



NYU

LOOKING FOR CLUES

Using Data to Identify Sources of Diversity Gaps
& Evidence-based Approaches to Reduce Them

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NYU SPS - Globally Focused, Professional Education

NYU SPS BY THE NUMBERS

Diversity, the power and scope of our global alumni network, and the ability to educate and prepare students who become highly sought-after employment prospects, are all part of the impressive value proposition that the NYU School of Professional Studies has to offer.

30,000+

NUMBER OF PROFESSIONALS
ATTENDING ON-SITE & REMOTE
NYUSPS INDUSTRY EVENTS
ANNUALLY

39,000+

NUMBER OF ALUMNI WHO
COMPRISE THE NYU SPS GLOBAL
NETWORK

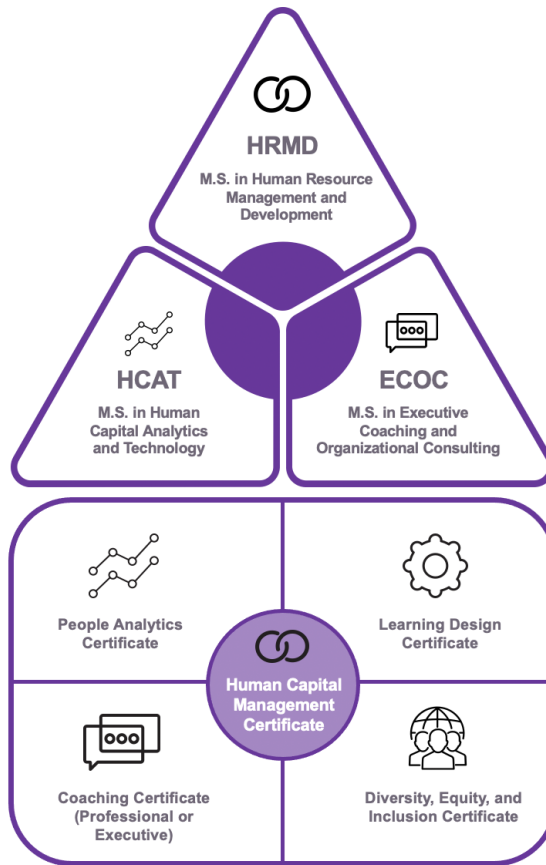
93.3%

PERCENTAGE OF GRADUATE
STUDENTS EMPLOYED POST
GRADUATION

94.0%

PERCENTAGE OF UNDERGRAD
STUDENTS EMPLOYED OR IN
SCHOOL POST GRADUATION

HUMAN CAPITAL PROGRAM

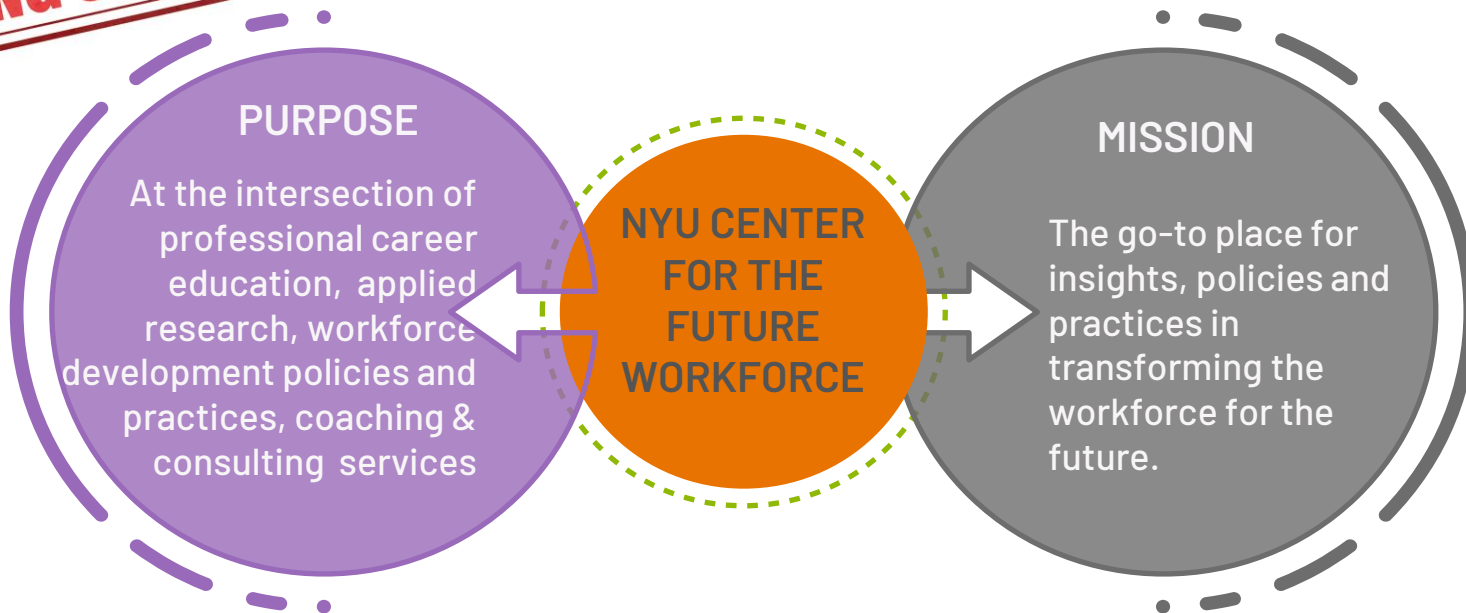


**3 Graduate
Degrees**

**5 Professional
Development
Certificates**

