



Best Practices to Increase Diversity in Your Organization

MSPE 2021 Virtual Conference

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- Civil engineer – transportation infrastructure
- 27-year engineering career
- Advocate and role model for women in engineering



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OBJECTIVES

- Define Diversity, Equity and Inclusion (DEI)
- Discuss NSPE's strategic focus on diversity
- Challenge your unconscious bias and perspectives
- Identify best practices for how organizations *and individuals* can advance DEI

Polls:

1. Do you work for a company or organization that has a Diversity & Inclusion Strategy (that you know of)?
 2. Have you attended any type of diversity training in the past year?
 3. Do you work for a company or organization that has a Diversity Officer (or similar) position?
-

REFLECT: How would you rate your company when it comes to diversity?

Definitions

di·ver·si·ty

Differences of all kinds.

eq·ui·ty

Fair treatment, access and opportunity.

in·clu·sion

Creating a climate where differences and similarities are respected and welcomed.

DEI:

Diversity,
Equity &
Inclusion

NSPE Data & Actions

NSPE

“Engineers shall treat all persons with dignity, respect, fairness and without discrimination.”

NSPE Code of Ethics

“The violent events we are witnessing make us all painfully aware of the work that remains to be done to address the root causes of this societal ill and heal its wounds. They also underscore our profession’s imperative of putting our own house in order.”

