



Welcome

HR Community Meeting

HR2020 Strategic Priorities

1. Build a strong HR community throughout IU
2. Enhance customer service and process efficiency
3. Promote and improve employee engagement



HR2020 Work Completed to Date

1. Designed HR Delivery Model for IU
2. Organization Design & Restructure – HR Operations
3. Organization Design & Restructure – COEs
4. New Employee Orientation – Phase 1
5. HR Community Meetings
6. Talent Acquisition Rapid Redesign Workshop
7. My Voice @ IU Engagement Survey Launch
8. askHR Customer Care Center Roll-Out
9. Launch Campus Specific HR Community Meetings

Current HR2020 Initiatives

1. Job Framework Redesign
2. **My Voice @ IU – Results and Action Planning**
3. **IU Competency Development**
4. Talent Acquisition – Implementing Rapid Redesign Priorities
5. HR Business Partner Development Program
6. New Employee Orientation – Phase 2 (Consistency on All Campuses)
7. HR Metrics
8. **Diversity, Equity and Inclusion – HR's Role**
9. Manager Development Program

Today's Agenda

- **Keynote Address: Dean Idie Kesner**
 - *Creating a Culture of Diversity & Inclusion: Perception vs. Reality*
- **MyVoice@IU**
- **Panel Discussion: A Frank Discussion of Diversity at IU**
 - Vice President James Wimbush
 - Anne Mitchell
 - Natalia Rayzor
- **Competencies at IU**
- **Keynote Address: Demetria Miles-McDonald**
 - *Diversity in Business: A Spotlight on Intersectionality*

Hold the Date!

October 25, 2018

Indianapolis



Wi-Fi

mccguest

No Password Required



Idie Kesner

Dean, Kelley School of Business

Creating a Culture of Diversity & Inclusion: Perception vs. Reality



INDIANA UNIVERSITY

HUMAN RESOURCES



Break



MyVoice@IU

Lunch Break

11:30-12:30



INDIANA UNIVERSITY

HUMAN RESOURCES



IU Human Resources

A Frank Discussion of Diversity at Indiana University

A Frank Discussion of Diversity at Indiana University



James Wimbush, Vice President For Diversity, Equity, and Multicultural Affairs and Dean of the University Graduate School



Anne Mitchell, Director of the Office of Equal Opportunity at IUPUI and Deputy Title IX Coordinator



Natalia Rayzor, Employee Development Officer for IU Credit Union and Adjunct Faculty at the Indiana University School of Public & Environmental Affairs



SECTION 1

The Case for HR's Involvement

IU HR's Battle Cry: Employee Engagement

We're the biggest employer in the state of Indiana. So what? We want to be the employer of CHOICE. – Suzanne Ryan

- All of our 're-designs' serve one ultimate purpose:
 - To create a culture laser focused on employee engagement.
- Engaged Gallup to lead our testing and engagement training



We've Thought of Everything... Right?

- Compensation
- Talent Acquisition
- Engagement Training
- Core Competency- “Values Differences”
- Disregarding Diversity=MISTAKE



Diversity, Inclusion and Engagement

1. Research has shown that companies who disregard diversity as a component of their business strategy have a higher percentage of disengaged workers (Anand, 2013).
2. Diversity doesn't guarantee an inclusive culture (Riffkin & Harter, 2016).



What Are We (Employees) Modeling?

1. Reports are showing more racial segregation in American schools than in decades
 - NBC News: [Public Schools Becoming More Racially Segregated: Report](#)
 - LA Times: [America is more diverse than ever before, but its schools are growing more segregated](#)
 - Vox: [The data proves that school segregation is getting worse](#)
 - Washington Post: [Report: Public schools more segregated now than 40 years ago](#)
2. At a time when diversity was never more important, our students are growing up in environments where they are less and less likely to interact with “others”
3. Opportunity for TRUE Higher Education



What Role Can HR Play?

1. The tools Human Resources departments traditionally employ to correct bias and increase diversity don't always function the way we hope they will:
 - Diversity Training- can sometimes even activate bias or spark a backlash
 - Hiring Tests/ Performance Ratings/ Grievance Procedures- often misused or simply less effective than intended
2. Research has shown what is working and what isn't- we want to PARTNER with DEWA/AA other areas to find what we can do to help
3. Catherine Zeta-Jones



The DEI-HR Initiative

Project Charter Objectives

- Need to clarify HR's role in Diversity, Equity and Inclusion (including, but not limited to recruitment and training) to help address CULTURE
- Provide support to ongoing efforts on this topic, eliminate duplicate or competing efforts
- Ultimately, increase engagement and retention



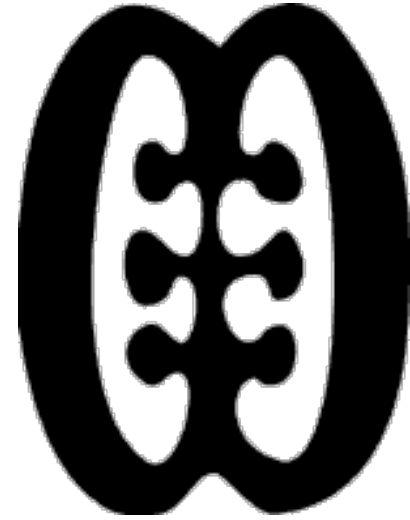
Looking Forward: Clarify, Analyze, Build