NYU CENTER FOR THE FUTURE WORKFORCE

COMING SOON





33 years experience in industry & consulting

Diversity strategy and execution using data

Human Resources design and practice



PEPSICO

accenture

 **BELLSOUTH®**

TOPICS



The Problem

How big is the issue and why it happens



“Better Practices”

How we can use data to identify the sources of the problem and find solutions



Recommended Actions

What organizations can do to improve diversity outcomes

“Once you can measure something, then you may be able to start doing something about it.”

- **Dr. Jim Heath**
Institute for Systems Biology

A 3x6 grid of 18 diverse human faces, showing various ethnicities, ages, and features. The text "THE PROBLEM" is overlaid in the center in a large, white, bold, sans-serif font.

THE PROBLEM

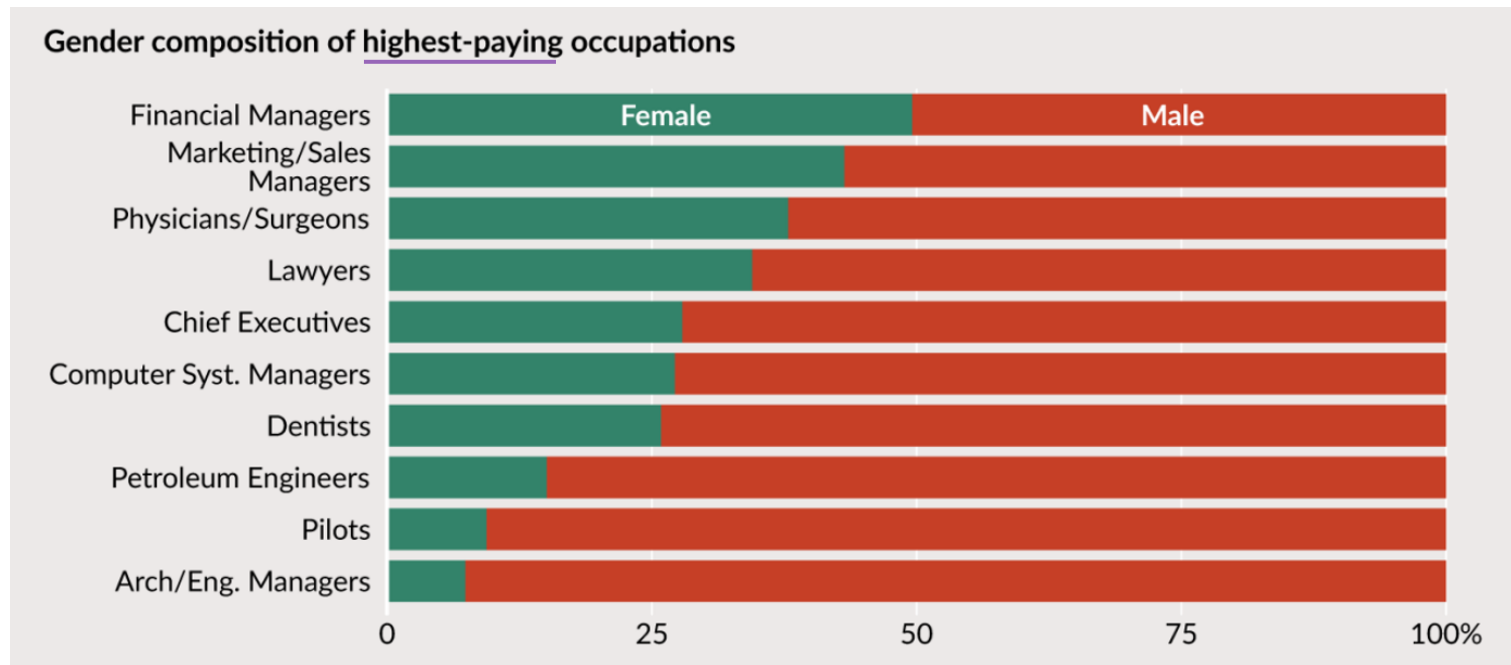
A bright yellow lightning bolt strikes down the center of the image, with several smaller, fainter bolts branching out from the main one. The background is solid black.

