Diversity, Equity and Inclusion through Culture, not Compliance

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Enduring DEI Model

Structure DEI so that it is enduring and aligns with strategic plans and objectives. DEI models should not be activity based. Think about various organizational dynamics that should have DEI integrated. Ensure DEI is not just compliance based…but also linked to culture.

Core Lines of Effort

POLICY

This focus area is for efforts regarding the issuing of any policy or guidance to monitor, evaluate, enhance, or change processes.

NAVADMINs, ALNAVs and Instructions are examples of items that align to this LOO.

The goal is to ensure underrepresented communities are centered in policies and controls are in place to monitor policy actions to prevent unintended consequences.

TALENT MANAGEMENT

This focus area pertains to any initiative, effort, plan of action, or process regarding the recruitment, retention, and evaluation of talent (including outreach and engagement with talent pipelines) as it relates to the Total Force.

Measuring demographic trends within the Talent Management framework potentially serves as key indicators and measures of effectiveness.

OPERATIONS

This LOO encompasses any opportunity to integrate DEI into processes, systems, decision-making, and other applicable operational functions.

The ability to leverage affinity groups and/or various advisory groups to help form key decisions helps to integrate DEI into operational functions and decisions.

Operationalizing DEI competencies is also an example of how this area is impacted.

CULTURE

Initiatives, efforts, plans of action, or processes that support linking DEI to culture and integrating best practices into existing culture surveys and activities. It includes items that amplify institutional values, promote signature behaviors, building inclusive teams, and development of inter-cultural competencies.

The ability to look at DEI challenges from both a compliance and culture perspective is important.

Culture Intelligence Model Framework
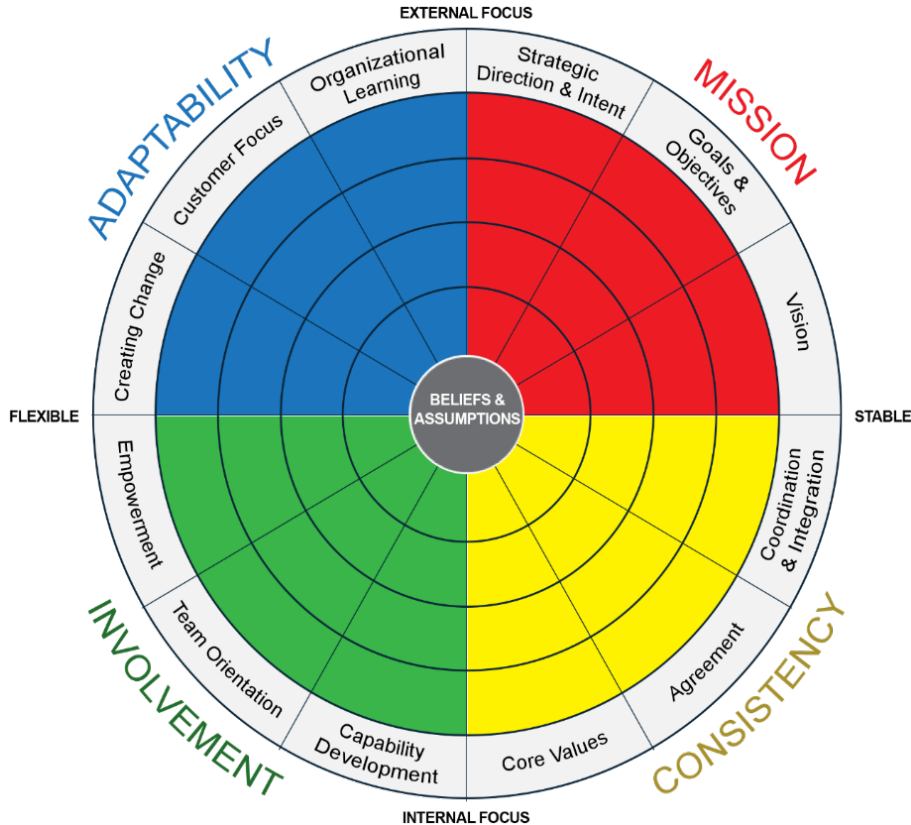
CI is lined to many organizational dynamics and areas of organizational effectiveness

Need the ability to make CI **actionable**

Leadership **Accountability** and **Transparency** are also important elements of any CI framework used.