3 Project Phases:

1. Develop a report clarifying “Who’s doing what” throughout the University (Due July 2nd)
2. Conduct a Gap Analysis to determine where we are vs. where we want to be (September 2018)
3. Bridge the Gap: Develop tools, programs, processes, determine HR’s plan forward, ongoing measurements (December 2018)



Conclusion:



ESE NE TEKREMA
“The teeth and the tongue”



Resources

How Diversity and Inclusion Drive Employee Engagement

<http://www.diversityinc.com/diversity-management/how-diversity-and-inclusion-drives-employee-engagement/>

Harvard Business Review: Why Diversity Programs Fail

<https://hbr.org/2016/07/why-diversity-programs-fail>

Using Employee Engagement to Build a Diverse Workforce

<http://news.gallup.com/opinion/gallup/190103/using-employee-engagement-build-diverse-workforce.aspx>

Competencies



Break

Demetria Miles-McDonald

Founder and CEO DecideDiversity

*Diversity in Business: A Spotlight on
Intersectionality*



INDIANA UNIVERSITY

HUMAN RESOURCES

Diversity in Business

A Spotlight on Intersectionality

Demetria Miles-McDonald

Founder & CEO

Decide Diversity



Imagine This



Diversity Today: How? Where? Why?

**Gender
Identity**



Race

Age



**Veteran
Status**



Ethnicity

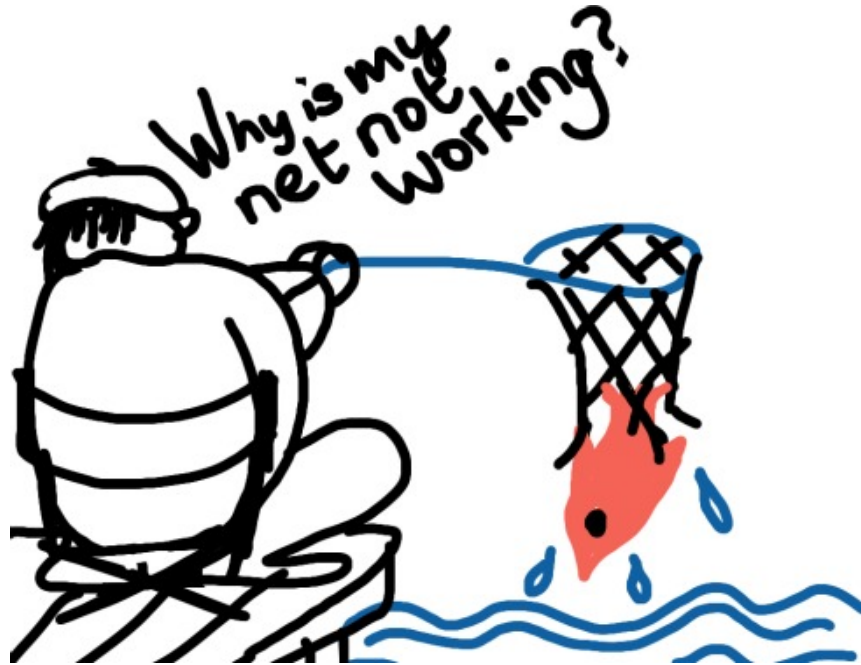


**Sexual
Orient.**

Disability



Change is Necessary!



Intersectionality

What is it?



A grid of 24 diverse people's faces, arranged in 4 rows and 6 columns, serving as a background for the text. The individuals vary in age, gender, and ethnicity, representing a multicultural group.

Intersectionality

Occurs when a person identifies with two or more minority, oppressed, or marginalized groups.



Early Research



African American (usually man) + Woman (usually white)

= African American Woman



Early Research



African American (usually male) and white (usually white)



Recent Developments



People with
intersectional
backgrounds have
unique experiences
that cannot be
explained like a math
equation