LIGHTNING ROUND

QUICK POLL

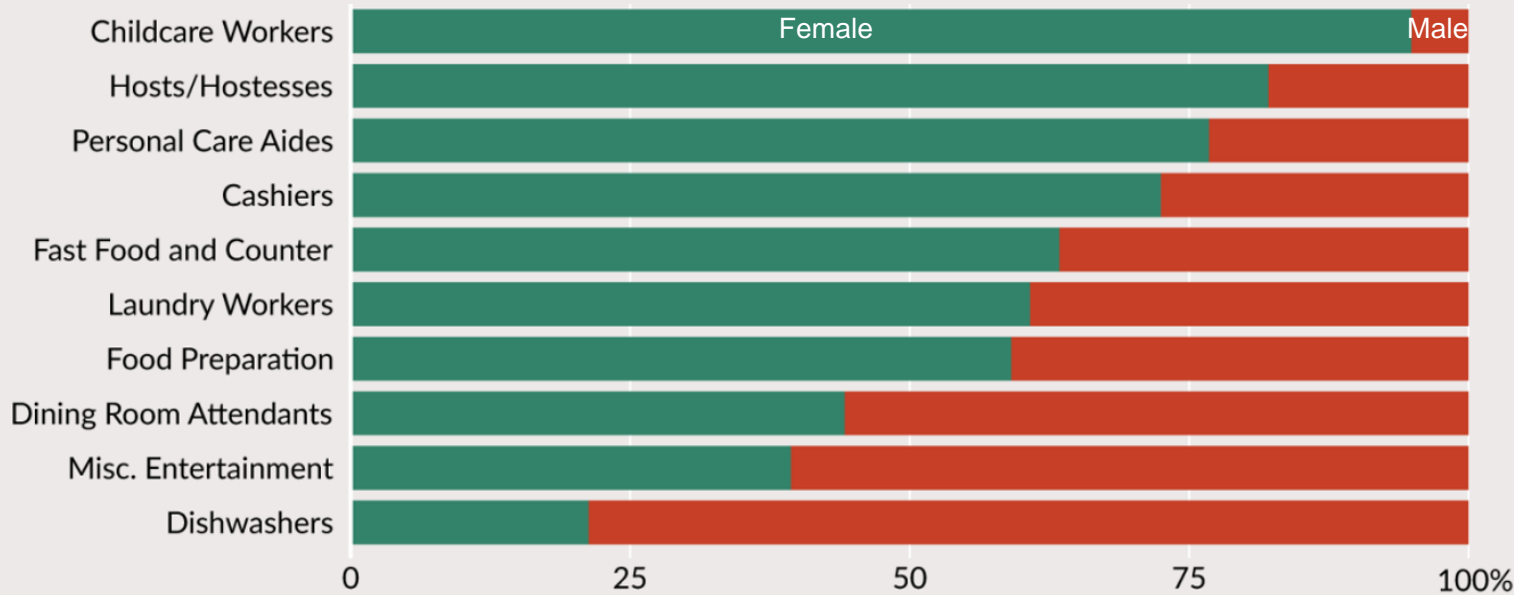


OCCUPATIONAL SEGREGATION BY GENDER



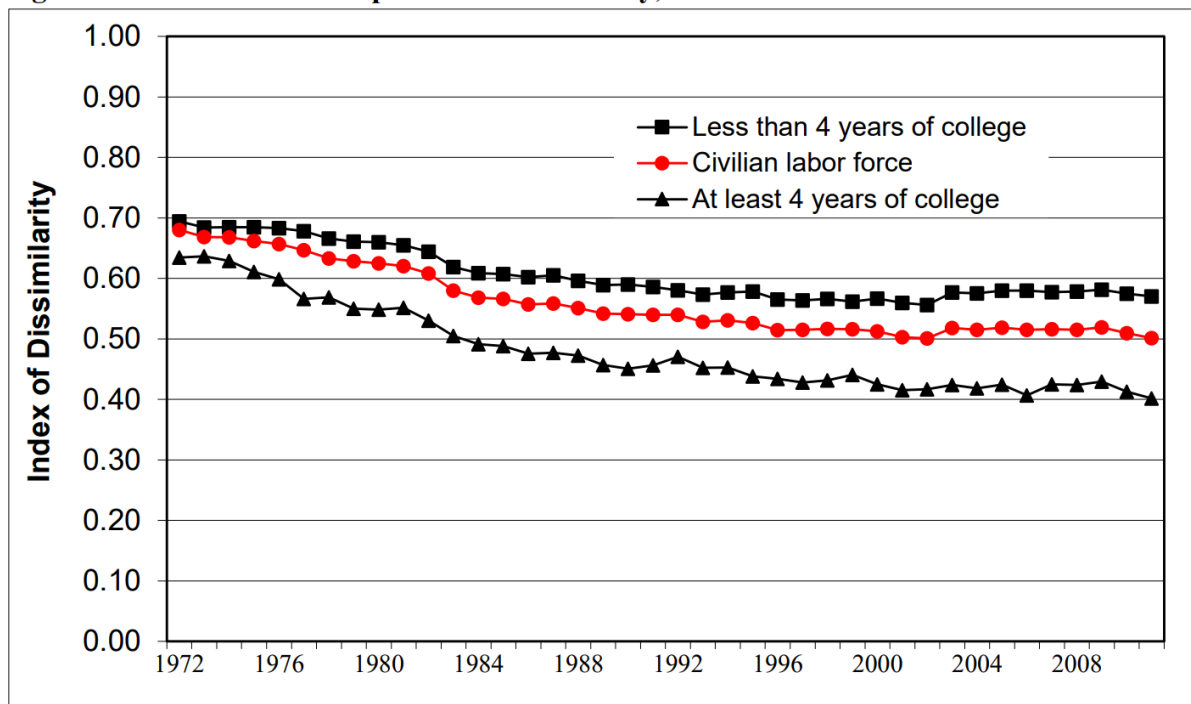
OCCUPATIONAL SEGREGATION BY GENDER

Gender composition of lowest-paying occupations



OCCUPATIONAL SEGREGATION BY GENDER

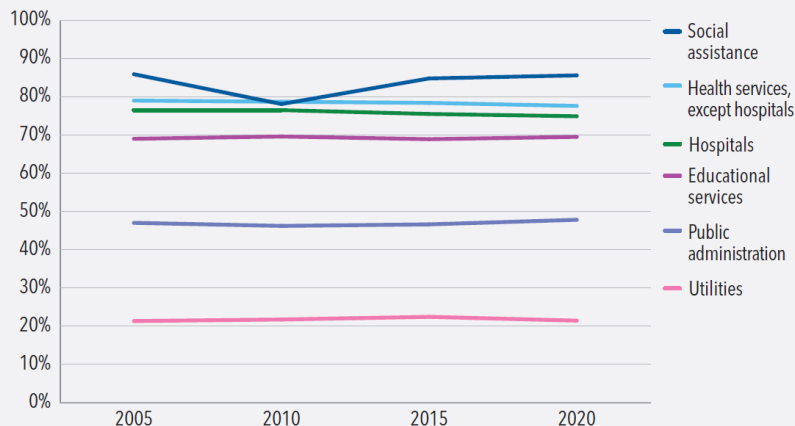
