



HR GUMBO

HR Data Lab:

**DEI Key Performance Indicators for
Making Meaningful Progress**

Presenters:

Maria Filosa & Victoria Person

Meet the Presenters



Maria Filosa

(She/Her)

Senior Data Analyst



Victoria Person

(She/Her)

Director, DEI



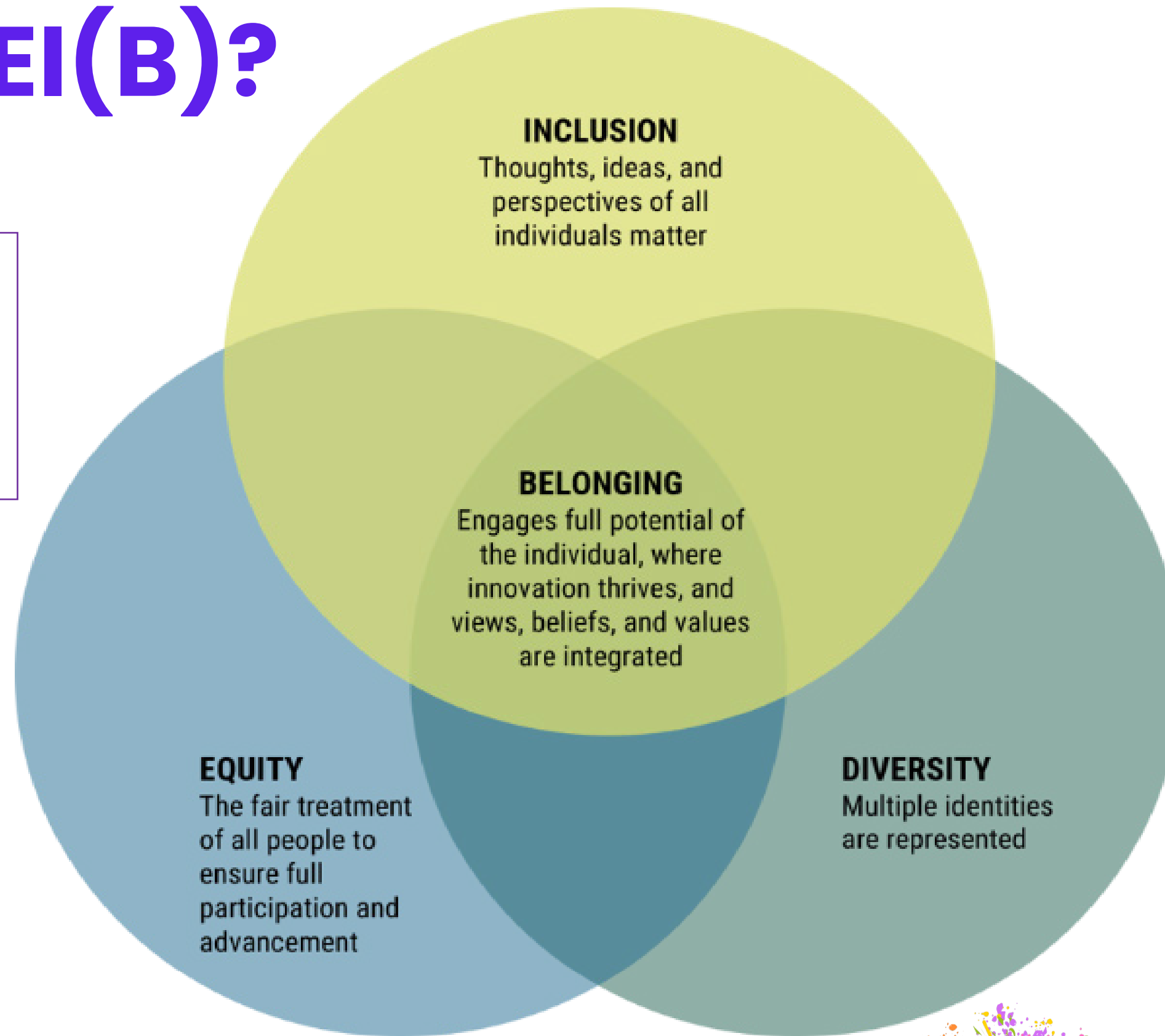
Agenda

PROBLEM SOLVING

- **Introduction**
- **Workforce Data Challenges**
 1. Disparity in Hires
 2. IWD/Veterans Benchmark Shortfalls
 3. Disparity in Terminations
 4. Lack of Diversity in Leadership
- **Q&A**

What is DEI(B)?