Periodic Table of Elements

Periodic Table of the Elements

1 IA 1A																	18 VIIIA 8A						
1 H Hydrogen 1.008																	2 He Helium 4.003						
3 Li Lithium 6.941	4 Be Beryllium 9.012																	5 B Boron 10.811	6 C Carbon 12.011	7 N Nitrogen 14.007	8 O Oxygen 15.999	9 F Fluorine 18.998	10 Ne Neon 20.180
11 Na Sodium 22.990	12 Mg Magnesium 24.305	3 IIIB 3B	4 IVB 4B	5 VB 5B	6 VIB 6B	7 VIIB 7B	8	9 8	10	11 IB 1B	12 IIB 2B	13 Al Aluminum 26.982	14 Si Silicon 28.086	15 P Phosphorus 30.974	16 S Sulfur 32.066	17 Cl Chlorine 35.453	18 Ar Argon 39.948						
19 K Potassium 39.098	20 Ca Calcium 40.078	21 Sc Scandium 44.956	22 Ti Titanium 47.867	23 V Vanadium 50.942	24 Cr Chromium 51.996	25 Mn Manganese 54.938	26 Fe Iron 55.845	27 Co Cobalt 58.933	28 Ni Nickel 58.693	29 Cu Copper 63.546	30 Zn Zinc 65.38	31 Ga Gallium 69.723	32 Ge Germanium 72.631	33 As Arsenic 74.922	34 Se Selenium 78.971	35 Br Bromine 79.904	36 Kr Krypton 84.796						
37 Rb Rubidium 84.468	38 Sr Strontium 87.62	39 Y Yttrium 88.906	40 Zr Zirconium 91.224	41 Nb Niobium 92.906	42 Mo Molybdenum 95.95	43 Tc Technetium 98.907	44 Ru Ruthenium 101.07	45 Rh Rhodium 102.906	46 Pd Palladium 106.42	47 Ag Silver 107.868	48 Cd Cadmium 112.411	49 In Indium 114.818	50 Sn Tin 118.710	51 Sb Antimony 121.760	52 Te Tellurium 127.6	53 I Iodine 126.905	54 Xe Xenon 131.294						
55 Cs Cesium 132.905	56 Ba Barium 137.327	57-71	72 Hf Hafnium 178.49	73 Ta Tantalum 180.948	74 W Tungsten 183.84	75 Re Rhenium 186.207	76 Os Osmium 190.23	77 Ir Iridium 192.217	78 Pt Platinum 195.085	79 Au Gold 196.967	80 Hg Mercury 200.592	81 Tl Thallium 204.383	82 Pb Lead 207.2	83 Bi Bismuth 208.980	84 Po Polonium [209]	85 At Astatine 209.987	86 Rn Radon 222.018						
87 Fr Francium 223.029	88 Ra Radium 226.025	89-103	104 Rf Rutherfordium [261]	105 Db Dubnium [262]	106 Sg Seaborgium [266]	107 Bh Bohrium [264]	108 Hs Hassium [265]	109 Mt Meitnerium [268]	110 Ds Darmstadtium [269]	111 Rg Roentgenium [272]	112 Cn Copernicium [277]	113 Uut Ununtrium [284]	114 Fl Flerovium [285]	115 Uup Ununpentium [288]	116 Lv Livermorium [293]	117 Uus Ununseptium [294]	118 Uuo Ununoctium [294]						

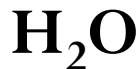


57 La Lanthanum 138.905	58 Ce Cerium 140.116	59 Pr Praseodymium 140.908	60 Nd Neodymium 144.242	61 Pm Promethium 144.913	62 Sm Samarium 150.36	63 Eu Europium 151.964	64 Gd Gadolinium 157.25	65 Tb Terbium 158.925	66 Dy Dysprosium 162.500	67 Ho Holmium 164.930	68 Er Erbium 167.259	69 Tm Thulium 168.934	70 Yb Ytterbium 173.055	71 Lu Lutetium 174.967
89 Ac Actinium 227.028	90 Th Thorium 232.038	91 Pa Protactinium 231.036	92 U Uranium 238.029	93 Np Neptunium 237.048	94 Pu Plutonium 244.064	95 Am Americium 243.061	96 Cm Curium 247.070	97 Bk Berkelium 247.070	98 Cf Californium 251.080	99 Es Einsteinium [254]	100 Fm Fermium 257.095	101 Md Mendelevium 258.1	102 No Nobelium 259.101	103 Lr Lawrencium [262]

Alkali Metal	Alkaline Earth	Transition Metal	Basic Metal	Semimetal	Nonmetal	Halogen	Noble Gas	Lanthanide	Actinide
--------------	----------------	------------------	-------------	-----------	----------	---------	-----------	------------	----------



Periodic Table of Elements



Periodic Table of the Elements

1 IA		2 IIA 2A										13 IIIA 3A										14 IVA 4A										15 VA 5A										16 VIA 6A										17 VIIA 7A										18 VIIIA 8A	
1 H Hydrogen 1.008											5 B Boron 10.811	6 C Carbon 12.011	7 N Nitrogen 14.007	8 O Oxygen 15.999	9 F Fluorine 18.998	10 Ne Neon 20.180																																															
3 Li Lithium 6.941	4 Be Beryllium 9.012											11 Na Sodium 22.990	12 Mg Magnesium 24.305	3 III 3B	4 IV 4B	5 VB 5B	6 VIB 6B	7 VIIB 7B	8 VIII 8	9 VIII 9	10 VIII 10	11 IB 1B	12 IIB 2B	13 Al Aluminum 26.982	14 Si Silicon 28.086	15 P Phosphorus 30.974	16 S Sulfur 32.066	17 Cl Chlorine 35.453	18 Ar Argon 39.948																																		
19 K Potassium 39.098	20 Ca Calcium 40.078	21 Sc Scandium 44.956	22 Ti Titanium 47.887	23 V Vanadium 50.942	24 Cr Chromium 51.996	25 Mn Manganese 54.938	26 Fe Iron 55.845	27 Co Cobalt 58.933	28 Ni Nickel 58.693	29 Cu Copper 63.546	30 Zn Zinc 65.38	31 Ga Gallium 69.723	32 Ge Germanium 72.631	33 As Arsenic 74.922	34 Se Selenium 78.971	35 Br Bromine 79.904	36 Kr Krypton 84.798																																														
37 Rb Rubidium 84.468	38 Sr Strontium 87.62	39 Y Yttrium 88.906	40 Zr Zirconium 91.224	41 Nb Niobium 92.906	42 Mo Molybdenum 95.94	43 Tc Technetium 98.907	44 Ru Ruthenium 101.07	45 Rh Rhodium 102.966	46 Pd Palladium 106.42	47 Ag Silver 107.868	48 Cd Cadmium 112.411	49 In Indium 114.818	50 Sn Tin 118.710	51 Sb Antimony 121.760	52 Te Tellurium 127.6	53 I Iodine 126.905	54 Xe Xenon 131.294																																														
55 Cs Cesium 132.905	56 Ba Barium 137.327	57-71 Lanthanide Series	72 Hf Hafnium 178.49	73 Ta Tantalum 180.948	74 W Tungsten 183.84	75 Re Rhenium 186.207	76 Os Osmium 190.23	77 Ir Iridium 192.222	78 Pt Platinum 195.084	79 Au Gold 196.967	80 Hg Mercury 200.592	81 Tl Thallium 204.383	82 Pb Lead 207.2	83 Bi Bismuth 208.980	84 Po Polonium [209]	85 At Astatine [210]	86 Rn Radon [222]																																														
87 Fr Francium [223]	88 Ra Radium [226]	89-103 Actinide Series	104 Rf Rutherfordium [261]	105 Db Dubnium [262]	106 Sg Seaborgium [266]	107 Bh Bohrium [264]	108 Hs Hassium [265]	109 Mt Meitnerium [268]	110 Ds Darmstadtium [269]	111 Rg Roentgenium [272]	112 Cn Copernicium [285]	113 Nh Nihonium [284]	114 Fl Flerovium [289]	115 Uup Ununpentium [288]	116 Lv Livermorium [293]	117 Uus Ununseptium [294]	118 Uuo Ununoctium [294]																																														