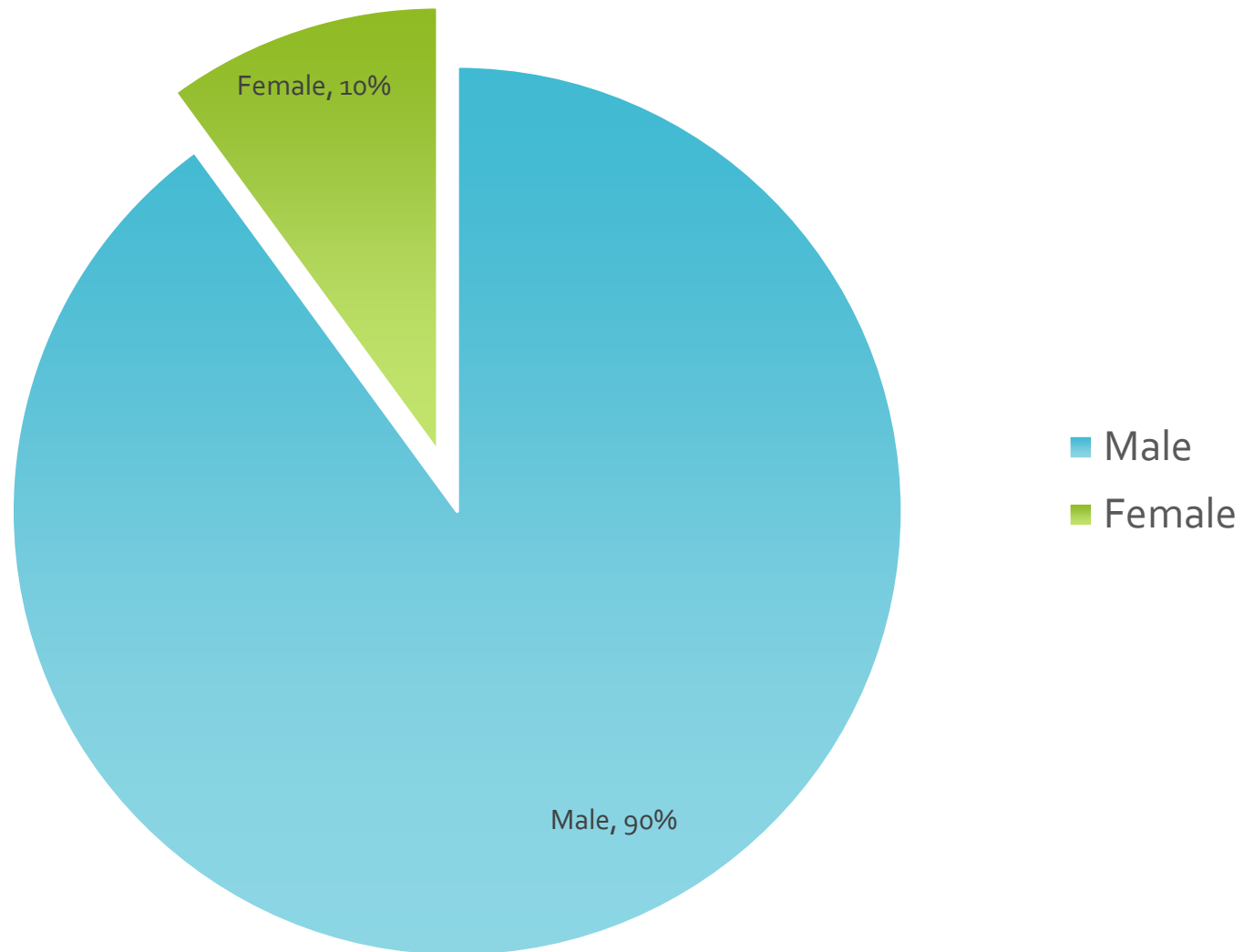
David P. Martini, P.E., F.NSPE

NSPE Past President

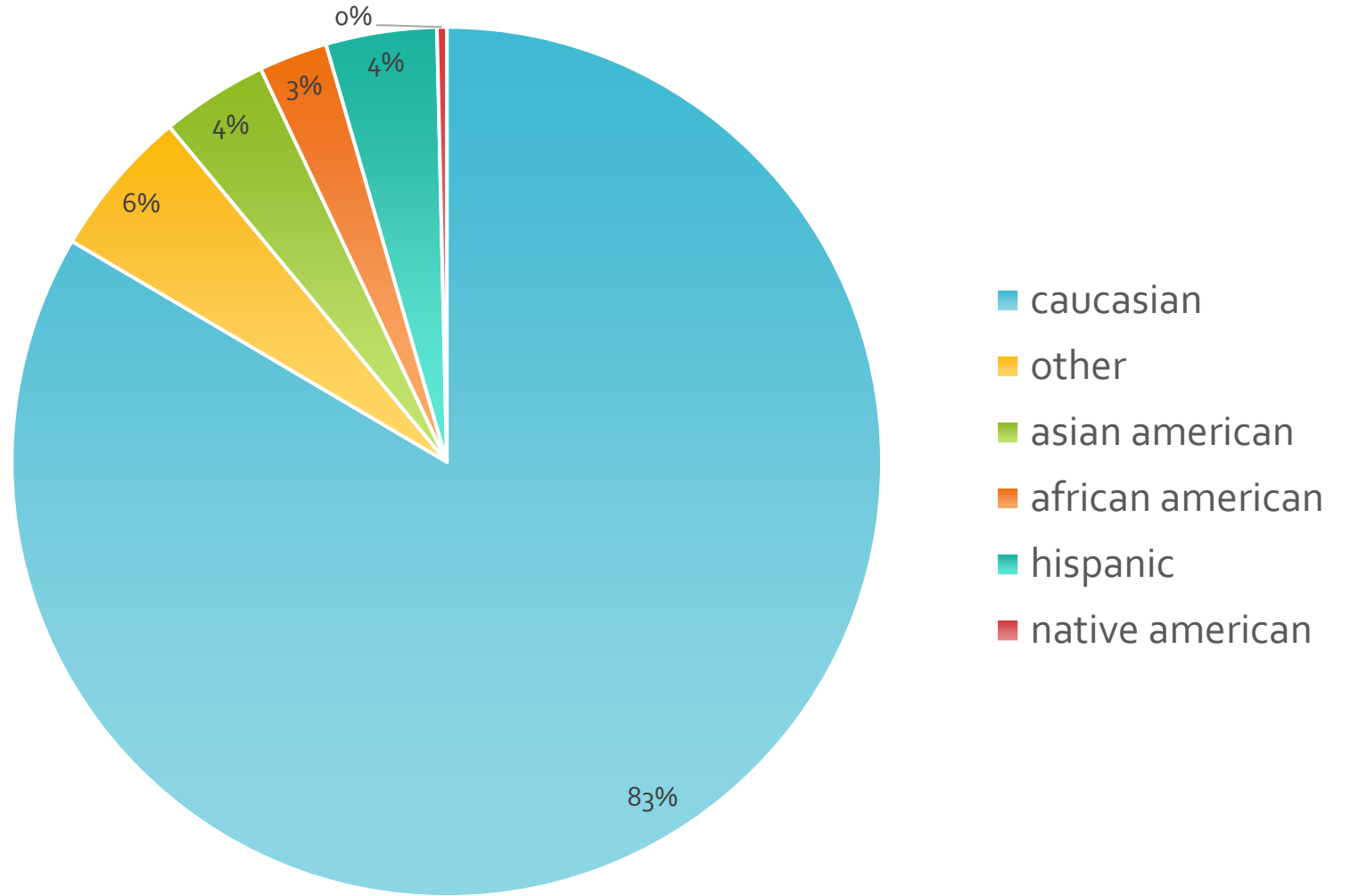
Promoting Diversity and Tomorrow's Engineer



