

# Measuring DEI at Labor & Industries



Washington State Department of  
**Labor & Industries**

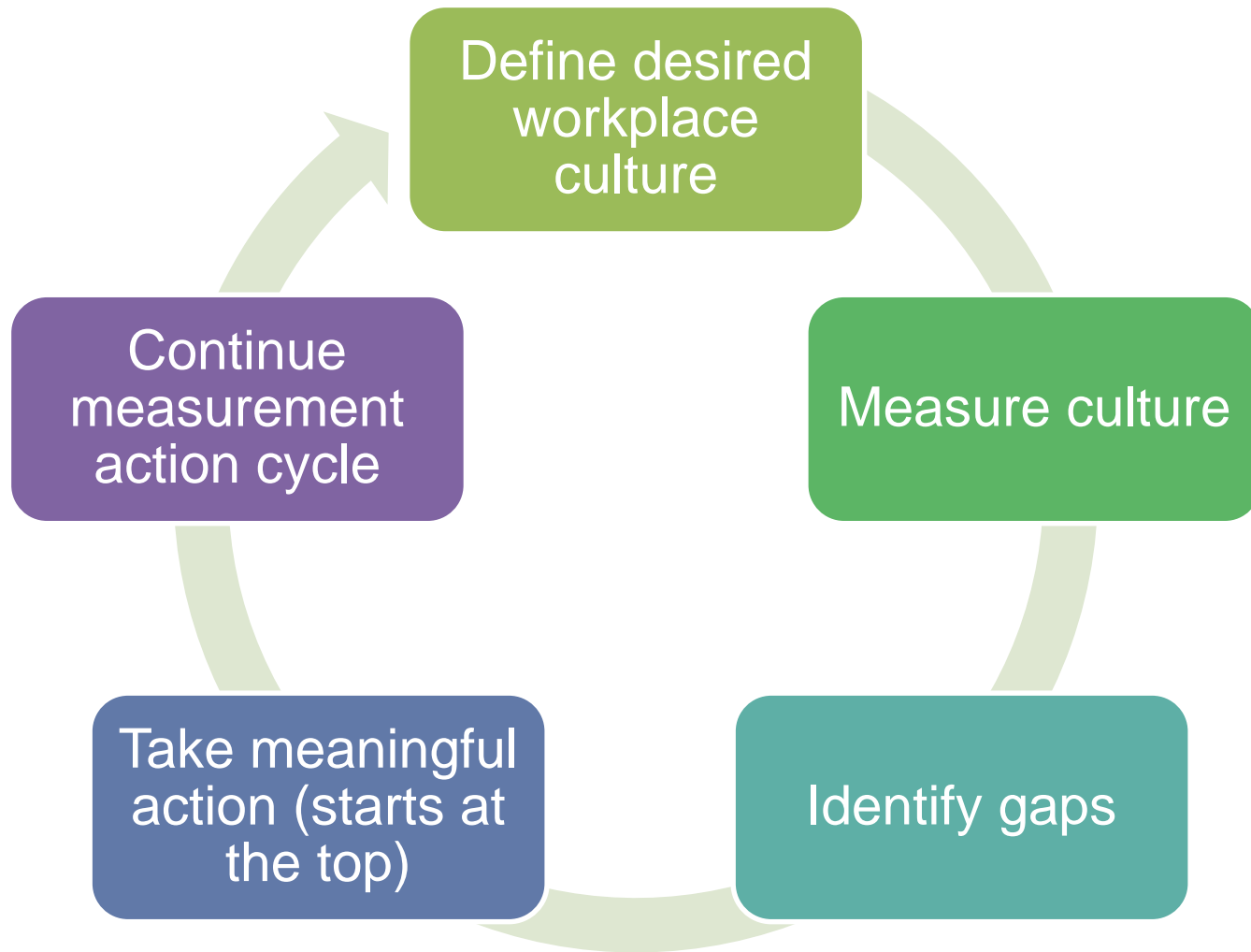


# Building a Thriving Culture at L&I

Research on most productive organizations shows:



# Foundational process for culture building



# Defining our desired culture: L&I's Core Values



## Customer Focus

Understanding our customers to shape how we do business



## One L&I

Working across divisions, regions, and programs to best serve our customers



## Respect

Seeing the best in each other, checking our assumptions, and uplifting others



## Diversity/Equity/Inclusion

Building a diverse workforce where all people have a voice in L&I's success, and opportunities to grow and thrive



## Learning and Growth

Empowering each other to reach our greatest potential



## Reliability

Doing what we say we'll do, following up and following through

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# Our plan for measuring DEI at L&I

## Diversity

- Is our workforce representative of the people we serve?
- Where in our hiring process are there barriers to having a diverse workforce?

## Equity

- Are all demographics paid similarly for similar work?
- Are there gaps in who has access to learning and growth opportunities?

## Inclusion

- Are there demographic groups who don't feel considered when changes are made?
- Are there groups who don't feel invited to participate in our community in a meaningful way?

# Culture Measurement-Action Cycle Challenges



- We collect an array of cultural data (e.g., employee survey, Smart Health, HR data, etc.) but these data sources are not connected or readily available for decision-making.
- Employee Engagement Survey (EES) reports were not delivered in a timely manner and did not include demographic variables (added to survey in 2018).
- EES reports were not accessible by staff.
- We take the EES and there is no follow-up actions.

