

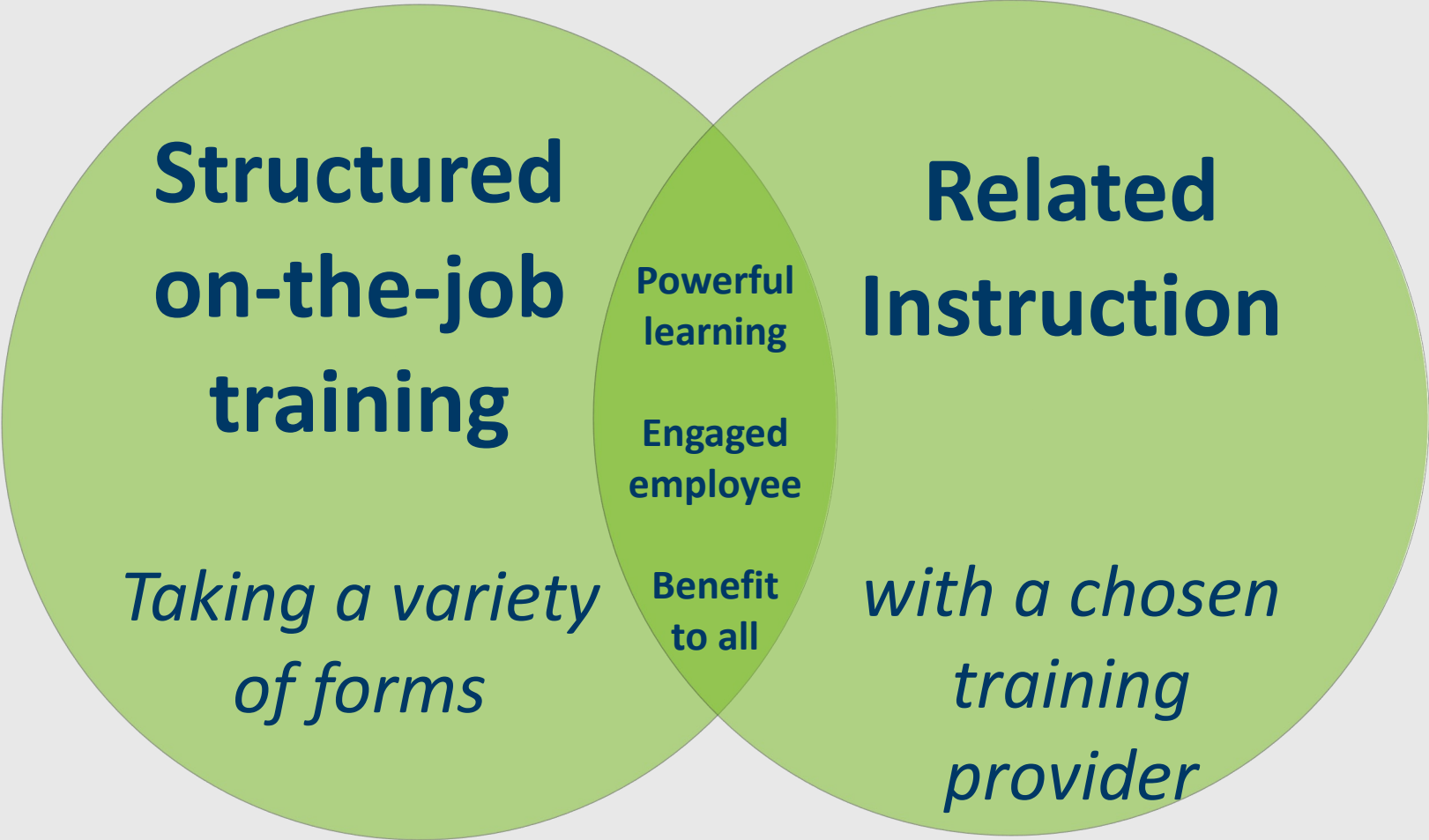
Minnesota Dual-Training Pipeline
“The Inclusive Pipeline: Leveraging DEI for Enhanced Hiring, Retention, and Organizational Growth”
May 23, 2024

What is Minnesota Dual-Training Pipeline?



