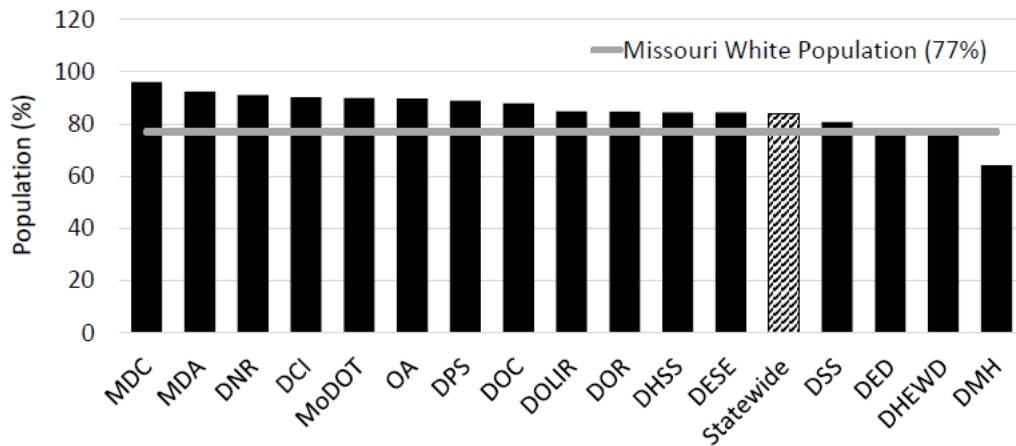## Percent Female: Missouri Population vs. State Government
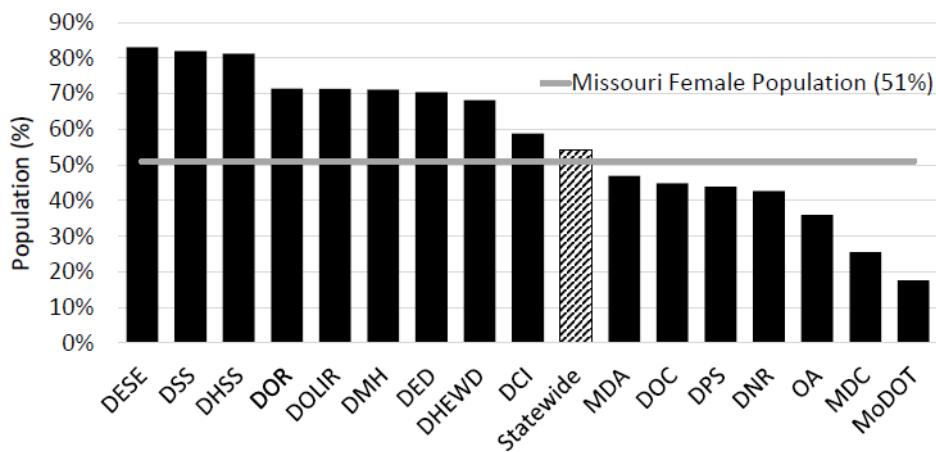
Source: Missouri Census Data 2020, SAMII 2021; 39,155 total state employees