57 La Lanthanum 138.905	58 Ce Cerium 140.116	59 Pr Praseodymium 140.908	60 Nd Neodymium 144.242	61 Pm Promethium 144.913	62 Sm Samarium 150.36	63 Eu Europium 151.964	64 Gd Gadolinium 157.25	65 Tb Terbium 158.925	66 Dy Dysprosium 162.500	67 Ho Holmium 164.930	68 Er Erbium 167.259	69 Tm Thulium 168.934	70 Yb Ytterbium 173.054	71 Lu Lutetium 174.967
89 Ac Actinium 227.028	90 Th Thorium 232.038	91 Pa Protactinium 231.036	92 U Uranium 238.029	93 Np Neptunium 237.048	94 Pu Plutonium 244.064	95 Am Americium 243.061	96 Cm Curium 247.070	97 Bk Berkelium 247.070	98 Cf Californium 251.080	99 Es Einsteinium [254]	100 Fm Fermium 257.095	101 Md Mendelevium 258.1	102 No Nobelium 259.101	103 Lr Lawrencium [262]

- Alkali Metal
- Alkaline Earth
- Transition Metal
- Basic Metal
- Semimetal
- Nonmetal
- Halogen
- Noble Gas
- Lanthanide
- Actinide



Table of Diversity™

What's Your Diversity Formula?

To learn more, visit www.tableofdiversity.com

Mc Multiracial																		At Atheism	Tr Trade	
Nh Native Hawaiian																		Mo Mormonism	Pd Professional	
An Alaska Native	Nb Non-Binary																			Np Non-Parent
Pi Pacific Islander	Ad Androgynous	Ga Gay	Nv Non-Veteran																	Gu Guardian
As Asian	Ag Agender	Ae Asexual	R Reserves																	Mt Maturist
Up Upper	Ex Executive	Ju Judaism																		Mu Middle Upper
Re Retired	Fo Foster	Dv Divorced	Bb Baby Boomer																	Sr Senior Level
Ai American Indian	Tr Transgender	Sa Straight	Ac Active	Ur Urban	Ex Experienced	St Step														Hn Hinduism
Mi Middle	MI Mid-Level	Is Islam	Nd No Disability																	As Associate's
Bl Black	Ma Male	Bi Bisexual	Rc Separated	Su Suburban	El Entry Level	Ad Adoptive	Hi Hispanic	Mr Married	Gy Generation Y	Co Conservative	Lm Lower Middle	Fl Frontline	Bu Buddhism	Ph Physical						Hs H.S. Diploma
Wh White	Fe Female	Le Lesbian	Da Disabled	Ru Rural	St Student	Bo Biological	La Latino	S Single	Gz Generation Z	Li Liberal	Lo Lower Class	Ic Individual Con.	Ch Christianity	Mt Mental						Lt Less Than H.S.
Or Race	Oi Gender Identity	Os Sex. Orientation	Ov Veteran Status	OI Location	Ow Work Experience	On Parental Status	Oe Ethnicity	Om Marital Status	Oa Age	Op Political Beliefs	Oc Socioeconomic	Or Org. Role	Og Religion	Od Disability						Ou Education

*Bold text signifies traits of the "mythical norm"

OI Language	Sp Spanish	Ch Chinese	Fr French	Ge German	Ja Japanese	En English	Rs Russian	Mt Multilingual
-----------------------	----------------------	----------------------	---------------------	---------------------	-----------------------	----------------------	----------------------	---------------------------

Oo National Origin	Us United States
------------------------------	----------------------------

Rosa Parks (BlFeElMrLoHs)