- Source of support to employers to develop their own employment-based, dual-training programs
- An innovative approach to address current and future workforce needs in the key industries of **advanced manufacturing, agriculture, child care, health care services, information technology, legal cannabis industry and transportation.**
- Private Investment, Public Education, Labor and Industry Experience

Employment-Based Training



Minnesota Dual-Training Pipeline Strategies

- **Industry Forums:** *Inform and direct* Minnesota Dual-Training Pipeline on industry trends and needs through discussion and strategic planning aimed to expand dual training.
- **Competency Councils:** *Define and identify* specific occupational competencies for the four key industries.
- **Dual-Training Consulting:** *Create and disseminate* dual training resources for employers, employees and dual trainees: toolbox, grants, and expanding mentorship networks to set up dual training.

Featured speaker

Lisa Tabor
Founder & President
CultureBrokers LLC





The Inclusive Pipeline

Leveraging DEI for Enhanced Hiring, Retention and Organizational Growth

The Engagement Situation

ONLY 36% of employees say they are engaged in their work.

Engaged employees report they are passionate about striving for company goals. They are more productive, willing to recommend their employer to others, and satisfied with their home and personal lives.

Companies in the top 25% of engaged employees report:

- 64% fewer safety incidents
- 41% fewer quality defects
- 81% less absenteeism.
- 14% greater productivity
- 23% greater profitability

DEI and Engagement (Belonging)

Employees who are satisfied with their organization's commitment to diversity and inclusion (D&I) are twice as engaged as dissatisfied employees.

They work 12% harder, are 19% more likely to stay longer with the organization, and collaborate 57% more effectively with peers.

How do you define...

Diversity?

Inclusion?

Equity?

"Operationalize"

- Turning abstract concepts into something tangible and measurable.
- Describing something through its processes.
- Creating excellence consistently and on purpose, rather than haphazardly and unexpectedly.

CultureBrokers Equity Theorem™

$$(\text{Diversity} + \text{Inclusion}) \times \text{Discipline} = \text{Equity}^{\text{TM}}$$

Meaningful
Differences

Interactions

Rigor
& Structure

Performance
Results

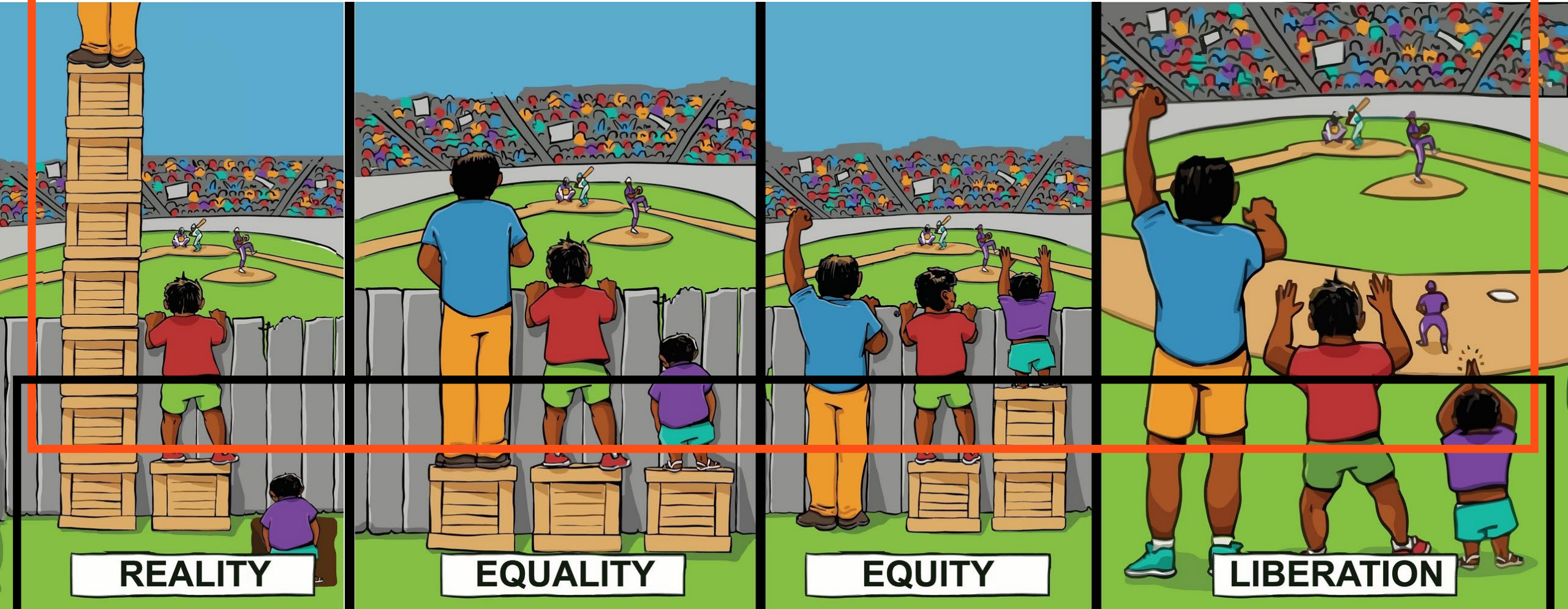
- Models & Systems
- Policies
- Processes & Practices
- Places