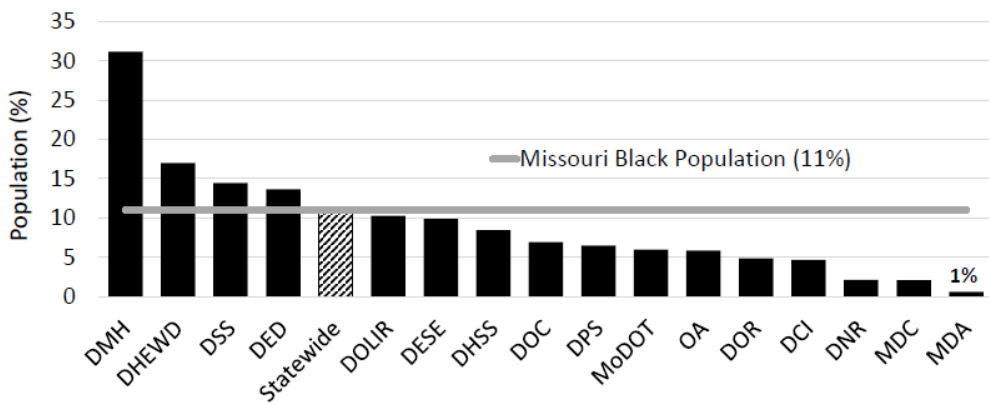## Race & Ethnicity: Missouri Population vs. State Government
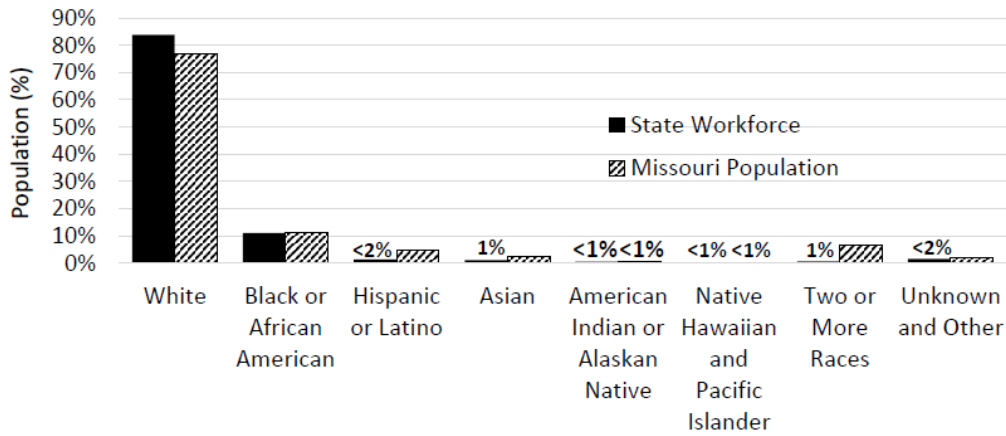
Source: Missouri Census Data 2020, SAMII 2021

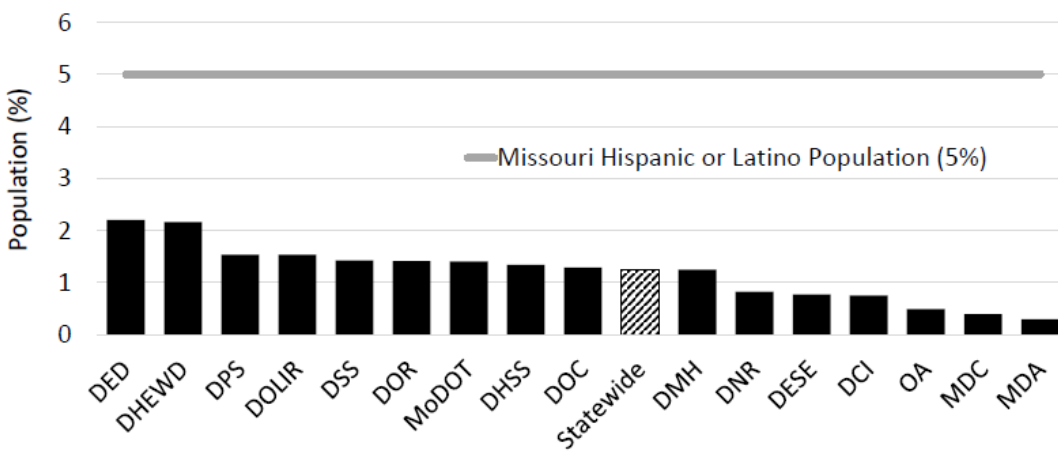## White: Missouri Population vs. State Government