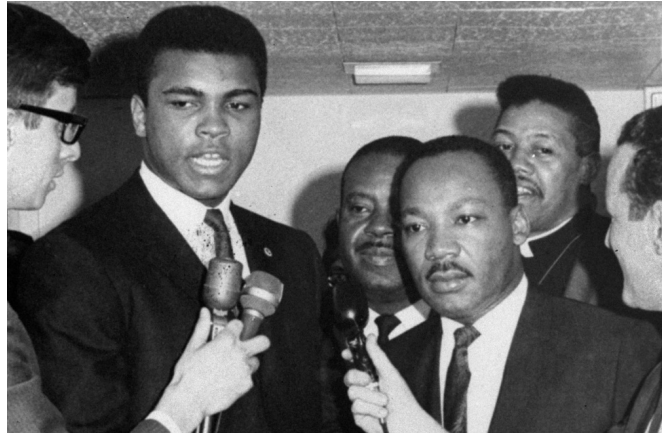
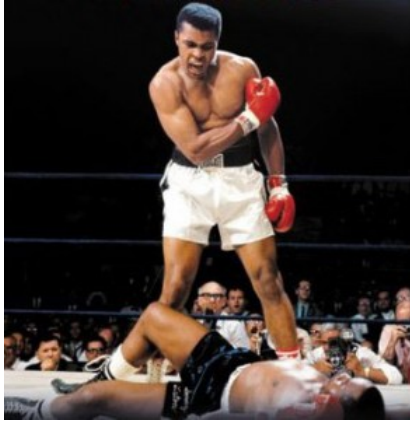


Oprah Winfrey
(BlFeSaNpSUpOgBa)



Muhammad Ali

(BlMaSaNvMrIsPh)



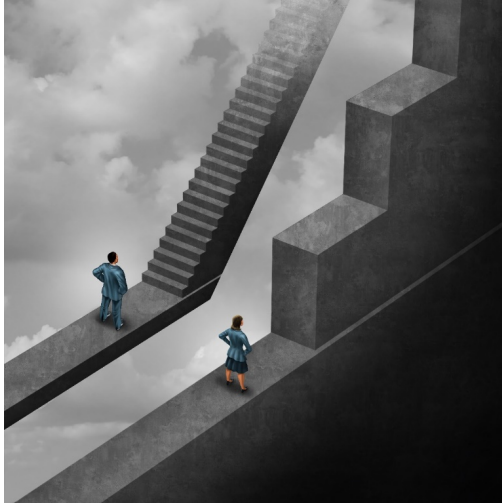
Stephen Hawking
(WhMaSaBoAtPhPdOo)



Privilege & Oppression

Privilege- A special advantage, immunity, permission, right, or benefit granted to or enjoyed by an individual or class. It is often invisible to those who possess it. This advantage is then exercised to the exclusion or detriment of others.

Oppression- the exercise of authority or power in a burdensome, cruel, or unjust manner



Demetria

$\text{Bl}_3\text{FeSaSu}_2\text{GyNp}_2\text{Mr}_2\text{MiCh}_5\text{Ms}$



Demetria

Bl₃FeSaSu₂GyNp₂Mr₂MiCh₅Ms



2A



2B



2B



2C



3A



3B



3B



3B



3C



3C



4A



4A



4B



4B



4C

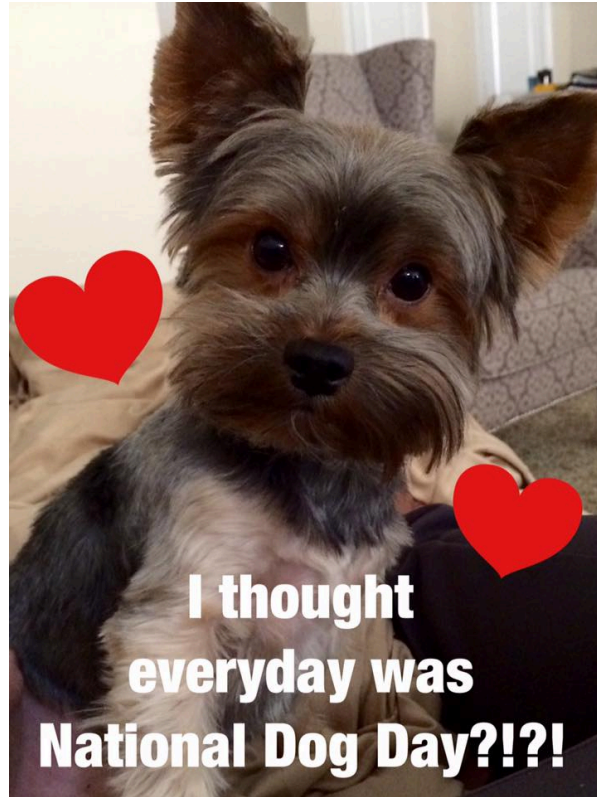


4C



Demetria

Bl₃FeSaSu₂GyNp₂Mr₂MiOgMs



Why Intersectionality?