Figure 2. The Index of Occupational Dissimilarity, 1972 - 2011



Higher index indicates greater dissimilarity

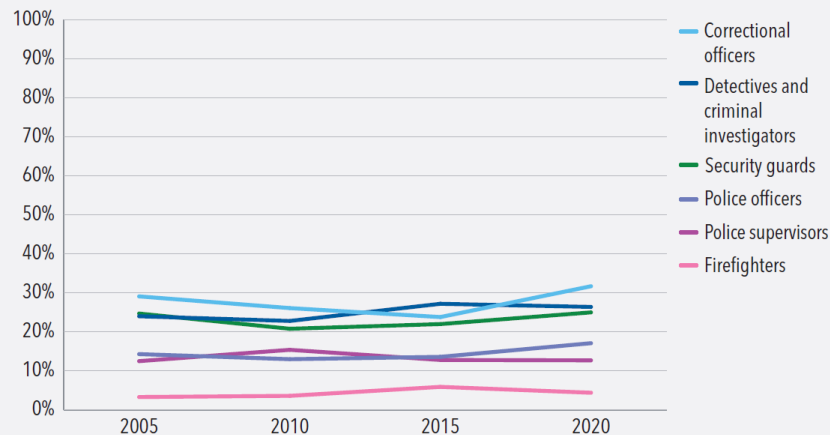
OCCUPATIONAL SEGREGATION WITHIN PUBLIC SERVICE

Figure 2 **Percentage of women in health care, social assistance, and public administration**



Source: Current Population Survey, U.S. Bureau of Labor Statistics.