Source: Missouri Census Data 2020, SAMII 2021

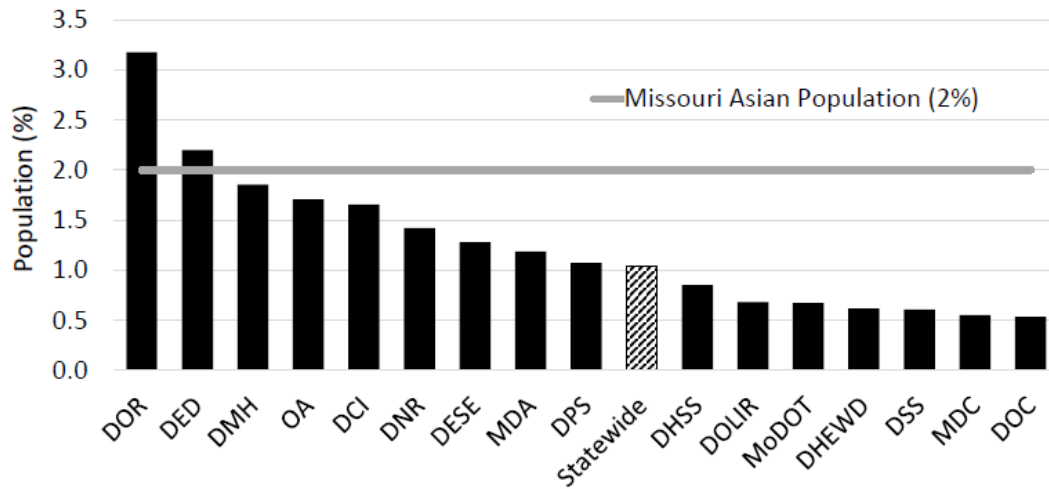## Black & African American: Missouri Population vs. State Government

Source: Missouri Census Data 2020, SAMII 2021

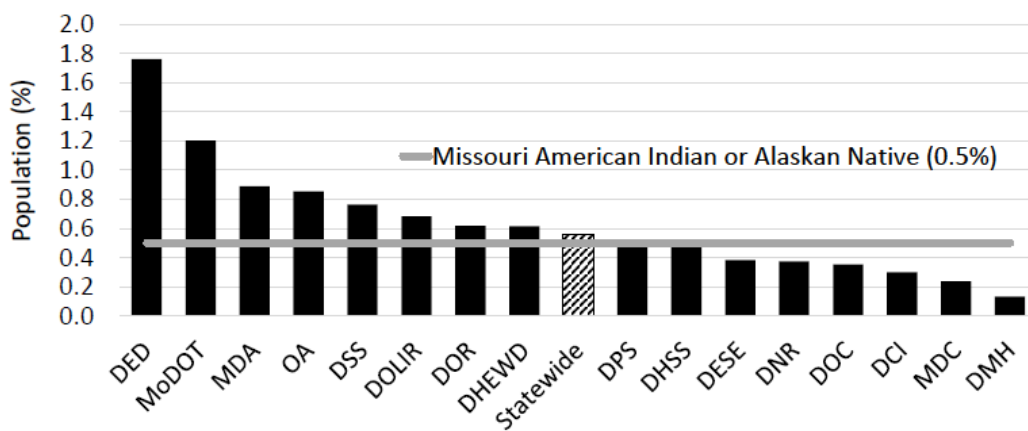## Hispanic or Latino: Missouri Population vs. State Government

Source: Missouri Census Data 2020, SAMII 2021

Asian: Missouri Population vs. State Government
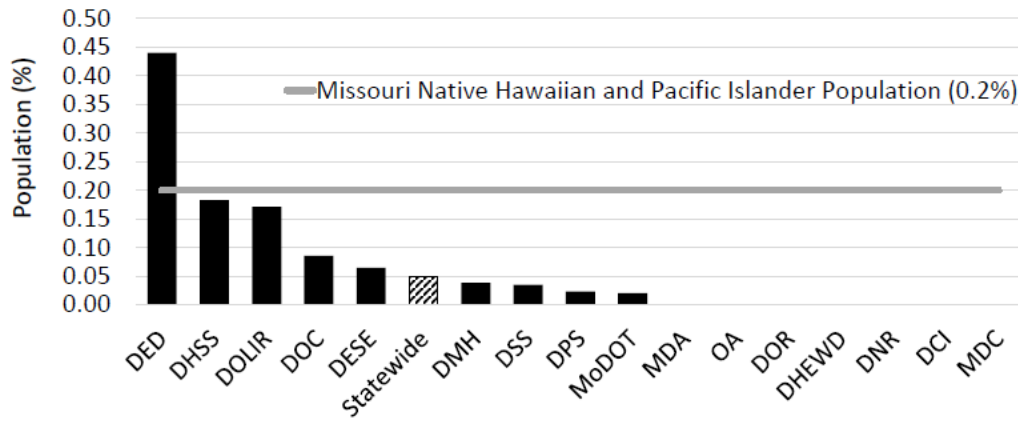