CultureBrokers® defines "Equity" as...

... Performance results that do not vary across racial/ethnic groups, as described by data and information.

- Areas of performance include:
 - Opportunity
 - Accessibility
 - Quality
 - Fairness
 - Repair
 - Restoration

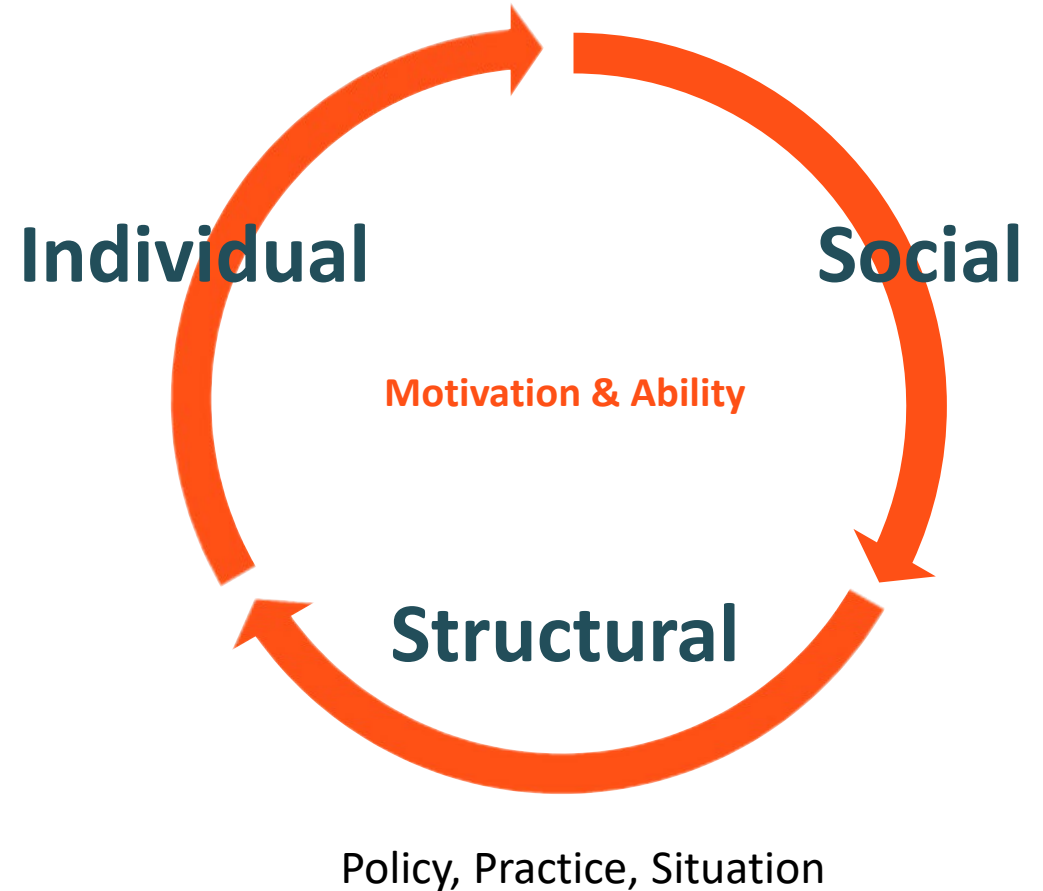
Performance Results



Disciplined Approaches

INFLUENCE
BEHAVIORS

INFLUENCE
RESULTS



DEI and On-the-Job Training

Job shadowing

- Organizational culture - relationships, power dynamics, etc.