Figure 5 **Percentage of women in protective service occupations**



Source: Current Population Survey, U.S. Bureau of Labor Statistics.

REPRESENTATION IS A COMPLEX BREW

	Gender	Race & Ethnicity
Implicit assumptions	<ul style="list-style-type: none">- Historical stereotyping of jobs- Biases- Perceived or actual hostile environments- Self selection into/out of jobs	<ul style="list-style-type: none">- Biases- Perceived or actual hostile environments
Job characteristics	<ul style="list-style-type: none">- Physical demands- Physical work environment- Time demands- Geography/proximity/availability- Competition with private sector	<ul style="list-style-type: none">- Geography/proximity/availability- Availability- Competition with private sector
Personal constraints	<ul style="list-style-type: none">- Childcare/eldercare- Low wage trade offs- Transportation	<ul style="list-style-type: none">- Low wage trade offs- Transportation

HOW WOULD YOU RESPOND?

What do state and local HR managers think?

Is there gender balance in the workforce?



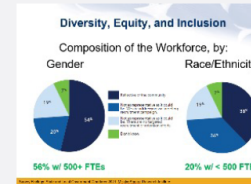
54% of HR managers said the workforce is **balanced**

Does the racial/ethnic composition of the workforce reflect the community?



41% of organizations with 500+ full-time equivalent employees (FTEs) said **yes**

20% of organizations with under 500 FTEs said **yes**



On both questions, **19%** indicated their organization is **not as representative** as it could be, but there are no targeted recruitment or retention efforts to address that.

Source: 2021 Workforce Survey, MissionSquare Research Institute

“BETTER PRACTICES”



The background is a dark, textured surface filled with glowing binary code (0s and 1s) in shades of blue and green. Overlaid on this are numerous thin, glowing yellow and orange lines that crisscross the frame, creating a sense of digital connectivity and data flow. The overall aesthetic is futuristic and high-tech.

STEP 1

AVAILABLE DATA

DATA SNAPSHOTS



Data Definitions

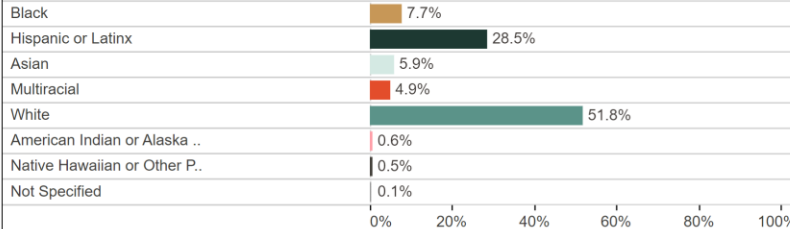
☒ All Starbucks (U.S.)
 ☐ By Race
 ☒ Overall
 ☐ 2020
 ☒ 2021

☐ Retail
 ☐ By Gender
 ☐ Intersectional (Gender, Race)

☐ Corporate
 ☐ Manufacturing

Representation as of 10/3/21

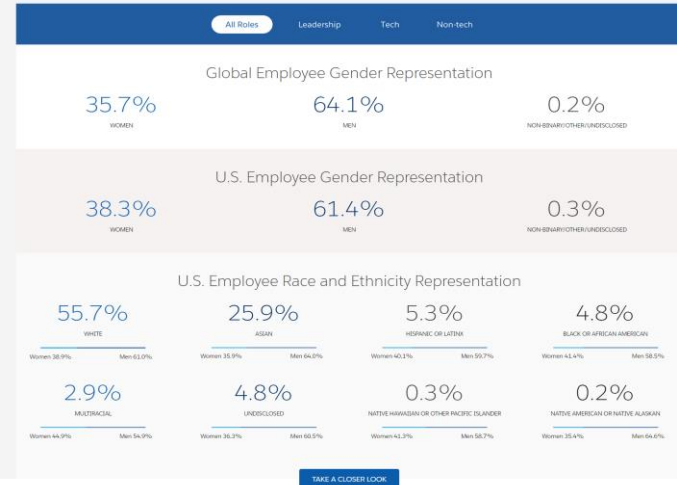
2021 - All Starbucks (U.S.) - By Race



U.S. Partners Only
 Totals may not add up to 100 percent due to rounding.
 Workforce composition metrics are derived from EEO-1 self-identification data