DEI IS:
Acceptance
Empathy
Accountability



DEI IS NOT:
Political
Devoid of merit
A program



Why DEI Progress Matters

Various studies show...

- Diverse teams (age, gender, geography) make better business decisions 87% of the time. (*Cloverpop*)
- Firms with more diverse management teams have 19% higher revenues. (*Forbes*)
- Gender-diverse organizations outperform in profitability by 25%. (*McKinsey*)
- Ethnically- and culturally-diverse organizations outperform in profitability by 36%. (*McKinsey*)
- Organizations with disability inclusion outperform in revenue by 28%. (*Accenture*)
- 13% of annual resignations partly due to dissatisfaction with org's DEI efforts (*Weber Shandwick*)

Future Workforce

- There will be a global worker shortage of 85 million by 2030.
- Gen Z and Millennials will make up 58% of the global workforce by 2030.
 - 47% of Gen Z identifies as BIPOC; 28% identifies as LGBTQ+.
 - 68% of Gen Z workers are not satisfied with their organization's progress in creating a diverse and inclusive work environment.





What is “Good Data”?

**Do we have
what we need?**

**Are we
keeping it
clean?**



The Importance of “Good Data”

The bottom line

- Adhere to legal requirements and avoid costly financial remedies
- Save internal labor-hours or reliance on counsel’s billable hours
- Protect public image and backlash

Strategic Planning and C-Suite Support

- Easily glean insights and report metrics
- Justify needed changes to the process
- Gain buy-in

Equity

- Ensure you have a consistent and fair process



WORKFORCE CHALLENGES

CHALLENGE #1:

AAP:

Disparity in Hires

Functional:

Not Finding Diverse

Candidates



Disparity Analysis - Hires

Date Range: July 1, 2023 through June 30, 2024

5B - Administrative Support

Non-Favored vs Favored	Total Hires	Total Apps	Total Unknowns	Non-Favored Hires	Non-Favored Apps	Favored Hires	Favored Apps	Non-Favored Selection Rate (%)	Favored Selection Rate (%)	Standard Deviation	Disparity
Female vs Male	427	16979	6452	90	8860	337	8119	1.02%	4.15%	13.03	Yes
Black vs White	209	10638	6601	91	7826	118	2812	1.16%	4.20%	9.94	Yes
Asian vs White	123	3044	6601	5	232 *	118	2812	2.16%	4.20%	1.52	No
Native American vs White	119	2893	6601	1	81 *	118	2812	1.23%	4.20%	1.32	No
Hawaiian vs White	121	2860	6601	3	48 *	118	2812	6.25%	4.20%	-0.70	No
Two or More vs White	136	3662	6601	18	850	118	2812	2.12%	4.20%	2.81	Yes
Hispanic vs White	309	7793	6601	191	4981	118	2812	3.83%	4.20%	0.79	No

Standard Deviation will trigger a flag when the result is two standard deviations or larger.

CHALLENGE #1: Disparity in Hires; Not Finding Diverse Candidates

Step Analysis

Date Range: January 1, 2023 through December 31, 2023

Consumer Service Associate										
Black vs White	Total Selections	Total Apps	Black Selection	Black Apps	White Selection	White Apps	Black Selection Rate (%)	White Selection Rate (%)	Standard Deviation	Disparity
Reviewed	856	2171	452	1089	404	1082	41.51%	37.34%	-1.99	No
Test	284	856	121	452	163	404	26.77%	40.35%	4.21	Yes
Screen	228	284	92	121	136	163	76.03%	83.44%	1.55	No
Hiring Manager Review	183	228	68	92	115	136	73.91%	84.56%	1.98	No
Interview	146	183	52	68	94	115	76.47%	81.74%	0.86	No
Montage	146	146	52	52	94	94	100.00%	100.00%	0	No
Offer	128	146	44	52	84	94	84.62%	89.36%	0.84	No
Background Check	118	128	39	52	79	84	76.19%	84.35%	0.8	No
Hired	118	2171	39	1089	79	1082	3.58%	7.30%	3.82	Yes

What has worked for you?

Standard Deviation will trigger a flag when the result is larger than two standard deviations.

