

Diversity, Equity & Inclusion in a Hybrid Work Model



Meet Liza Njeri Mucheru Wisner

Senior DE&I Curator

"I see myself as an elearning advisor for our customers and publishers. My role on the Curation team is to connect the right Diversity, Equity, and Inclusion (DE&I) training across our company, partners, and customers through digital media and online training."



Meet Megan Ysassi

Curation Associate

"As a learning and development professional for over six years, I know the success of an organization begins with the willingness to cultivate its people. My role as an advisor is to support this learning journey by creating links between the learner and valuable knowledge across relevant disciplines."



What We Will Cover

1

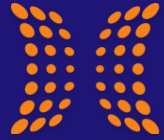
Laying the
Hybrid & DEI
Foundation

2

Measuring
Hybrid & DEI

3

Access to
Tools &
Resources



OpenSesame

Our Vision & Mission

VISION

A world where everyone can easily access the training they need to advance their purpose

MISSION

We help companies improve the productivity and admiration of their workforce



The emerging **world leader** in enterprise elearning

Now serving
100+
Global 2000 and
Fortune 1000
enterprises



The Most Comprehensive Catalog of Courses

Courses for Every Individual.
Solutions for Every Objective.

Business Skills

Leadership / Management
Accounting
Telephone Skills
Time Management
Sales
Communication



Technology

Microsoft Office
Desktop
Social Media
IT
Cisco
Web Development



Safety

Workplace Safety
OSHA
Fire Safety
Forklift Safety
Defensive Driving



Certifications

Microsoft Certification
Project Management
(PMI / PMBOK)
Human Resources
CompTIA



Compliance

Ethics
GDPR
Privacy
Cybersecurity
Code of Conduct
Bribery & Corruption
Harassment Prevention



Industry Specific

Finance
Healthcare
Hospitality
Banking
Manufacturing
Oil & Gas
Foreign Languages



Diversity, Equity & Inclusion

Unconscious Bias
Inclusive Leadership
Mental Health Awareness
Building Diverse Teams
Generational Diversity
Intercultural Competence



Wellness

Corporate Wellness
Stress Management
Mindfulness and Meditation
Exercise and Fitness
Resilience
Work/Life Management





DIVERSITY

of people,
perspectives



EQUITY

in policy, practice
& position



INCLUSION

via power, voice &
organizational culture

POLL & CHAT QUESTION

Where are you at in your DEI Journey?

1. No DEI work yet
2. Just beginning to focus on DEI
3. 1-2 years and Reactive to DEI Initiatives
4. 3-5 years and Proactive in DEI Initiatives
5. 5 years+ and Advanced DEI Progress

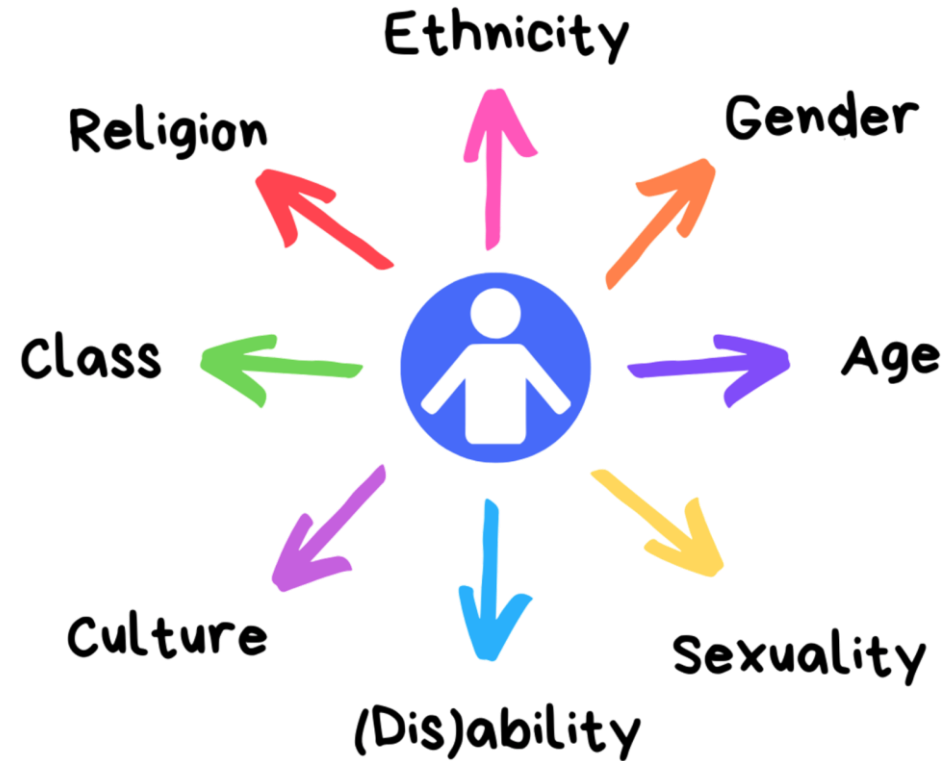


The Dimensions of

Diversity?