Where We Are Today: Our Equality Data

We strive to create a workplace that looks like the world around us. We've made some progress on accelerating representation and recognize there's more work ahead. Here is where we are today:



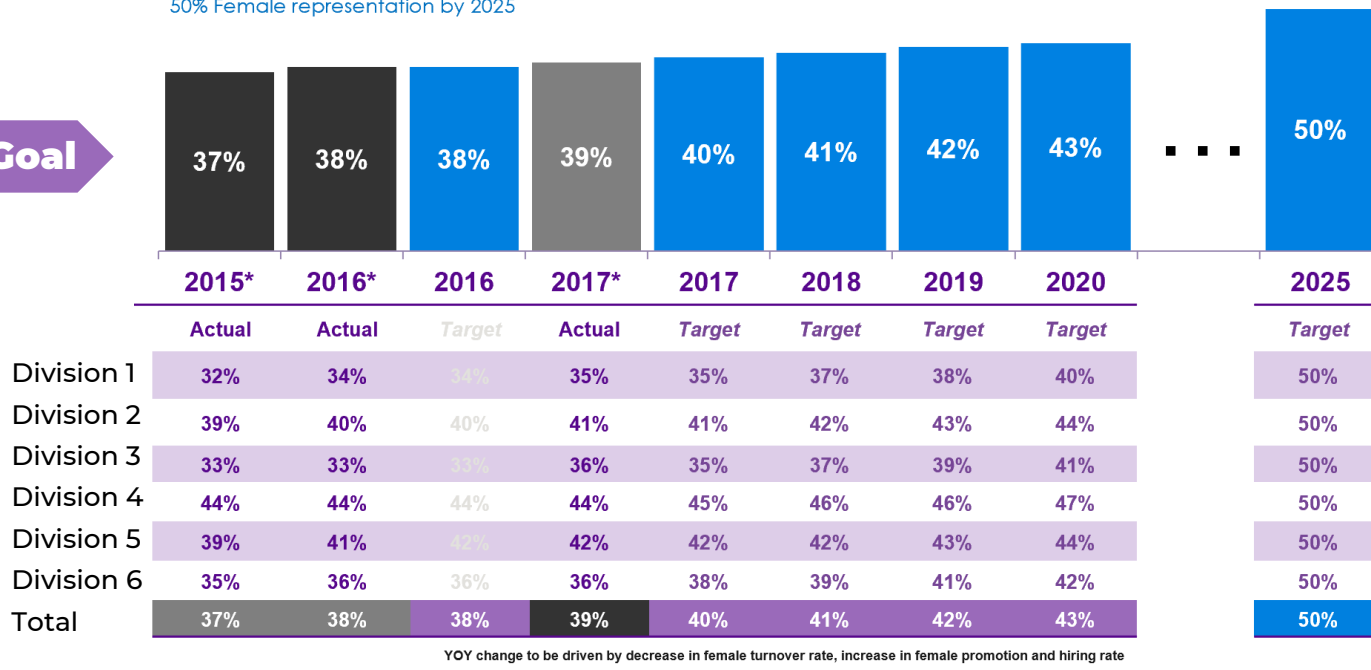
DASHBOARDS = PERFORMANCE MONITORING



SCORECARDS ARE AN IMPROVEMENT