Source: Missouri Census Data 2020, SAMII 2021

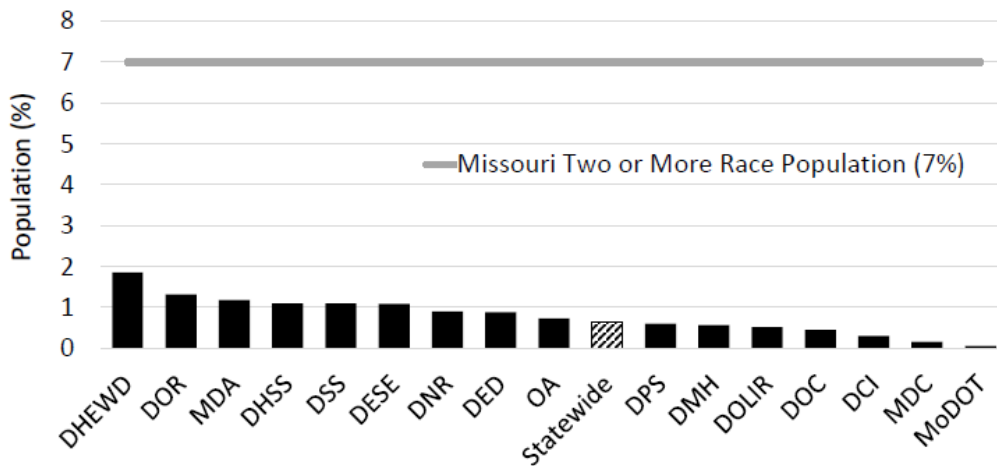## American Indian or Alaskan Native: Missouri Population vs. State Government

Source: Missouri Census Data 2020, SAMII 2021

Native Hawaiian & Pacific Islander: Missouri Population vs. State Government
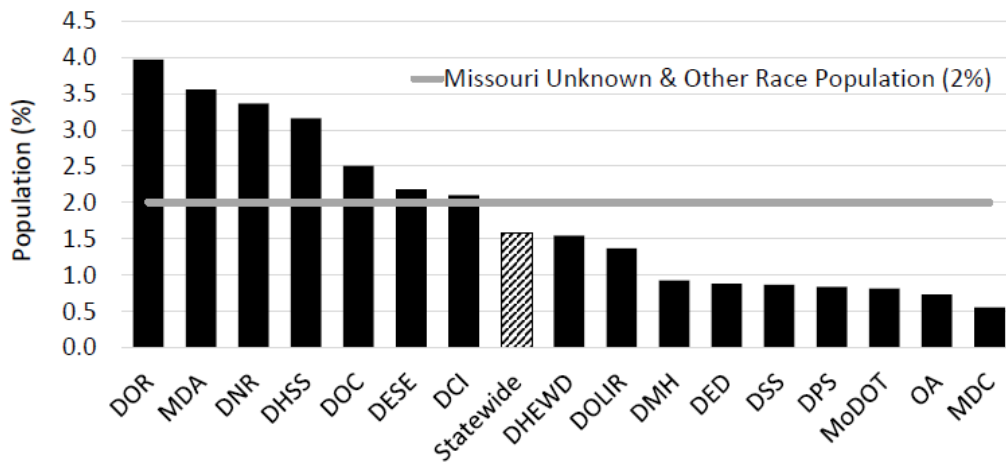

Source: Missouri Census Data 2020, SAMII 2021

Two or More Races: Missouri Population vs. State Government

Source: Missouri Census Data 2020, SAMII 2021

Unknown & Other: Missouri Population vs. State Government
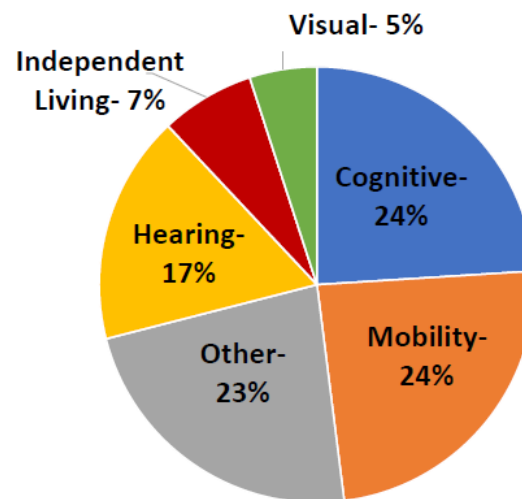

Source: Missouri Census Data 2020, SAMII 2021

Missouri State Employees with Disabilities

At least **Five Percent** of State of Missouri employees have a disability

68% of Missouri state employees with disabilities would benefit from accommodations they are not currently receiving.