Going Backwards



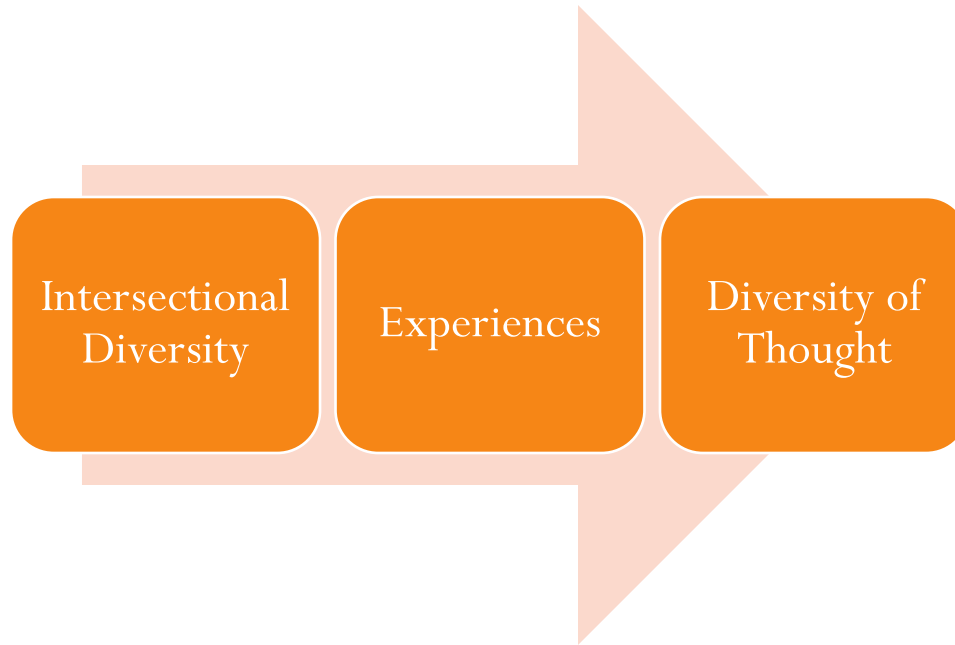
- 24 Women CEOs of Fortune 500 Company
- 4 Women of Color CEOs of Fortune 500 Companies
- 3 Black Men CEOs of Fortune 500 Companies
- 0 Black Women CEOs of Fortune 500 Companies
- Black men and women occupy just 6.7% of the 16.2 million manager roles



Diversity of Thought



Intersectional Diversity



Meet Sojourner Truth

BIFeSaOwBoMrOcLt



- Born into slavery in New York
- Escaped from slavery in 1826 at age 29
- Spoke out against slavery
- Delivered “Ain’t I A Woman” speech at the Women’s Rights Convention in 1851



Meet Donna

BIFeStExBoMrBbCh



- Director of Training and Development
- Grew up in Harlem
- Solved her organization's hiring problem



Meet Tiffany

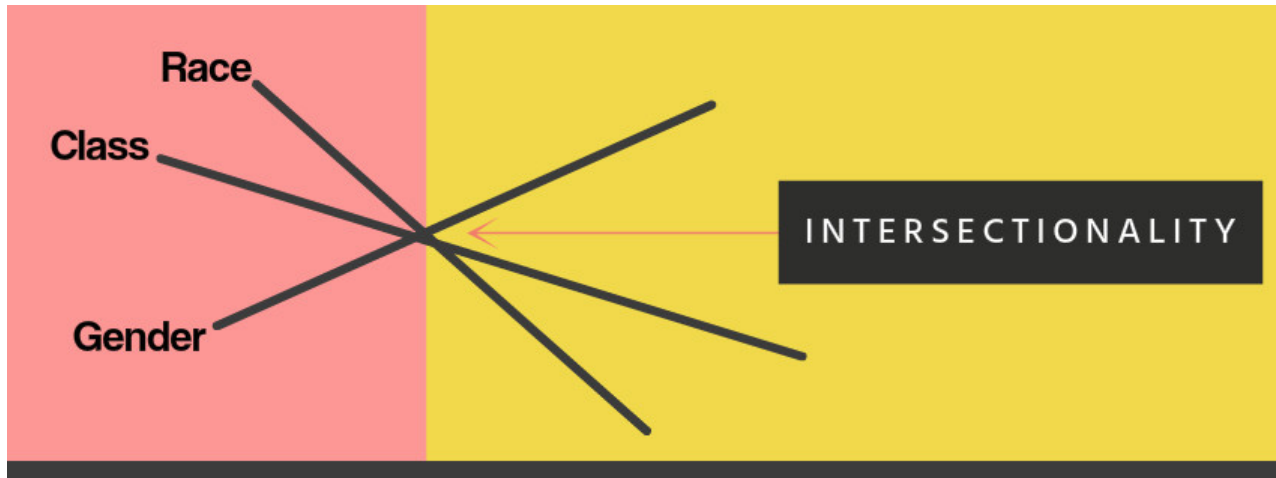
AsFeStSuMrBoOoMtGx



- Senior HR Leader
- Born in the Philippines
- Raised at least \$100,000 for non-profit organizations



Not One Point of Origin



How To Incorporate Intersectionality!



Incorporating Intersectionality

Get Curious!



Incorporating Intersectionality

Guess the millennial who fits the stereotype!



Incorporating Intersectionality

Help people turn their marginalization into power!



McKinsey & Co. Reports

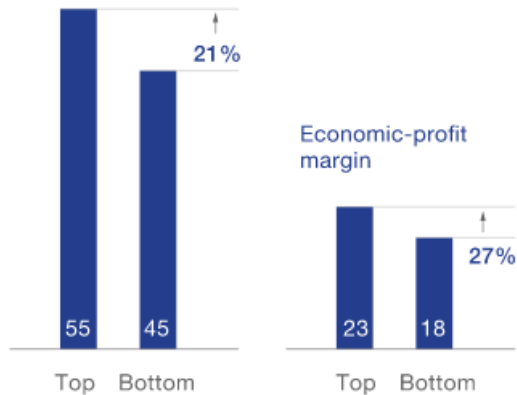
Why Diversity Matters & Delivering Through Diversity

Gender diversity in the executive Team and board correlates with Stronger profitability.