Compliance with goal
50% Female representation by 2025

Annual Goal



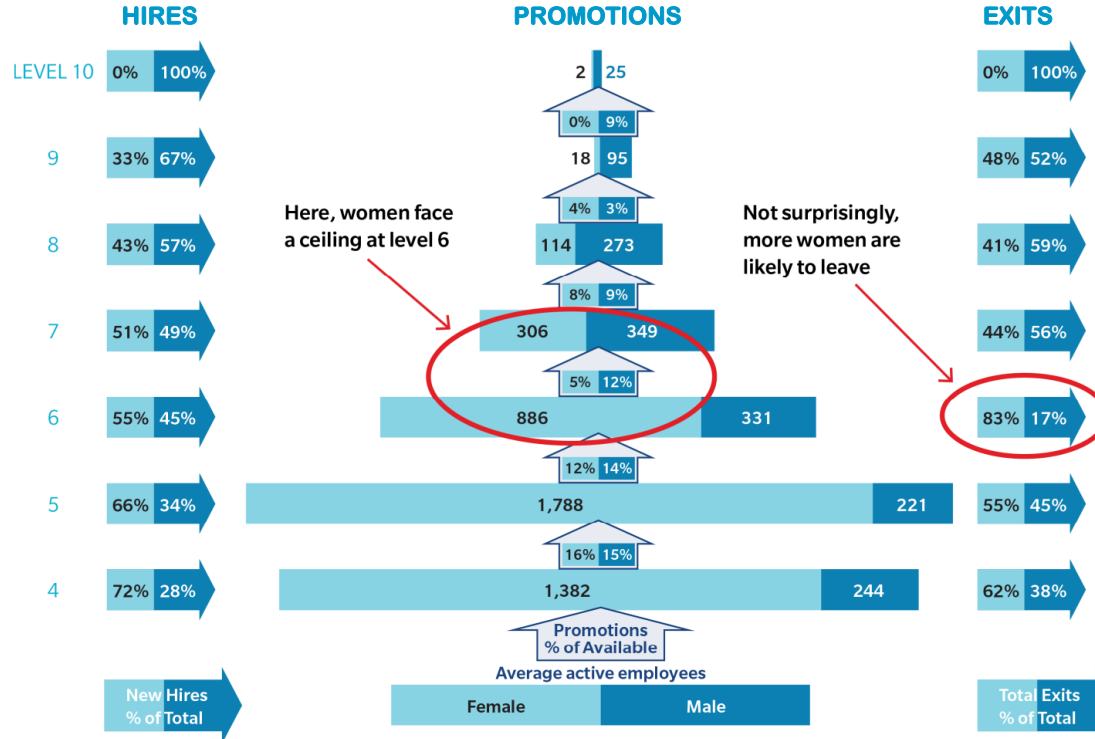
SCORECARDS VS. DASHBOARDS

- ✓ **Incorporate targets**
- ✓ **Periodic tracking**
- ✓ **Trends/changes over time**
- ✓ **Display progress against goals**

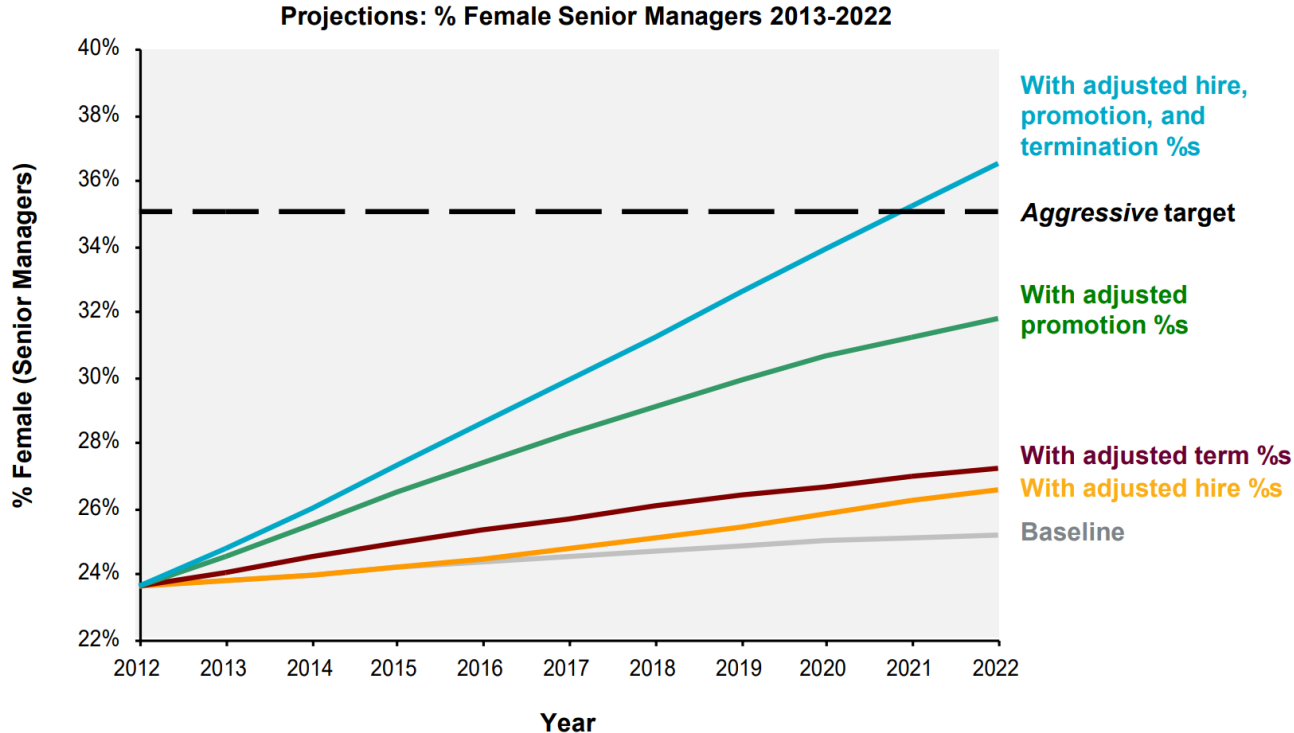
**1 WHY ARE OUR RESULTS
THE WAY THEY ARE?**