CI construct needs to be **Agile**; ability to provide pulse survey capability and executive level reporting

Proven ability to address culture issues broadly

Analysis of CI challenges and Organizational Effectiveness

CI is most effective when you can analyze trends at all levels. Being able to look at "Top Line" results and then various trends across subordinate business units is powerful. From a DEI perspective, a framework like this gives me the ability to determine if there are isolated DEI challenges…if using this model over time, we'd also be able to look at systemic issues as well.
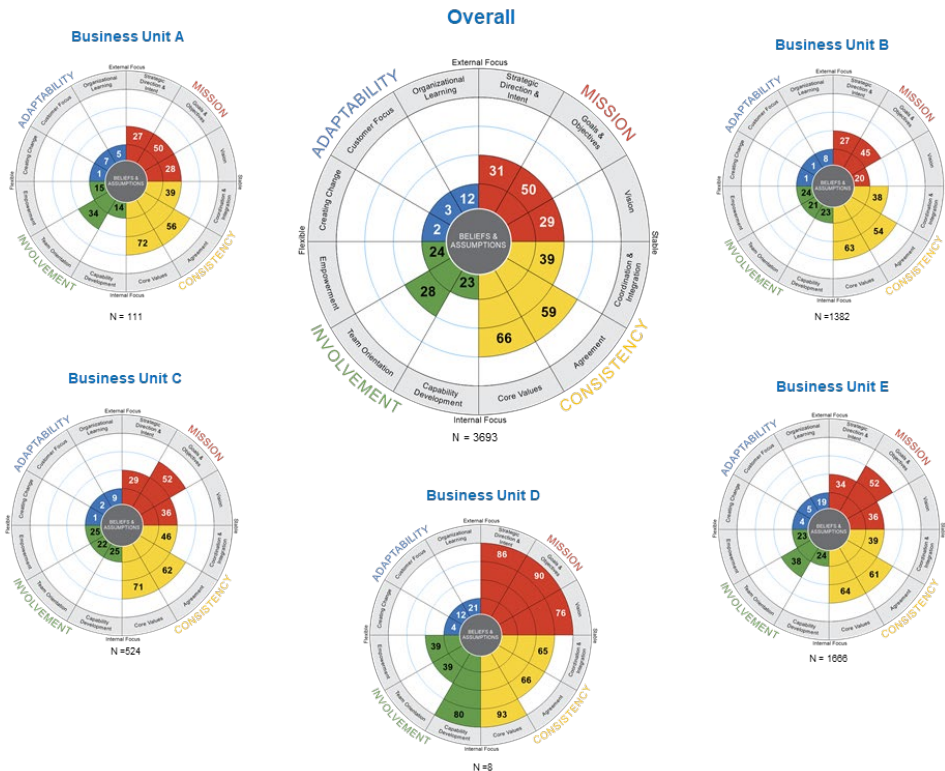
Culture Intelligence Model Framework

At a high level, here is how the culture model would be executed….
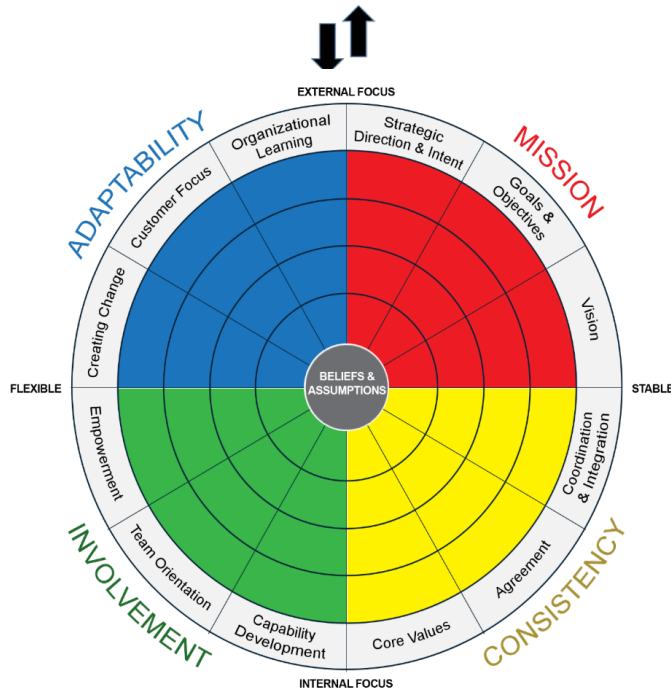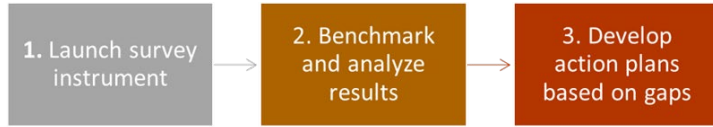
- Model has been proven through practical application

- Addresses culture, climate and readiness issues

- Has flexibility to have a targeted focus on I&D and systemic inequalities

- Has measures integrated in all areas

- Has a built in "action planning" component to address gaps in culture, climate and organizational effectiveness/readiness