Likelihood of financial performance above National industry median %

Gender diversity of executive team by quartile¹

EBIT margin²



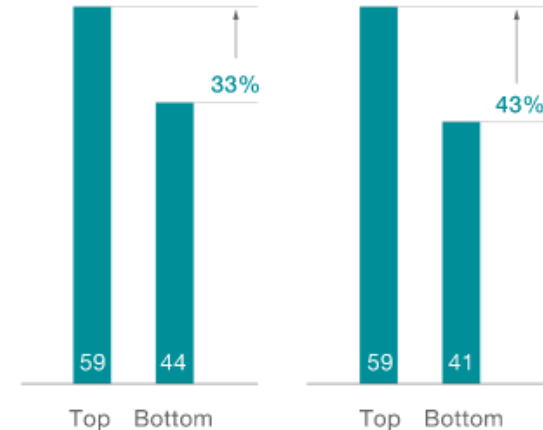
Ethnic diversity in the executive team and board correlates with stronger profitability.

Likelihood of financial performance above national industry median, %

Ethnic minority diversity by quartile¹

Executive team

Board of directors



“The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy.” –Dr. Martin Luther King Jr.



Incorporating Intersectionality

Be a Disrupter, not a Diversity Expert!



Adapted from the Pyramid of White Supremacy



An orange trapezoidal shape with a white border, positioned at the bottom center of the page. It has a wider top edge and a narrower bottom edge.

Indifference: Not challenging norms



Minimization: “There’s only one race,
the human race”

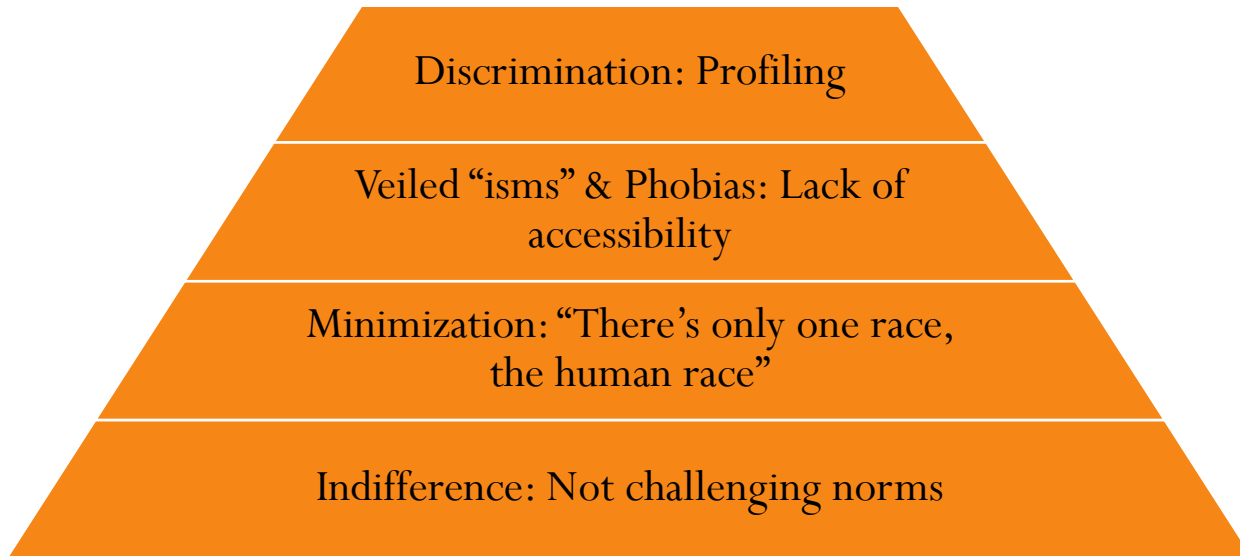
Indifference: Not challenging norms



Veiled “isms” & Phobias: Lack of
accessibility

Minimization: “There’s only one race,
the human race”