Source: Office of Administration Disability Survey 2021; 7,154 respondents

LGBTQ+: Missouri Workforce Population vs. State Government

4% of Missouri's workforce is LGBTQ+

Unknown- Number of MO Government LGBTQ+ Team Members

SHOW-ME ALLIANCE

Source: The Williams Institute, UCLA

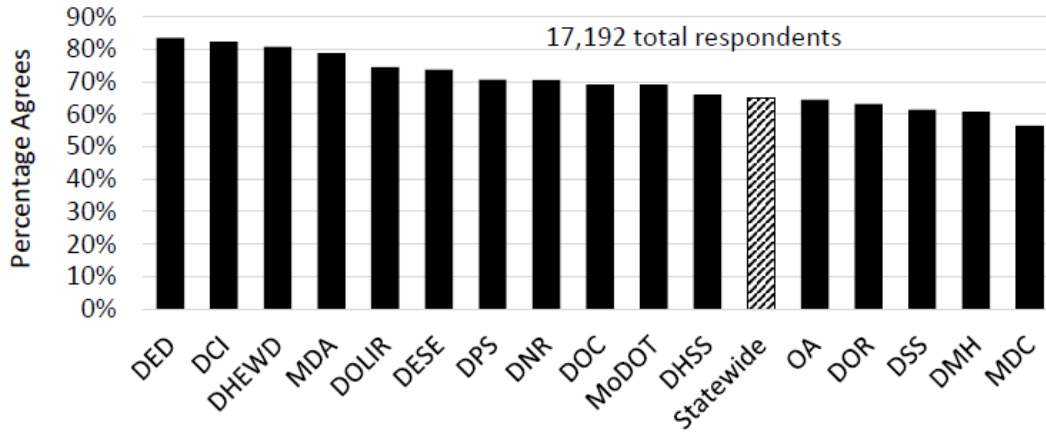## Measuring inclusion – belonging

Only **two-thirds** of State of Missouri employees feel like they <u>belong</u> in their organization

"I feel as if **I belong** at this organization."

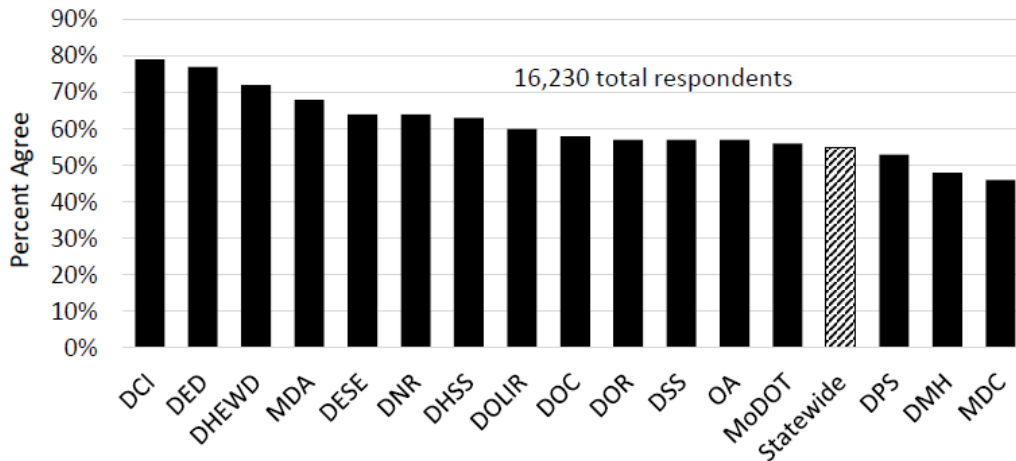**Source: State of Missouri Quarterly Pulse Survey, July 2021; 17,192 total respondents**

Measuring Inclusion – Belonging:
"I feel as if I <u>belong</u> at this organization"

Source: State of Missouri Quarterly Pulse Survey, July 2021

Measuring inclusion – belonging:
"Managers create a sense of belonging to the organization"

Source: State of Missouri Quarterly Pulse Survey, April 2021

Measuring inclusion – psychological safety

Less than **half** of Missouri employees agree with the following statement:

"This organization values a variety of ideas and opinions, even if there is disagreement about those ideas and opinions."