Intersectionality



Kimberlé Crenshaw

Equality



Equity

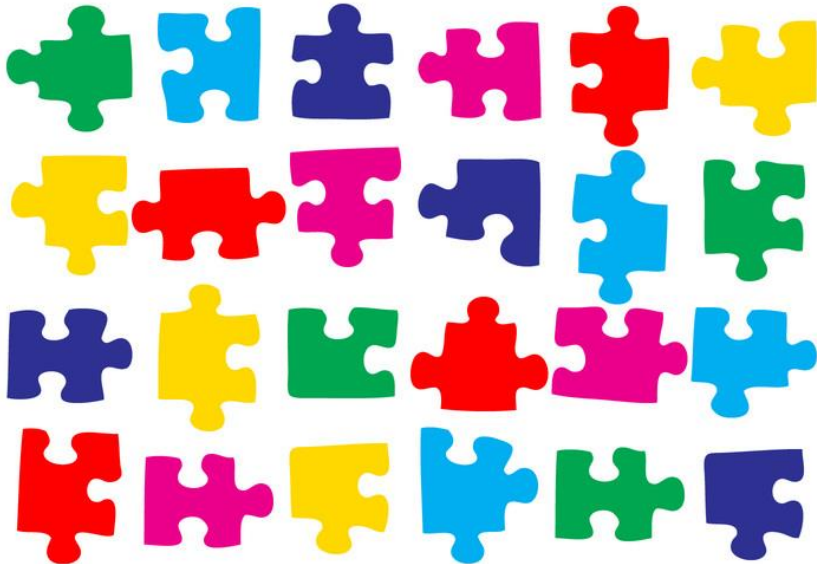


© 2017 Robert Wood Johnson Foundation.
May be reproduced with attribution.

What is Inclusion?

DIVERSITY

is a **fact**



INCLUSION

is a **behavior**



Diversity, Equity, and Inclusion (DEI)

DIVERSITY

The representation of various identities and differences

EQUITY

Ensuring that every individual has an equal opportunity to make the most of their lives and talents.

INCLUSION

Authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power.



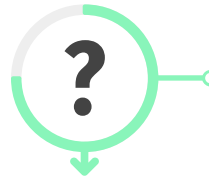
DIVERSITY ASKS

Who is in the room?
~WHO IS REPRESENTED?~



EQUITY ASKS

Who is trying to get in the room but can't?
~WHO IS EMPOWERED?~



INCLUSION ASKS

Have everyone's ideas been heard and considered in decision making?
~WHO IS ENGAGED?~