# The Workforce Culture Dashboard

2019 L&I Employee Engagement Survey - results by culture layer

select a Division and/or Program to narrow results

Division  
All

Program(s)  
All

Region Description  
All

select a culture layer to explore



Average Score <b>7.50</b>	<b>L&amp;I Culture Outcomes</b> Placeholder for narrative description of culture layer
Average Score <b>7.19</b>	<b>Norms &amp; Work Processes</b> Placeholder for narrative description of culture layer
Average Score <b>7.28</b>	<b>Leadership</b> Placeholder for narrative description of culture layer
Average Score <b>7.13</b>	<b>People Investments</b> Placeholder for narrative description of culture layer
Average Score <b>7.08</b>	<b>Values</b> Placeholder for narrative description of culture layer

8 - 10 = bright spot; things are going well!  
 7 - 7.9 = on track, but room to improve  
 6 - 6.9 = some issues, may not have severe impact  
 >6 = issues exist & should be evaluated for impact



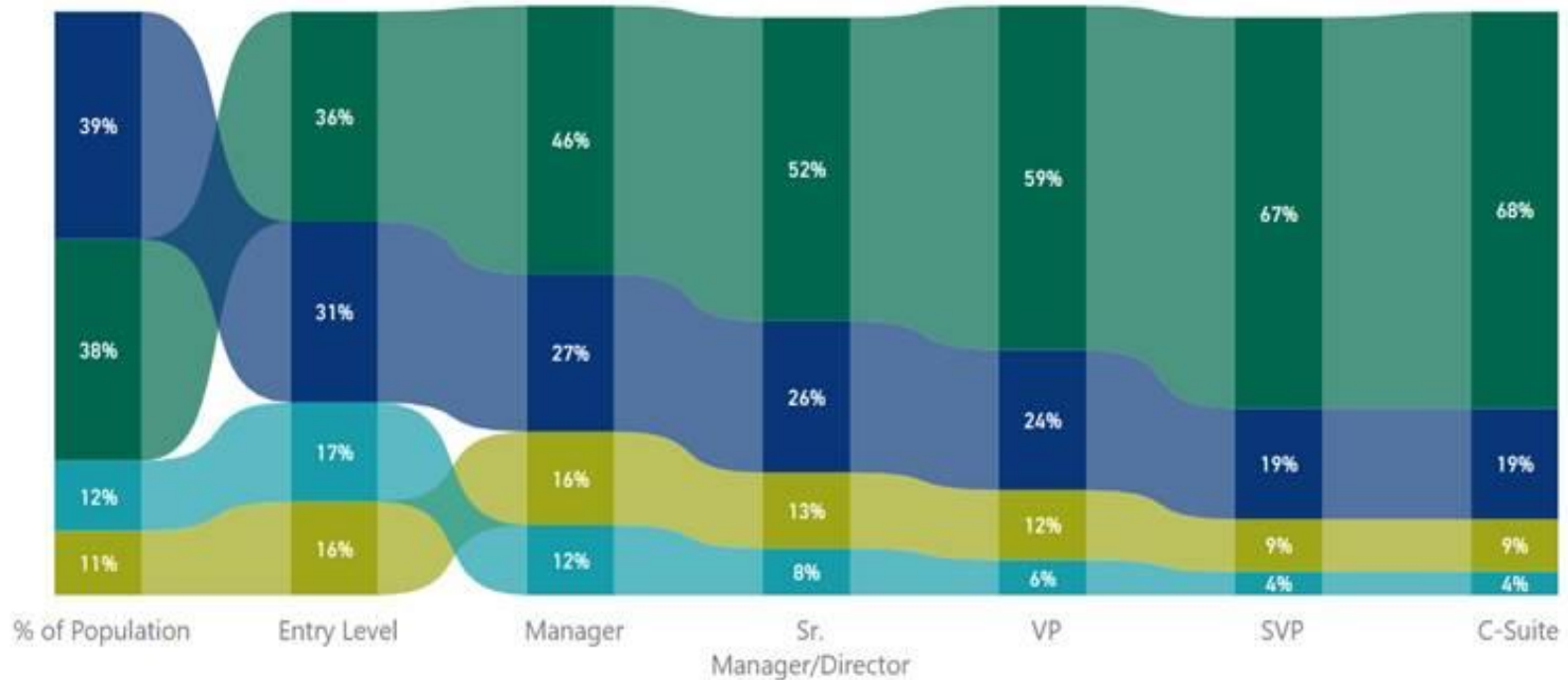
# Next Steps

- Implement the Data Action Network to build institutional competency around taking action on our culture measures
  - program-level facilitators trained in gap analysis and data-driven action planning
- Work with leadership and staff to build psychological safety around data transparency
  - The WCD is for growth (not punishment)
  - Quantitative data only tells a small part of the story about L&I's culture
- Add demographic variable slicers to the Workforce Culture Dashboard, and incorporate non-subjective measures from other sources

# Example of future measure

Percentage of the workforce by management level and demographic

● Men of Color ● White Men ● White Women ● Women of Color



Data Sources

Demographics by role: <https://www.mckinsey.com/featured-insights/genderequality/women-in-the-workplace-2018>

Percentage of US Population: [https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?\\_af=PEP\\_2018\\_PEPSTR8&\\_spr=prodtype](https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?_af=PEP_2018_PEPSTR8&_spr=prodtype)

Questions? Comments?