Source: State of Missouri Quarterly Pulse Survey, July 2021; 16,860 total respondents

Measuring Inclusion – Psychological Safety:
"This organization values a variety of ideas and opinions, even if there is disagreement about those ideas and opinions"
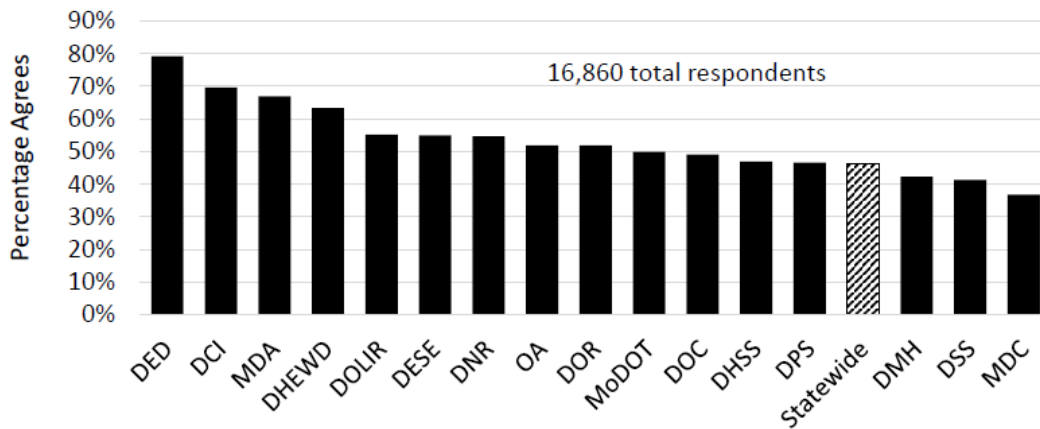
Source: State of Missouri Quarterly Pulse Survey, July 2021

Appendix E: Diversity Calendar

Inclusion and Diversity 2022

January	February	March
• National Mentoring Month • Poverty in America Awareness Month • Slavery and Human Trafficking Awareness Month	• American Heart Month • Black History Month	• Developmental Disabilities Awareness Month • Ethnic Equality Month • Gender Equality Month • National Colon Cancer Awareness Month • National Multiple Sclerosis Awareness and Education Month • National Women's History Month

April	May	June
• Arab-American Heritage Month • Autism Awareness Month • Celebrate Diversity Month • Earth Month • National Child Abuse Prevention Month • National Volunteer Month	• ALS Awareness Month • Haitian Heritage Month • Indian Heritage Month • Jewish-American Heritage Month • Mental Health Month • National Asian American and South Pacific Islander Heritage Month • Older Americans Month • South Asian American Heritage Month	• Alzheimer's and Brain Awareness Month • Black Music Month • National Caribbean American Heritage Month • Pride Month (LGBTQIAA+)

Inclusion and Diversity 2022

July	August	September
• French American Heritage Month	• National Civility Month	• Hispanic Heritage Month • National Guide Dog Month • Suicide Prevention Month

October	November	December
• Breast Cancer Awareness Month • Bullying Prevention Month • Domestic Violence Awareness Month • Filipino-American Heritage Month • German American Heritage Month • Italian-American Heritage Month • LGBTQ History Month • National Work and Family Month • Polish-American Heritage Month • Family History Month	• Diabetes Awareness Month • Movember (awareness of men's health issues, such as prostate cancer) • National Native American, American Indian, and Alaskan Native Heritage Month	• HIV/AIDS Awareness Month • Universal Human Rights Month

Inclusion & Diversity

2022

JANUARY

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FEBRUARY

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JULY

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NOVEMBER

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20	21	22	23	24	25	26
27	28	29	30			

DECEMBER

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