Indifference: Not challenging norms

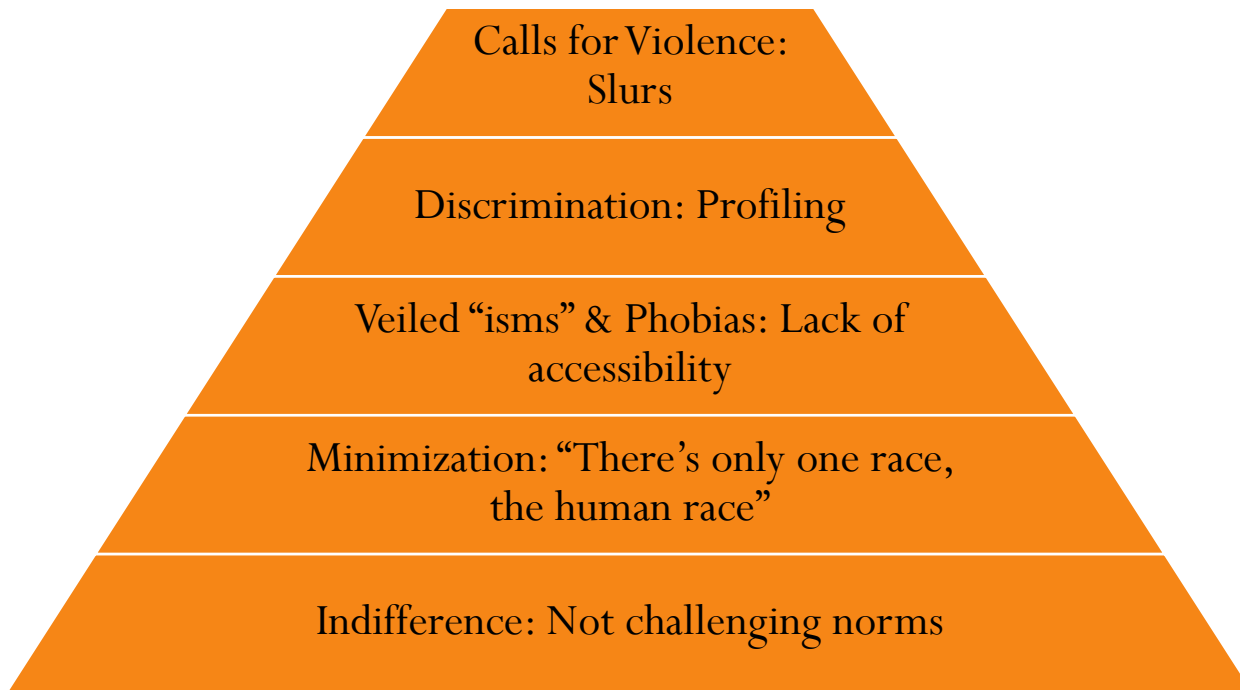


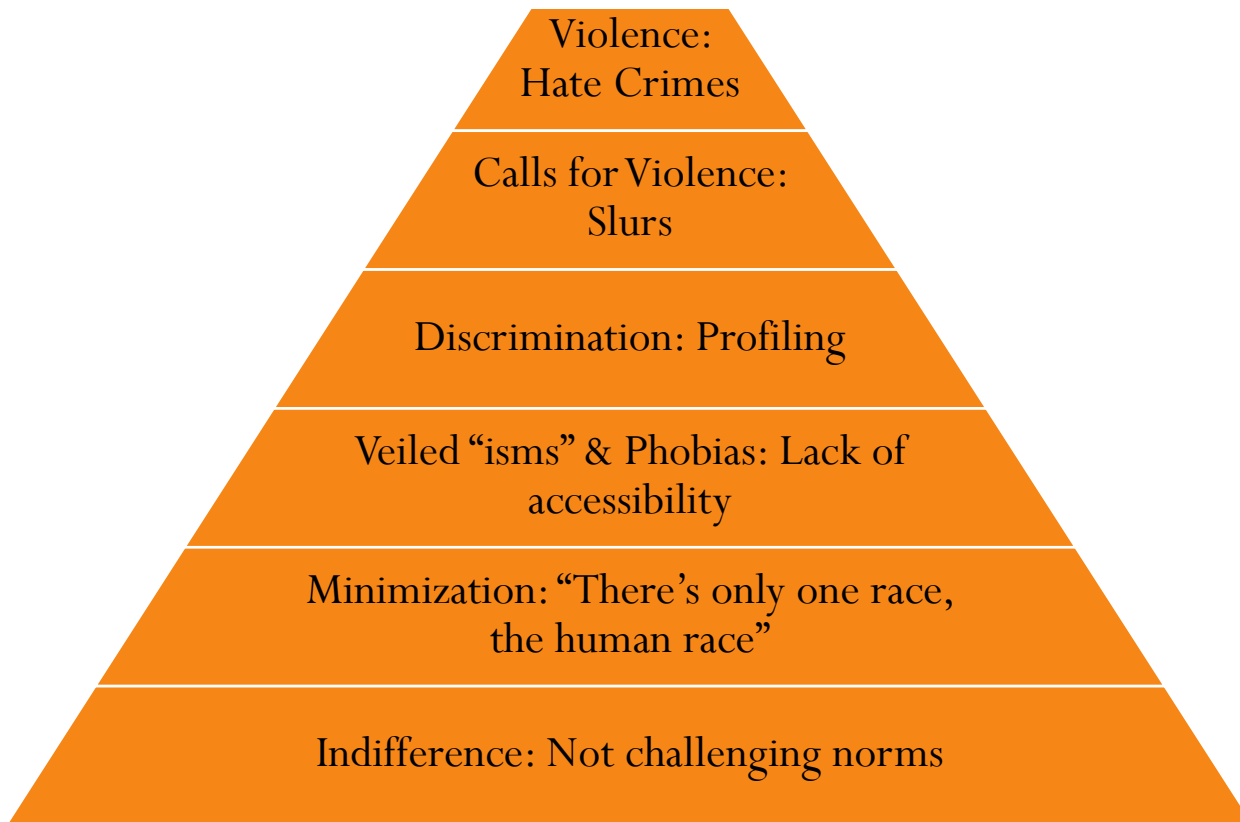
Discrimination: Profiling

Veiled “isms” & Phobias: Lack of
accessibility

Minimization: “There’s only one race,
the human race”

Indifference: Not challenging norms





Violence:
Hate Crimes

Calls for Violence:
Slurs

Discrimination: Profiling

Veiled “isms” & Phobias: Lack of
accessibility

Minimization: “There’s only one race,
the human race”

Indifference: Not challenging norms

Be a Disrupter, not a
Diversity Expert!



“In a pyramid, every brick depends on the ones below it for support. If the bricks at the bottom are removed, the whole structure comes tumbling down.”

Adapted from the Pyramid of White Supremacy

Intersectionality

=

Game Changer!





INDIANA UNIVERSITY
FULFILLING *the* PROMISE