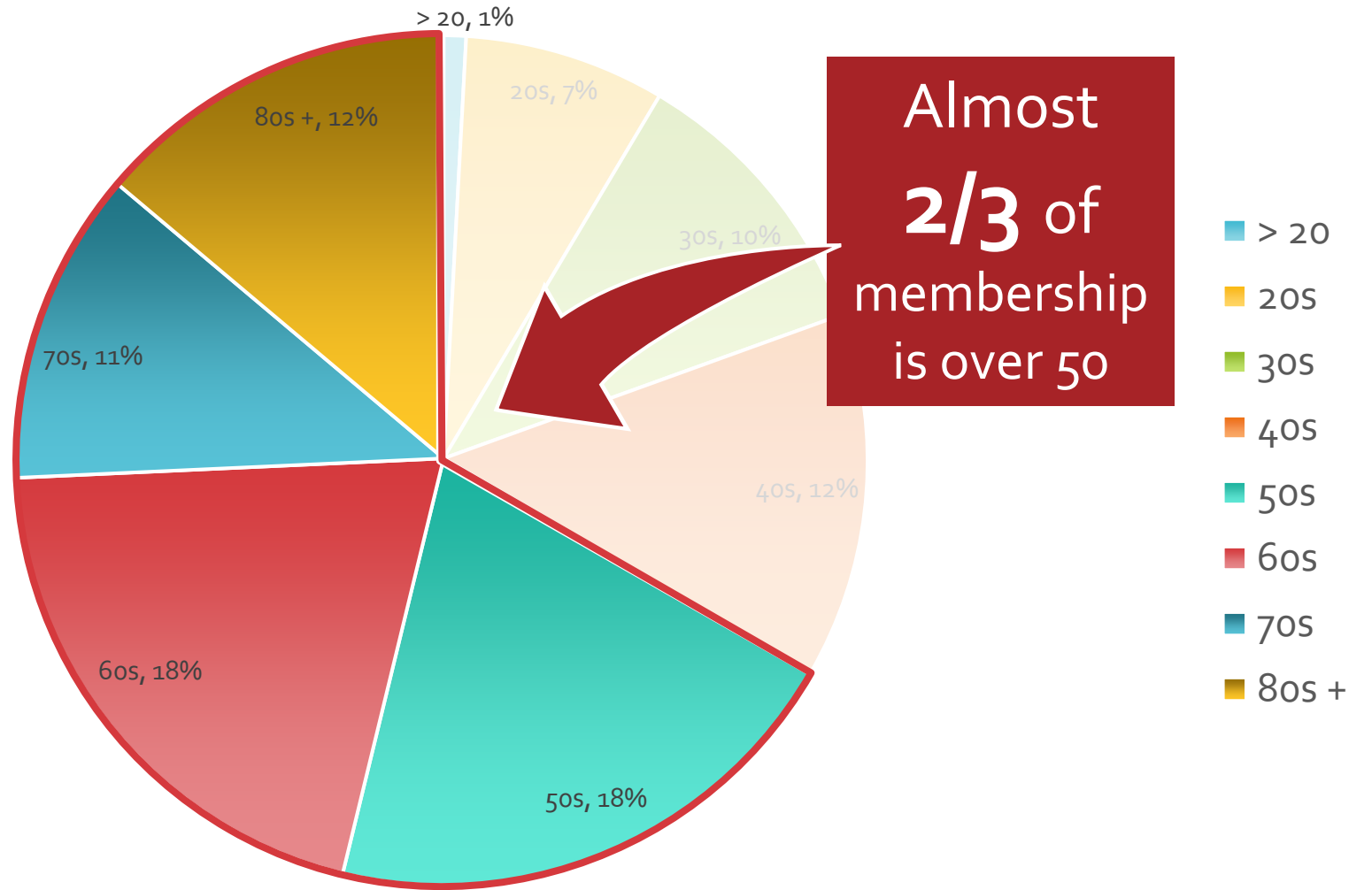
NSPE Membership by Gender



NSPE Membership by Ethnicity



NSPE Membership by Age



NSPE's DEI Advisory Committee



2019-2020 Committee Efforts

- Updated NSPE member profile fields
- Developed questions for 2020 Engineering Outlook Survey
- Identified speakers for diversity training
- Supported dialogue via NSPE Communities and social media
- Provided guidance on matters regarding DEI
- Wrote feature article and opinion piece for the July/August PE Magazine
- Identified DEI collaboration opportunities with other engineering organizations