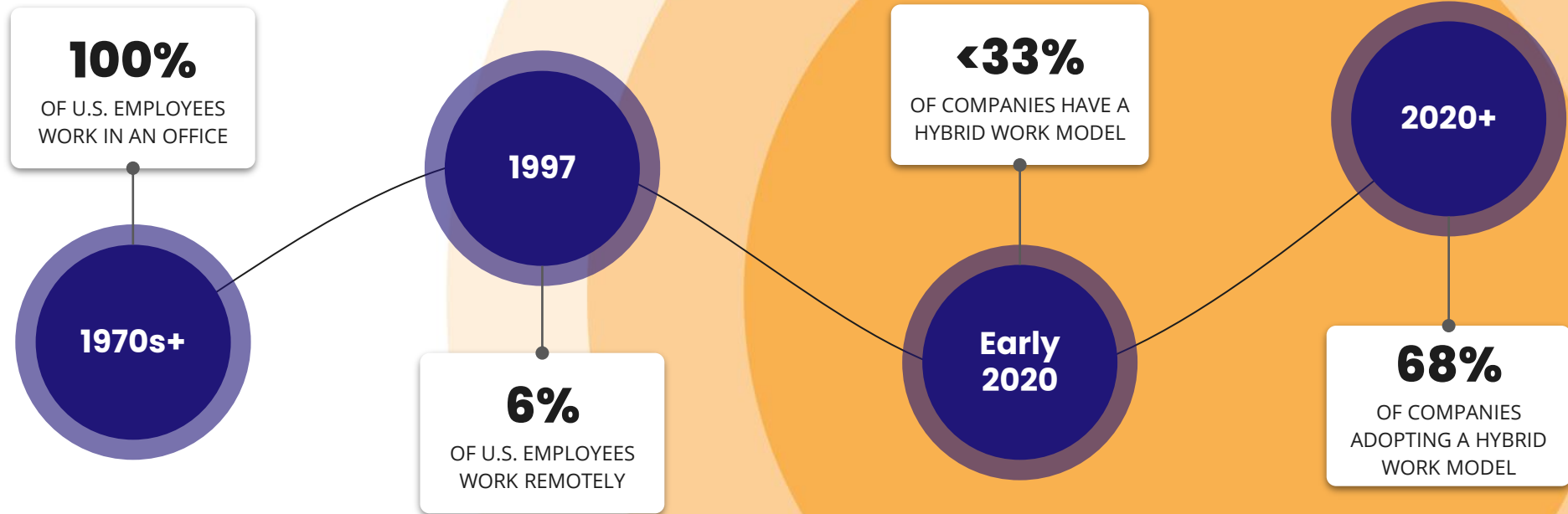
POLL & CHAT QUESTION

How is your current model of work?

1. 100% On-Site Workplace
2. 100% Remote Workplace
3. Hybrid Workplace
4. Unsure
5. Other



Time & Geography Are Less Relevant Now



Current Models of Work



Onsite Work

- Physical Office Full Time
- Regular Working Hours
- Ease of Communication
- Fewer Pets and Family Distractions
- Unified Company Culture
- Quick Access to Equipment



Remote Work

- Work Anywhere
- Work Anytime
- No Commute
- Fewer Distractions from Coworkers



Hybrid Work

- Remote or in Physical Office
- Varying days and Shifts
- **Types:**
 - 1. Remote-First Hybrid**
 - 2. Occasional Office Hybrid**
 - 3. Office-First Hybrid**

What employers are facing in 2022...

You have to run your company as if every employee has one foot out the door.



JOSH BERSIN
Global Industry
Analyst

the
joshbersin
company

4.5M*

U. S. employees are
resigning every month

11.1M

Job openings

45%

of workers **work remotely**, 25% are remote full time

500B

is lost every year due to **employee disengagement**

1 of 8

Jobs will be
unfilled in 2022

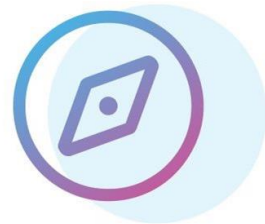
\$1,500

yearly training dollars spent per employee by the average company

Measuring Your Progress

**“If you can measure it,
you can manage it.”**

~Peter Drucker





Measure & Evaluate DEI Work

- Metrics provide objective, fact-based information
- Take ambiguity and emotion out of DEI plans.
- Focus on results - which is evidence of learning and behaviour change.
- Diversity metrics versus inclusion metrics.
- **40%** of organizations are not collecting inclusion data.



Measure & Evaluate DEI Work

Diversity Metrics for Representation

- Demographics
 - Recruitment
 - Selection
 - Promotion
 - Development
 - Pay and benefits
 - Retention

Inclusion Metrics for Belonging

- Belonging
- Fairness
- Opportunities and Resources
- Decision Making
- Activity in Employee Resource Groups (ERGs)
- Voice
- Contribution to a broader purpose

Top 5 Measures for Hybrid and DEI Work

1. Who's spending time **working at the office versus remote**?
2. Who gets to **choose when to be in the office**?
3. Who **gets promoted**?
4. How are **remote management tactics** used?
5. Who is **engaged** in the workplace?



1. Who's spending time working at the office versus at home?

- Research on Bias against working mothers leads assumptions
- Does spending time in office lead to promotions?




1. Who's spending time working at the office versus at home?

- Research on Bias against working mothers leads assumptions
- Does spending time in office lead to promotions?


HOW TO MEASURE

1. Start with Baseline Data
 - a. Track Duration in office versus remote
 - b. Track Demographics
 - i. Examples: race, gender, caregiver status, etc.
2. Report on demographic differences or trend-lines.



2. Who gets to choose when to be in the office?

- Pre-COVID:
 - Less than 30% workers were remote
 - 16% Latinx; 19% Black; 37% Asian; 30% White
- 97% of Black workers preferred remote vs. 79% of White workers
- Role-Based Differences versus Demographic differences
- Evenly distribute remote work options



2. Who gets to choose when to be in the office?

- Pre-COVID:
 - Less than 30% workers were remote
 - 16% Latinx; 19% Black; 37% Asian; 30% White
- 97% of Black workers preferred remote vs. 79% of White workers
- Role-Based Differences versus Demographic differences
- Evenly distribute remote work options

HOW TO MEASURE

1. Anonymous Survey
2. How much control employees have over their time at the office versus remote?
3. Perceived Flexibility - Who is comfortable asking for remote work?