Mentorship

- Mutualism

Cohort-based training

- Psychological safety

Assignment-based project evaluation

- Selection; compensation; objectivity

Discussion-based training

- Psychological safety

What is your organization's biggest challenge in making measurable DEI improvements?

Some measurable successes from CultureBrokers clients



50%

Increased BIPOC staff from 13% to 50% over two years. Sustained ten years.
Increased BIPOC board members from 16% to 50% over two years. Sustained ten years.

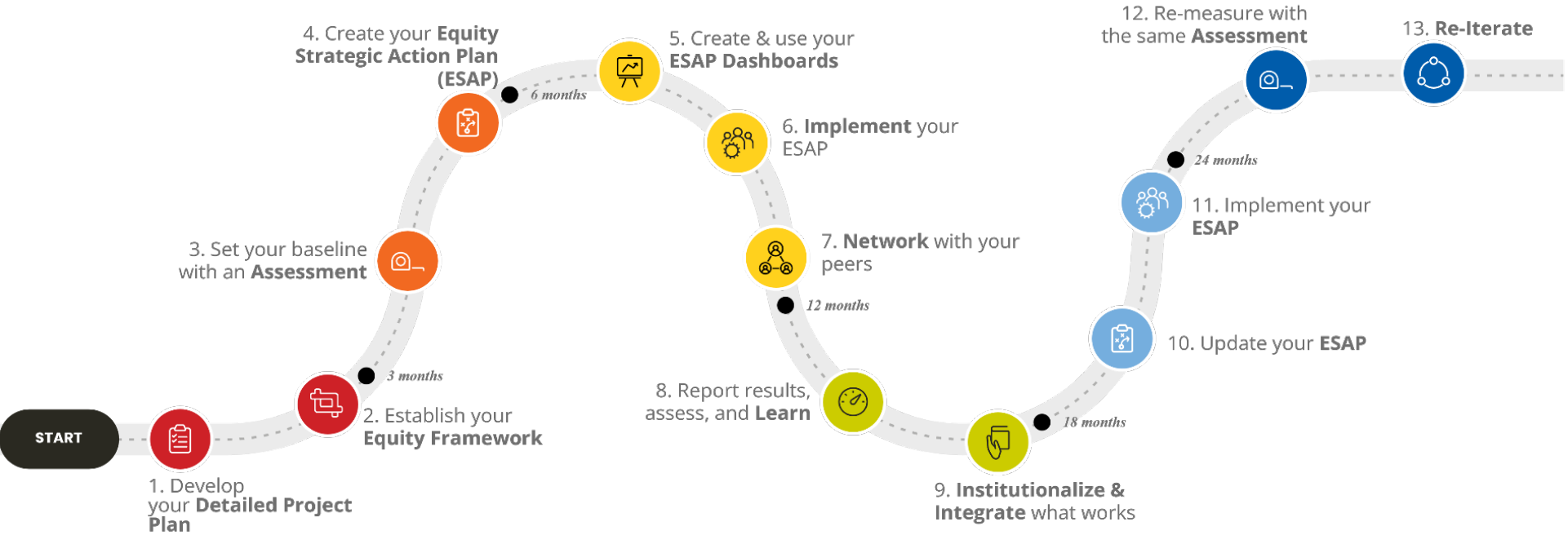
70%

Reduced the number of children of color in juvenile detention by 10% in the first year and 70% by year six without reducing public safety. Sustained 18 years.

