



Inclusion & Diversity

MISSOURI LEADERSHIP
ACADEMY CLASS 7

Inclusion & Diversity Roadmap

- ➔ Why we are here
- ➔ Where we have been
- ➔ Research and data
- ➔ Where we are going

Why Inclusion & Diversity?



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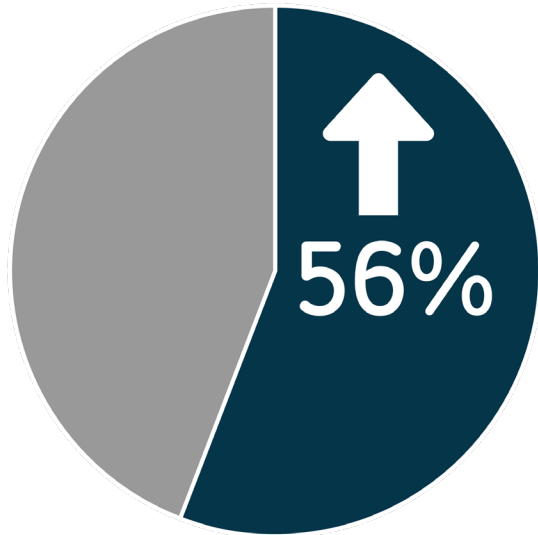


Emily
Wilbur
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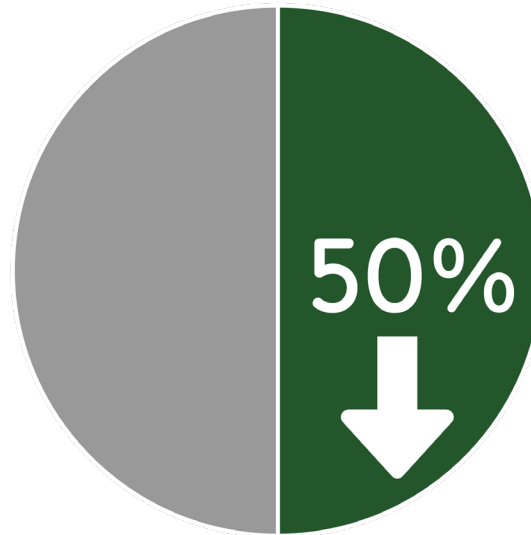


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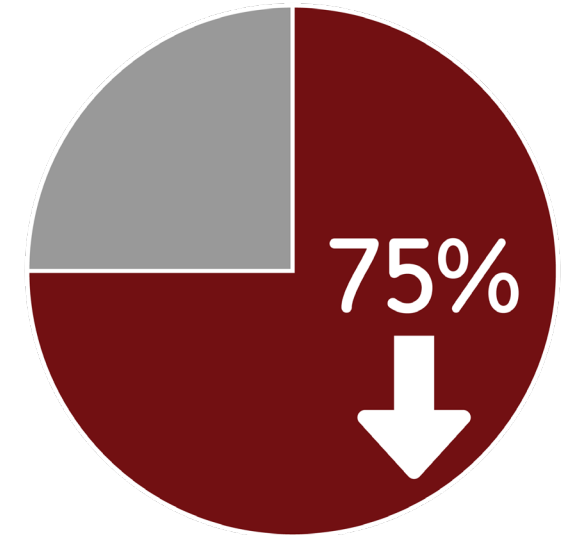
Belonging is Good for Business



Job Performance



Turnover Risk



Sick Days

Diversity Brings Benefits



Where We Have Been



Measuring Diversity

State of Missouri workforce demographics

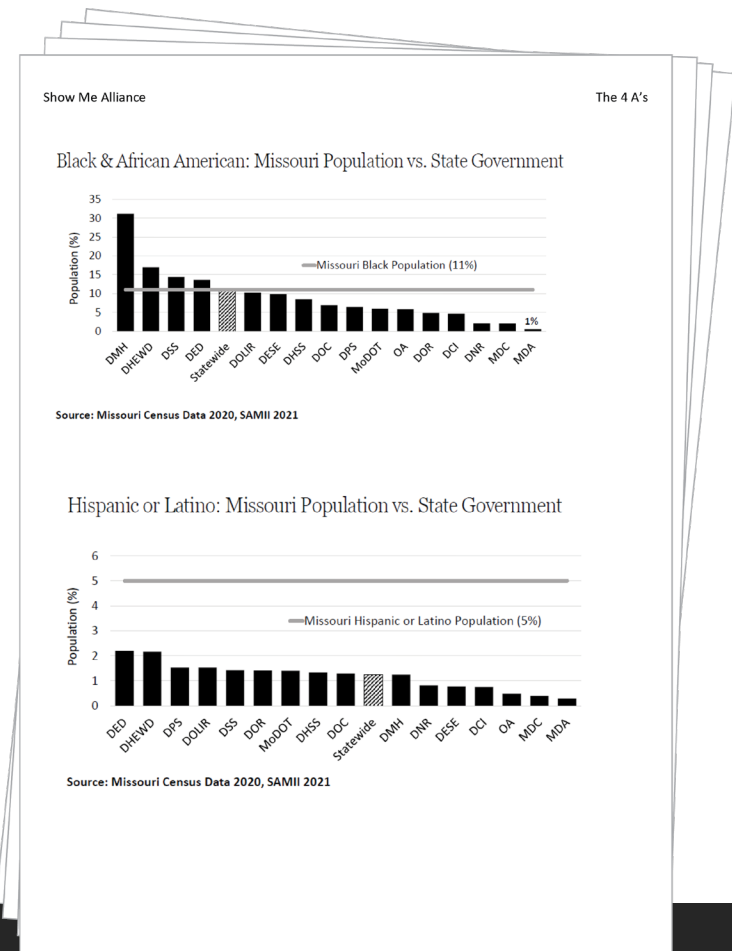
No significant change since 2020

For example:

~50% of departments still have proportionally less females than Missouri.

~75% of departments still have proportionally less black and African Americans than Missouri

Department-specific data is available in supplemental materials



Measuring Inclusion

Psychological safety

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



Only half of State of Missouri team members agreed with this statement.

Our Opportunity

The State of Missouri has an opportunity to operationalize an inclusion and diversity framework into sustainable and actionable business practices.

Where We Are Going



Two Recommendations

- ➔ 4-A Framework
- ➔ Statewide Alliance

Recommendation #1

Apply a 4-A framework

Awareness

Alignment

Action

Advocacy

THE 4 A'S
TOOLKIT

Show Me Alliance The 4 A's

AWARENESS

Phase I: Awareness

In this phase, departments examine existing data such as organizational charts, staff demographics; employee interest/engagement and trust; organizational missions, vision, and values; existing relevant policies and procedures; the degree of Diversity, Equity and Inclusion (DEI) understanding demonstrated by leaders, managers/supervisors, and employees; 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 D&I; to understand and accept why D&I 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 employees within the organization are included in the practices, policies, and procedures of the workplace. If you find you are stuck in this phase, organizations should evaluate what keeps their organization 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. Organizations can "vision out" and talk about what you hope to accomplish with your D&I 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.

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4-A Framework


Awareness

Alignment

Action

Advocacy

Show Me Alliance The 4 A's



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GOAL:
Gain
understanding,
examine existing
data and policies

4-A Framework


Awareness

Alignment

Action

Advocacy

Show Me Alliance The 4 A's



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. In this phase, identify opportunities for staff 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 D&I and will need to align on the direction, the value to the organization, 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 organization.

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 organization 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 parallel between diversity and the business goals.
 - Placemat (Example: DNR lists as a theme)
 - Strategic Initiatives (Example: DOR)
 - Strategic Goal Examples:
 - All Department divisions/branches will increase diversity metrics by 5% within the next 5 fiscal years.
 - 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 employees.

Example: celebrating D&I calendar events through department-wide communications

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GOAL:
Use information gathered to align strategy, set goals

4-A Framework


Awareness

Alignment

Action

Advocacy

Show Me Alliance The 4 A's



Phase III: Action

In previous phases, departments have aligned on the purpose and value of increasing D&I 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 DEI Staff
 - Dedicate more than one FTE position to DEI work. Like other priority business initiatives, DEI initiatives will require multiple staff dedicated exclusively to this work that touches every corner organizational unit of the agency. Failure to fully invest and commit employee labor into DEI work will result in burnout and slow progress for the single DEI staff member charged with leading the initiative. For staff volunteering their time, competing priorities will result in loss of momentum and burnout.
 - Consider dedicating a Chief DEI 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 DEI initiatives throughout the agency are successful.
- > Create a DEI Council
 - Function
 - The diversity 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.
 - Share and solicit ideas and information with other diversity councils via basecamp, email group or social media.


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GOAL:
Put work into
measurable
actions

4-A Framework

Awareness
Alignment
Action
Advocacy

Show Me Alliance The 4 A's



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 DEI efforts that are embedded with agency succession. Ongoing work in advocacy is specific to each agency, 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 DEI management tactics. Leaders being resistant to self-reflection and making individual changes (talking the talk, but not walking the walk).
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To sustain advocacy:

- Learning Opportunities. Continue to have learning opportunities to support development of staff. 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 DEI 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.

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GOAL:
Maintain
adaptable
approach, refine
strategies

Recommendation #2

Establish a statewide alliance



GOAL:
Support &
Sustainability

Statewide Alliance

Membership:

- ➔ 1 from each department
- ➔ 1 from OA's Office of Equal Opportunity
- ➔ 1 from OA's Operational Excellence

Reps report back to their director

Meets quarterly

Suggested

Topic:

Incorporate
I&D efforts
into interviews
that work

How We Are Going to Get There



SHOW-ME ALLIANCE

Operational Excellence
will measure progress

Each department can
leverage their own teams

What Happens if Nothing Happens?

- ➔ Problems with integration
- ➔ Lack of inclusion
- ➔ Communication issues
- ➔ Microaggressions
- ➔ Resistance to change
- ➔ Lack of role models

Video: In Their Own Words

<https://youtu.be/DPBLSNS0o-k>

Show-Me Alliance



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Gil Long (DOC), Emily Wilbur (DNR), Iuesha Wright-Crowder (MODOT)