How bias affects all of us

Unconscious Bias



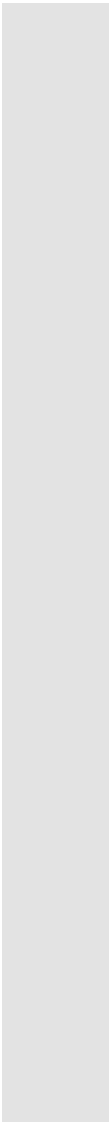
Unconscious Bias

- We all have bias - "To be bias is to be human."
- Often unintentional and outside of our awareness
- Goal isn't to change your *bad* bias to *good* bias. The goal is to make your bias **known**.
- Exclusion from feeling part of the team – anything that makes someone feel "other"



Problem Blindness

If we don't see a
problem, we can't
solve it.



Lunch Story 1



Lunch Story 1 LESSONS

Manager

- Awareness: he didn't know that he had unintentionally created unfair access for men
- He listened to uncomfortable feedback from his employee

Employee

- She had the courage to have an uncomfortable conversation with her boss
- She wished she would have done it sooner instead of complaining about it

Not included



Different Presenter



Unconscious Bias

"The more white, straight, middle-class, educated and Judeo-Christian you are, the harder it is for you to put yourself into someone else's shoes because we are part of dominant culture."

-Brene Brown



Best Practices

Best Practices

1

CREATE

the right PRACTICES,
POLICIES and STRATEGY
to support D&I

DEI policies, procedures and strategy


- Ensure that direction and support is coming from executive leadership
- Create a plan, identify milestones
- Define what acceptable, good, exceptional look like
- Involve outside experts (ex: Multicultural Alliance)
- Stamp out inappropriate and/or undermining behavior
- Review policies
- Employee Resource Groups

Recruitment Strategy

Connections are first made with those like you – don't rely only on referrals!

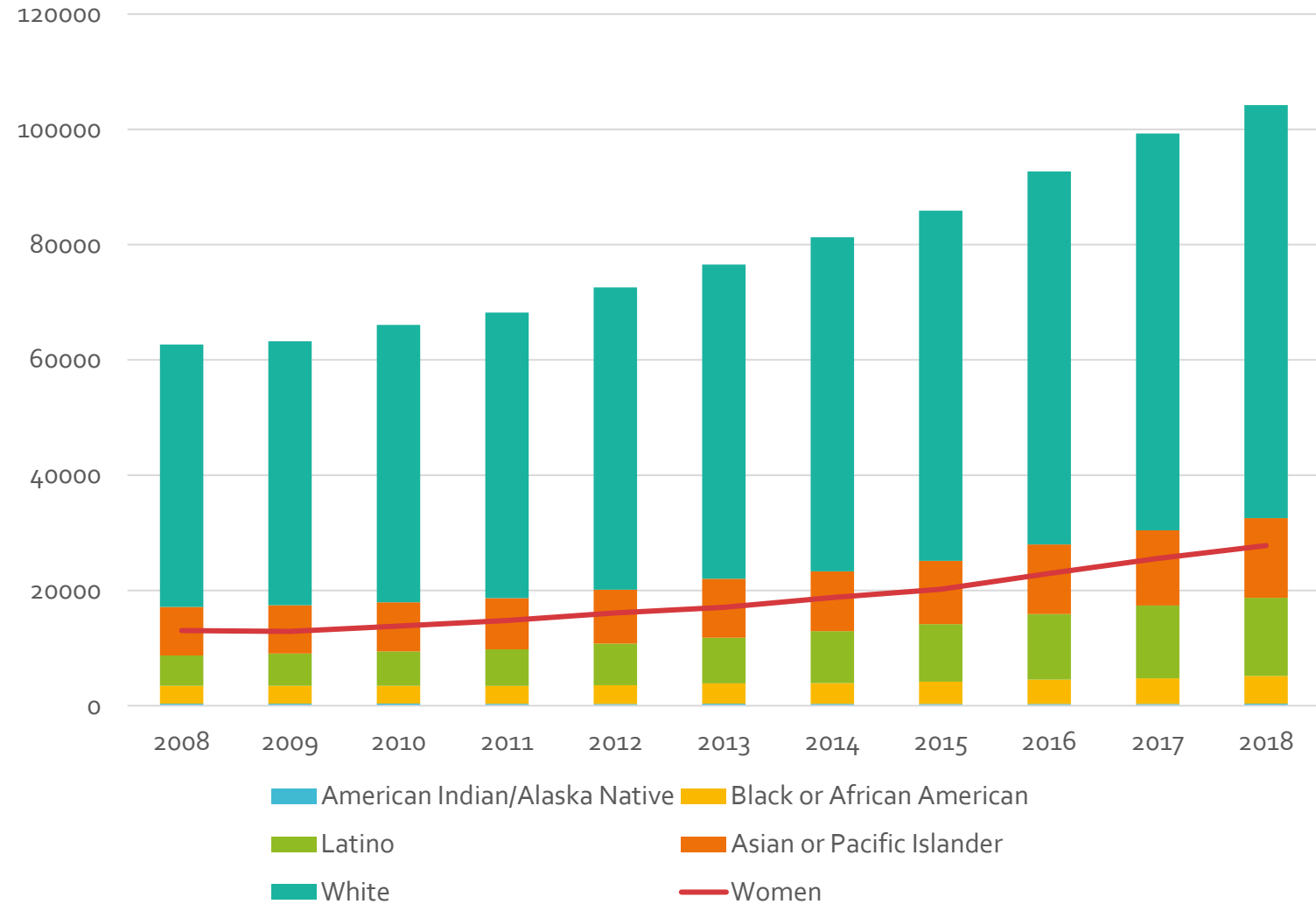
People join companies and organizations that are **reflective** of who they are