10%

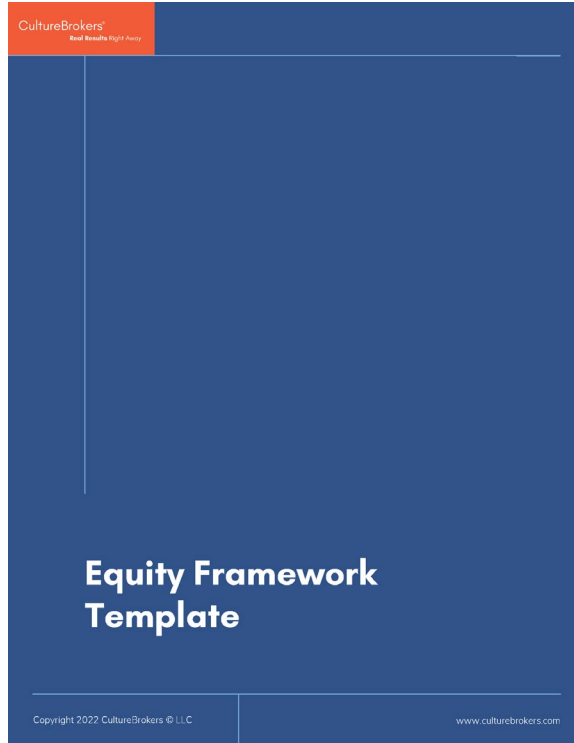
Increased vendor diversity from negligible to 10% over four years. Sustained 6 years.

Define Your Pathway



- Clarify DEI's role in your organization.
- Identify tailored DEI goals.
- Craft an actionable DEI improvement plan.

Milestone 2 PHILOSOPHY



CultureBrokers
Racial Resilience Right Agency

Equity Framework
Template

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Milestone 3 BASELINE



DIA
DIAMOND
INCLUSIVENESS
ASSESSMENT
SAMPLE REPORT (SELECT CHARTS)
GAP REPORT

Intercultural Development Inventory v.3 (IDI)
ORGANIZATION
INDIVIDUAL PROFILE
REPORT
Prepared for:
Lisa Carter
Prepared by:
Scott Glavin, Individual, PhD by Scott Associates
In cooperation with Michael E. Hammer, Ph.D.
IDA, LLC
For information on ordering the IDI, contact:
Michael E. Hammer, Ph.D.,
IDA, LLC,
P.O. Box 1288
Bridle, Maryland 21711, USA

CQ Report
SELF-ASSESSMENT PRO
PREPARED FOR: Tasha Lee May 2016



Milestone 4 IMPROVEMENT PLAN

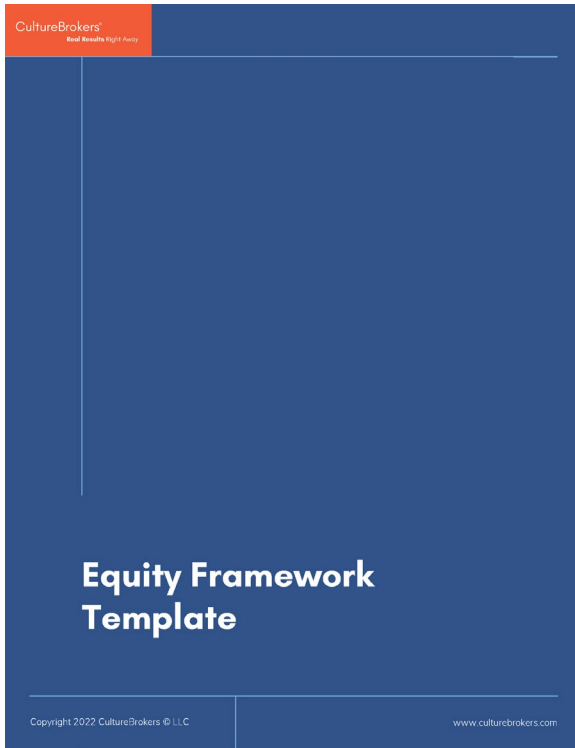


CultureBrokers
Racial Resilience Right Agency

Equity Strategic
Action Plan

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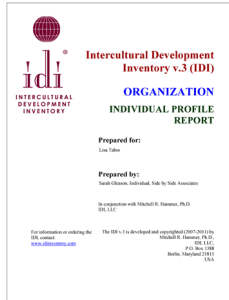
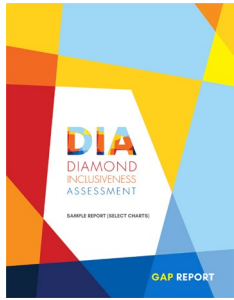
PHILOSOPHY



Milestone 2. “Establish your *Equity Framework*”