3. How does time in the office shape the path to promotion?

- The Path to Promotion
- Research:
 - Remote salaries grow slower
 - Bias towards workplace flexibility and productivity



3. How does time in the office shape the path to promotion?

- The Path to Promotion
- Research:
 - Remote salaries grow slower
 - Bias towards workplace flexibility and productivity

HOW TO MEASURE

1. Track every promotion and pay increase
2. Check for correlation between time in office and remote
3. Sample Engagement Survey Question:
 - *“When did your manager last give you an assignment that provided an opportunity for you to build new skills or demonstrate new abilities?”*



4. How are remote management tactics used?

- Employee Tracking Tactics
 - Activity Tracking
 - Key logging
 - Time Tracking
 - Enforced Logins
 - Constant Video Meetings
- Concerns
 - Lowers Productivity, Erodes Trust, and Engagement

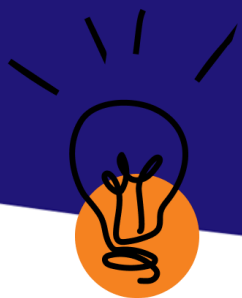


4. How are remote management tactics used?

- Employee Tracking Tactics
 - Activity Tracking
 - Key logging
 - Time Tracking
 - Enforced Logins
 - Constant Video Meetings
- Concerns
 - Lowers Productivity, Erodes Trust, and Engagement

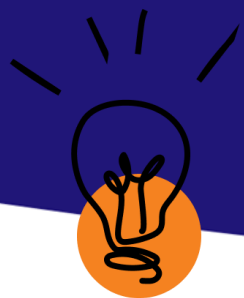
HOW TO MEASURE

1. Track who gets Tasks and Projects Managed versus Time Tracking
 - *From Efforts Management Style to **Results Management Style**.*
2. Compare Role-Based Differences versus Demographic Differences



5. How does time in and out of the office affect engagement and retention?

- Engagement mean something different for each of us
 - In-Office versus Remote
- People change and so do motivations
- Pay attention to demographic differences



5. How does time in and out of the office affect engagement and retention?

- Engagement mean something different for each of us
 - In-Office versus Remote
- People change and so do motivations
- Pay attention to demographic differences

HOW TO MEASURE

1. Assessment Software
2. Measure Motivation Over Time

- *Need for Relations*
- *Need for Variety*
- *Need for Social Recognition*
- *Need to Belong*

- *Need for Philanthropy*
- *Need for Private / Professional Life*
- *Need for Job Security*
- *Need for More Pay / Promotion*
- *Others...*

#5 Measure, Evaluate and Evolve

Performance Dashboard

STRATEGIC GOAL	STATUS	TASK MILESTONE	LEAD	PROPOSED NEXT STEPS
List strategic goals below	Identify the status	List tasks and their accompanying metrics from Essential Tasks 4-6 below	Task owner	Propose appropriate next steps for leadership to discuss and approve
Strategic Goal 1				
	ON TRACK			
	NEEDS ATTENTION			
	OFF TRACK			
Strategic Goal 2				

Understanding Your DEI Progress

Where are you at in your DEI Journey?

1. Arising: Just beginning to focus on DEI
2. 1-2 years and Reactive to some DEI Initiatives
3. 3-5 years and Proactive in DEI Initiatives
4. 5 years+ and Advanced DEI Progress





The DEI Progress Index Survey

Instant insights into the state of diversity, equity, and inclusion at your organization



bit.ly/deisurvey2021

Diversity, Equity, and Inclusion Progress Index Levels



Level 1: Arising

Your organization is beginning to have awareness of DEI.



Level 2: Reactive

Your organization may sometimes play defense, making changes only when made necessary by outside forces.



Level 3: Proactive

Leadership and employees alike are engaged and seek to take advantage of the change happening around them to make a real impact.



Level 4: Optimizing

Your organization is actively involved in designing and investing in strategies to create your desired future DEI state.

The 7 Strategies to Optimize Your DEI Potential

#1: Take a Holistic Approach

#2: Establish and Demonstrate Strong Values

#3: Prioritize DEI Efforts Based on Business Needs

#4: Develop Continuous Learning Experiences

#5: Measure, Evaluate, and Evolve

#6: Leverage Technology

#7: Celebrate Progress and Success

Level 1: Arising

Level 2: Reactive

Level 3: Proactive

Level 4: Optimizing





Thank you for joining us!



Liza Njeri Mucheru Wisner

Senior Curator of DEI

liza.wisner@opensesame.com



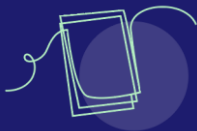
Megan Ysassi

Curation Associate

megan.ysassi@opensesame.com



Access Online Courses



Read the Whitepapers



Take the DEI Survey



Explore the DEI Toolkit



Developing the world's most productive and admired workforces

Questions?