



# Promoting an Inclusive Culture

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# Questions:

- What are the key indicators of an equitable, diverse and inclusive workplace?
- How can we best engage all staff in improving and maintaining an inclusive workplace that is equitable and supports diversity of all kinds?

# Equity, Diversity and Inclusion (EDI)

## Definitions

- **Diversity** includes all the ways in which people differ, encompassing the different characteristics that make one individual or group different from another.
- **Equity** is the fair treatment, access, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups.
- **Inclusion** is the act of creating environments in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate.

Kapila, M., Hines, E. and Searby, M., (2016, October 6). *Why Diversity, Equity, and Inclusion Matter*. Retrieved from <https://independentsector.org/resource/why-diversity-equity-and-inclusion-matter/>

# EDI: Why is it important?

- Costs to organizations
  - Recruitment
  - Retention
  - Job performance and productivity
- Benefits
  - Organizations will better serve their customers if they reflect the diversity of their market base
  - Diverse teams lead to better outputs

# Formative Research

- Employee Engagement Survey
- University Policies
- Campus Climate Inventory Results and Emerging Practices
- Key Informant Interviews
- Literature review

# SWOT Analysis

## Strengths

- SPH is already working hard on EDI
- Many staff are passionate about the issue
- Resources available throughout the University

## Weaknesses

- Still much room for growth and change
- Diverse workforce can be dependent on applicant pool
- Difficult to measure

## Opportunities

- Time to move from talk to action
- More room for growth with EDI in SPH
- Work on EDI can support the idea of 1 SPH

## Threats

- Without a plan, we will lose good staff
- Cost and scarcity of resources
- Aversion to change

# Inclusion and why it matters

- Diversity is getting invited to the party when inclusion is getting asked to dance!
- Inclusion is about creating an environment where people can be who they are, that values their unique talents and perspectives, and makes them want to stay.
- The key to inclusion is understanding who your employees REALLY are.

# SPH examples

- An employee who is Muslim who goes to their car to pray because they aren't comfortable in their work environment.
- An employee who is gay who is unsure whether they can bring their partner to a work event.
- An employee who is transgender who is reluctant to ask about gender neutral bathrooms.



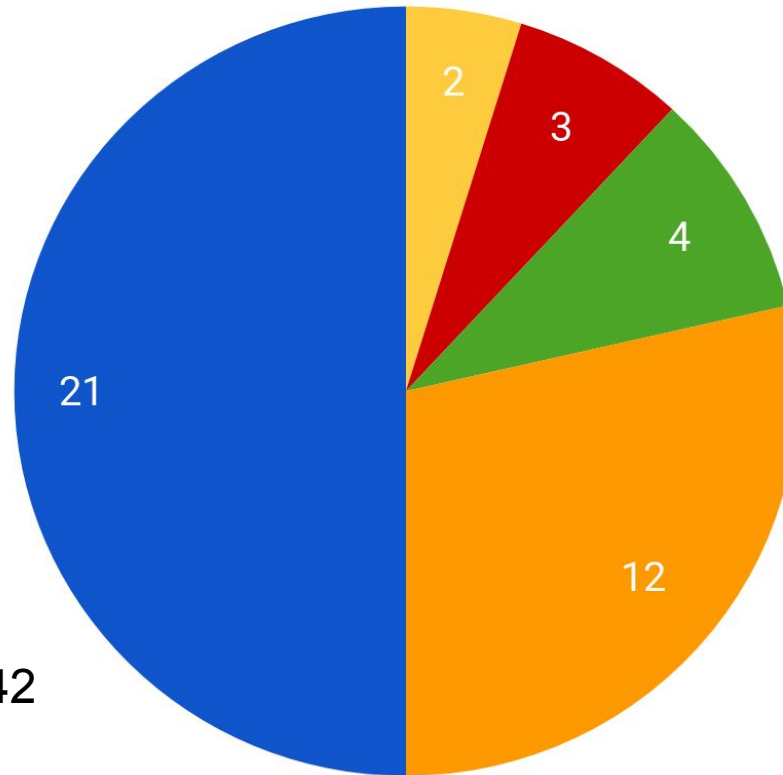
# So what do we do about it?

- Establish a mentorship program to ease transition by helping new employees connect with services and support tailored to their needs.
  - reduce “identity cover”
- The primary goal of program is to help new employees acquire the essential competencies needed for success in SPH.

# By the numbers:

## New SPH Staff

FY19: July 2018 - May 2019



Total new employees: 42

● Biostats ● EnHS ● School-wide Units ● HPM ● EpiCH

# Who can participate?

- Mentors:
  - Staff who have worked at SPH for 2+ years who have the desire to connect with newer staff
- Mentees:
  - New employees: across all staff classifications, within 6 months of start date
  - Half or full-time status (.5 appointment or higher)

# Program Overview and Structure

- Timeline: One year, with the possibility to extend further
- How does matching occur?
  - Fill out a brief profile via an online survey tool
  - Mentees and mentors can explain priorities for matching:
    - By professional function
    - By personal identifier
  - Pairs will be matched accordingly and introduced via email
- The first meeting should be in-person and can vary after

# Mentor Benefits

- Leadership and professional development
- Networking opportunities and enhanced sense of community and inclusion in workplace
- Staff at the UMN tend to value altruism and helping others
- How do we formally recognize and celebrate mentors?
  - Ideas: SPOT Award criteria, Faculty and Staff awards, employee recognition event, others?

# Mentee Benefits

- Networking opportunities and enhanced sense of community and inclusion in workplace
- Support at time of onboarding and having someone to speak with who is not a direct supervisor
- Creating a positive quality of life at work

# Potential Roadblocks and Barriers

- Terminology for initiative
  - Mentor
- Need to determine who *owns* this initiative
  - Who monitors and evaluates?
  - Funding
- Division specific cultures
  - How to create buy-in from divisions and managers
- Limited resources and time - “scarcity mentality”

# Recommendations

- Identify who owns this initiative
- Focus groups
- Build buy-in from divisions and hiring managers
- Roll out the program
- Pilot program for 1 year
- Evaluate
- Develop next steps



# Other ideas to consider

- Affinity groups
- Mentoring for current employees
- Expand benefits of participation in program
  - Annual mentor appreciation meal or gathering
  - Monthly gatherings
- Explore partnership opportunities with existing groups in SPH and on campus
  - EDIT
  - OED
  - LTD

# Conclusion

- Focus on retention for SPH staff
- Create Mentor Program for new employees
- Promote inclusion and fosters relationships in welcoming place

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  - Managers
- Team members

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