CHALLENGE #2:

**Not Reaching OFCCP
Benchmarks for Representation
of Individuals with a Disability
and/or Protected Veterans**

Benchmarks vs. Sample Data

Individuals with Disabilities (IWD) Benchmark: 7% per Job Group

Job Group	Group Size	IWD Employment Count	IWD Employment %	7% Goal Met?
1A - Executive/Senior Level Officials and Managers	15	0	0	No
1B - First/Mid-Level Officials and Managers	51	4	8	Yes
2 - Professionals	55	2	4	No
4 - Sales Workers	22	0	0	No
5A - Customer Service	59	2	3	No
5B - Administrative Support Workers	63	5	8	Yes
9 - Service Workers	3	0	0	No

Veterans Hiring Benchmark: Currently 5.2%

Total Hires	59
Total Protected Veteran Hires	1
Percentage of Protected Veterans Hires	1.7%

CHALLENGE #2: Not Reaching OFCCP Benchmarks for Individuals with Disabilities (IWD) and/or Protected Veterans

SOLUTIONS:

- Cast a wider recruiting net
- Develop relationships with and attend events for local org's focused on these populations
- Update job descriptions for inclusive language
- Ensure accessibility of website as well as of physical location/buildings
- Include related messaging/images in internal/external communication channels
- Conduct a self-identification campaign
- Engage ERG members who are IWD/Veterans in the recruiting/interview process
- Train hiring managers regarding inclusion of IWDs, neurodiversity, Veterans, etc.

CHALLENGE #3:

AAP:

Disparity in Terms

Functional:

Retention/Turnover



Disparity Analysis - Terminations

Date Range: July 1, 2023 through June 30, 2024

7C - Warehouse/Delivery										
Non-Favored vs Favored	Total Terms	Total Pool	Non-Favored Terms	Non-Favored Pool	Favored Terms	Favored Pool	Non-Favored Selection Rate (%)	Favored Selection Rate (%)	Standard Deviation	Disparity
Female vs Male	79	180	8	11	71	169	72.73%	42.01%	1.99	No
Black vs White	47	134	23	39	24	95	58.97%	25.26%	3.71	Yes
Hispanic vs White	48	129	24	34	24	95	70.59%	25.26%	4.69	Yes
Asian vs White	26	98	2	3 *	24	95	66.67%	25.26%	1.60	No
Native American vs White	25	97	1	2 *	24	95	50.00%	25.26%	0.79	No
Hawaiian vs White	25	95	1	0 *	24	95	N/A	25.26%	N/A	No
Two or More vs White	28	103	4	8	24	95	50.00%	25.26%	1.51	No

Standard Deviation will trigger a flag when the result is two standard deviations or larger.

* This group does not constitute at least 2% of the total pool.

CHALLENGE #3: Disparity in Terms; Retention/Turnover

INVESTIGATE:

- Voluntary and Involuntary
- Employee **Satisfaction**/Engagement
- Pipeline/Opportunities

SOLUTIONS:

- Set Realistic Expectations
- True Onboarding Checklist for each involved department
- Mentorship

What has worked for you?

CHALLENGE #4:

Lack of Diverse Representation at the Leadership Level



Benchmarks vs. Sample Data



CHALLENGE #4: Lack of Diverse Representation at Leadership Level

SOLUTIONS:

- Cast a wider promotion net
- Promote from within by conducting an equitable succession planning process
- Incorporate equity into the performance management process
- Ensure accessibility of website as well as of physical location/buildings
- Offer a formal mentorship program, esp. for those historically marginalized in leadership
- Ensure professional development opportunities are available/encouraged for all
- Train leaders, managers, board members re. unconscious bias

WHAT ELSE CAN WE MEASURE?

For various demographic groups and across levels of the organization:

- Representation
- Attrition rates
- Promotion rates
- Compensation analysis (Pay Equity)
- Engagement/Belonging scores
- Accommodation fulfillment
- Training/Education reach
- Mentorship participation
- Industry demographic benchmarks:
 - HRC's "Corporate Equality Index"
 - Forbes' "Top Employers for Diversity"
 - Fair360's "Top 50 Companies"
 - OutSolve's "Workforce Benchmark Report"



Let's Talk

Questions/Answers/Best Practices



Reach Out to Us:

mfilosa@outsolve.com



vperson@outsolve.com