Consider where and how you are recruiting (including career fairs, website and media)

A photograph of a person in a dark suit and white shirt, with their right hand held open and palm facing up in a gesture of openness or offering. The background is dark and out of focus.

How are we attracting
diverse talent?

The Changing Face of Engineering Graduates



Retention

Begins with onboarding – employees need to see how the company welcomes their unique ideas (invited to dance)

Culture of D&I communicated and modeled

Consider kinds of **access** to managers and senior leaders

Opportunities and **attention**



Best Practices

1

CREATE

the right PRACTICES,
POLICIES and STRATEGY
to support D&I

2

BUILD UP

organizational D&I,
group data,
your circles

Build Up: *Women & Minorities in Key Roles*

- **Mentoring:** seek out people who look/think differently
- **Example**
 - Men:** mentor women
 - Invite into a room as an expert
 - Bring into conversation during a meeting
 - Offer to introduce to your connections
 - Women:** ask for men to be mentors and seek out opportunities
- In Mentoring: match skill sets, not gender/race/ethnicity/ideas
- Encourage risk-taking and failure as a chance to learn
- Discourage perfectionism and do-it-all mentality, which can lead to burnout
- Encourage participation in professional organizations

Build Up: *Data*

- Collect and review diversity numbers
- Evaluate your leadership pipeline
- Gather qualitative and quantitative data for a more complete story
- Avoid quotas – no one likes “tokenization”
- Data without action = liability

Build Up: *Your Circles*

- Broaden your perspectives
- Develop empathy
- Seek to understand other points of view

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ASSIGN

Ownership of D&I

Ownership

HR/Talent Development typically own D&I

Most effective when HR is “arms and legs” partnered with strong leaders who drive

Managers should be accountable to D&I

All of us responsible to model and advance D&I



Jacquelyn
Brooks, PE

Suggestions for Upstream Efforts

(by Dan Heath,
author of Upstream)

1. Be impatient for action but patient for outcomes.
2. Macro starts with micro.
3. Favor scorecards over pills.

TAKEAWAYS

- Identify your own hidden biases
- Build relationships and have uncomfortable conversations
- Take responsibility of DEI in your circles

Additional Resources

- NSPE Diversity Equity and Inclusion resource page-
<https://www.nspe.org/resources/topics/diversity-equity-and-inclusion>
- Why Should I Care About Diversity in Engineering?
<https://www.nspe.org/resources/pe-magazine/july-2020/why-should-i-care-about-diversity-engineering>
- Society of Women Engineers
<https://swe.org/learning/diversity-in-engineering-matters/>
- Diversity Matters, McKinsey <https://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters>
- How Diversity Makes Us Smarter, by Scientific American, October 2014
<https://www.scientificamerican.com/article/how-diversity-makes-us-smarter/>
- Implicit Association Test to show unconscious bias:
<https://implicit.harvard.edu/implicit/takeatest.html>
- Karl Reid's PECON Presentation on Why Diversity Matters
<https://www.youtube.com/watch?v=-yAsXLj7bGs>
- Data USA: Civil Engineers
<https://datausa.io/profile/soc/civil-engineers#demographics>

Contact Us



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