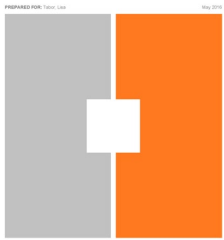
TIP	BENEFIT	WATCH OUT FOR...
Lead with your existing mission/vision/values.	<ul style="list-style-type: none"> • Alignment • Consistency • Motivation 	<ul style="list-style-type: none"> • Strategic Planning
Define ALL terms.	<ul style="list-style-type: none"> • Clarity • Understanding • Consistency 	<ul style="list-style-type: none"> • Assumption • Invention • Oversimplification • Differentiation
Include your DEI history and situation.	<ul style="list-style-type: none"> • Context • Authenticity • Trust-building 	<ul style="list-style-type: none"> • Evasiveness • Minimization • Confirmation bias
Include key demographic data about your key stakeholders (race, etc.).	<ul style="list-style-type: none"> • Context • Standardization • Comparison • Integration 	<ul style="list-style-type: none"> • Fear/Discomfort • Oversimplification • Marginalization • Privacy
Embed your organization’s understanding about how DEI improvement happens.	<ul style="list-style-type: none"> • Alignment • Consistency 	<ul style="list-style-type: none"> • Individual change • Organizational change • System change

BASELINE



CQ Report

SELF-ASSESSMENT PRO



Milestone 3. “Set your baseline with an *Assessment*”

TIP	BENEFIT	WATCH OUT FOR...
Use assessment tool(s) consistent with your organization’s understanding about how DEI improvement happens.	<ul style="list-style-type: none"> Alignment Consistency Reinforcement 	<ul style="list-style-type: none"> Individual change/Organizational change/System change Validity Repeatability Usefulness Applicability
Collect quantitative data.	<ul style="list-style-type: none"> Analysis Comparison Prioritization 	<ul style="list-style-type: none"> Appropriateness Quality Ambiguity Anonymity Assumptions
Collect qualitative data.	<ul style="list-style-type: none"> Context Explanation Prioritization 	<ul style="list-style-type: none"> Confirmation bias Safety Application Anonymity
Use the data and information to make improvements.	<ul style="list-style-type: none"> Accuracy Reliability Control Growth 	<ul style="list-style-type: none"> Benchmarks Framing effect Ambiguity effect

IMPROVEMENT PLAN



Milestone 4. “Create your *Equity Strategic Action Plan (ESAP)*”

TIP	BENEFIT	WATCH OUT FOR...
Focus your plan on meaningful system or process improvements	<ul style="list-style-type: none"> • Performance • Culture change • Sustainability 	<ul style="list-style-type: none"> • “Stroke of the pen” projects • Additive bias • Silo-ization
Limit your plan to only one or two improvements	<ul style="list-style-type: none"> • Manageability • Efficiency • Productivity 	<ul style="list-style-type: none"> • Scope creep/complexity • SMART goals • Internal + external
Recruit subject matter experts (SMEs) to create the plan	<ul style="list-style-type: none"> • Knowledge • Efficiency • Ownership 	<ul style="list-style-type: none"> • Diversity • Inclusion • Validation
Assign individual roles and responsibilities at each level of the improvement effort	<ul style="list-style-type: none"> • Ownership • Productivity • Accountability • Efficiency 	<ul style="list-style-type: none"> • Titles + names • Authority • Hierarchy • Avoidance
Detail all resource needs	<ul style="list-style-type: none"> • Support • Thoroughness • Accountability 	<ul style="list-style-type: none"> • Asset-based • Staff capacity • Hidden costs

Useful Competencies

- Recognize, acknowledge, and leverage BOTH visible and invisible differences.
- Don't make assumptions.
- Aim for mutual benefit.
- Do your best.
- Get better.

Lisa Tabor

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Bringing it back to Minnesota Dual-Training Pipeline

- Equity and performance results are connected and can and should pair with goals of overall earn-and-learn training.
- On-the-job training through job shadowing and mentorship which embraces DEI can help promote improved organizational culture and feelings of mutualism.
- Competency-based training through Pipeline that is equitable in its approach and uses DEI strategies can help ensure that dual-training is meeting benchmarks for all trainees.

All-Industry Forum

June 11, 2024, from 9am-10:30am at DLI in St. Paul. RSVP is not required but encouraged at pipeline.program@state.mn.us

Pipeline 101

June 25, 2024, from 9-10 a.m. [Register to attend](#)

Thank You!



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