- Has linkages to principles of Transformational leadership

- Built in senior leader accountability and progress reporting

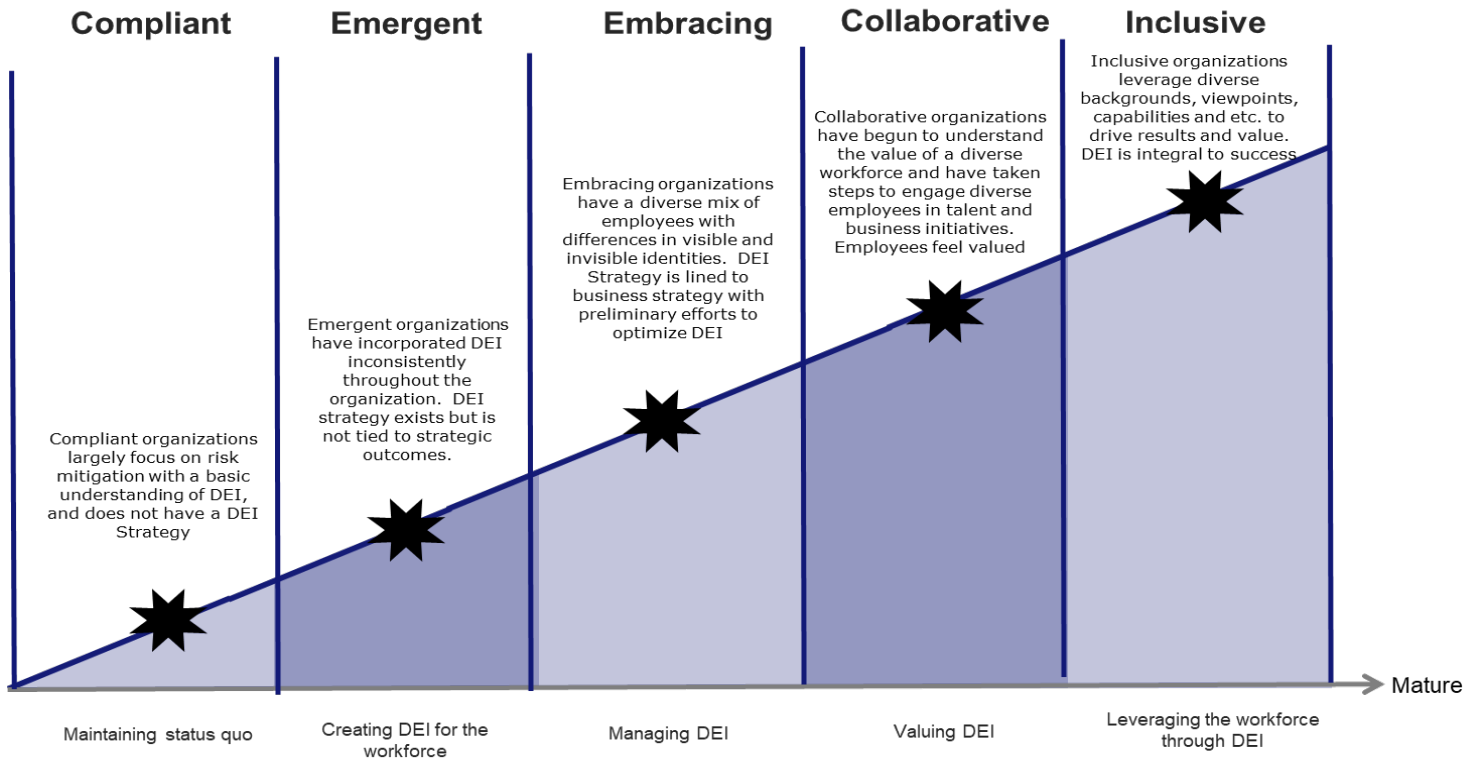# CI Pulse Survey Capability: Diversity, Equity and Inclusion

The Diversity & Inclusion (D&I) Module measures how effectively an organization fosters diversity (diverse representation of people) and inclusion (an inclusive and supportive work environment). It is used by organizations interested in understanding and responding to perceptions of fairness and equity among the workforce.

1. People with different backgrounds are treated with respect.

2. People with different backgrounds are made to feel included and like they belong.

3. Even subtle forms of discrimination are not tolerated.

4. Our recruiting and hiring practices enhance our diversity.

5. People with different backgrounds have fair and equal access to personal and professional development.

6. People with different backgrounds have fair and equal opportunities for promotion.

7. There is good support for learning about diversity.

8. We can be proud of our diversity.

9. Leaders are committed to diversity and inclusion as top priorities.

10. We do a good job of rewarding positive diversity efforts.

CI supports developing Measures of Effectiveness

Imagine being able to demonstrate how various organizations mature in the DEI space and move from a DEI compliance culture to cultures of inclusiveness and equity!!

Q&A