**2 HOW CAN WE
IMPACT RESULTS?**

UNDERSTAND EMPLOYEE DYNAMICS



UNDERSTAND EMPLOYEE DYNAMICS



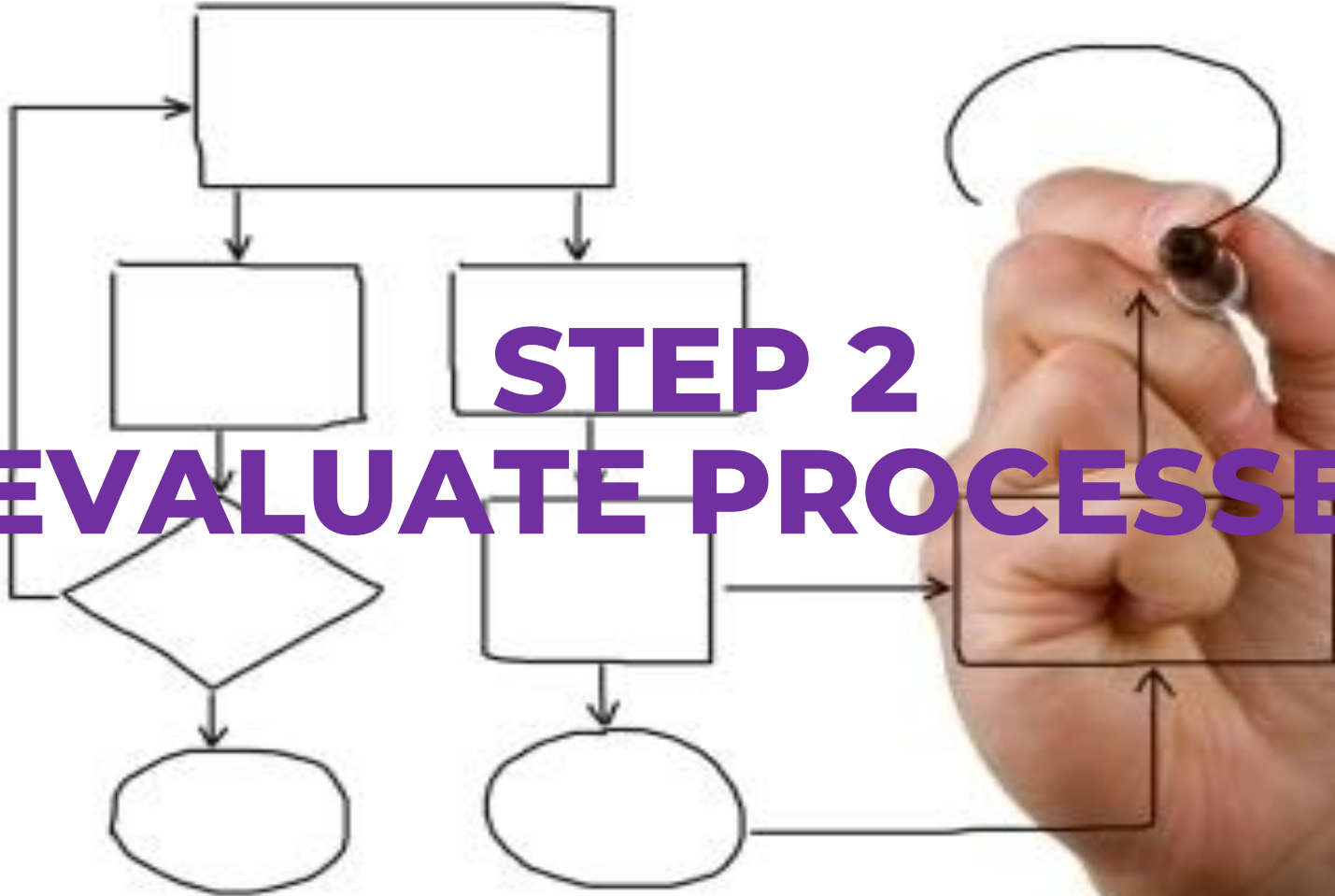
UNDERSTAND EMPLOYEE DYNAMICS

CRITICAL JOB SEGMENTS

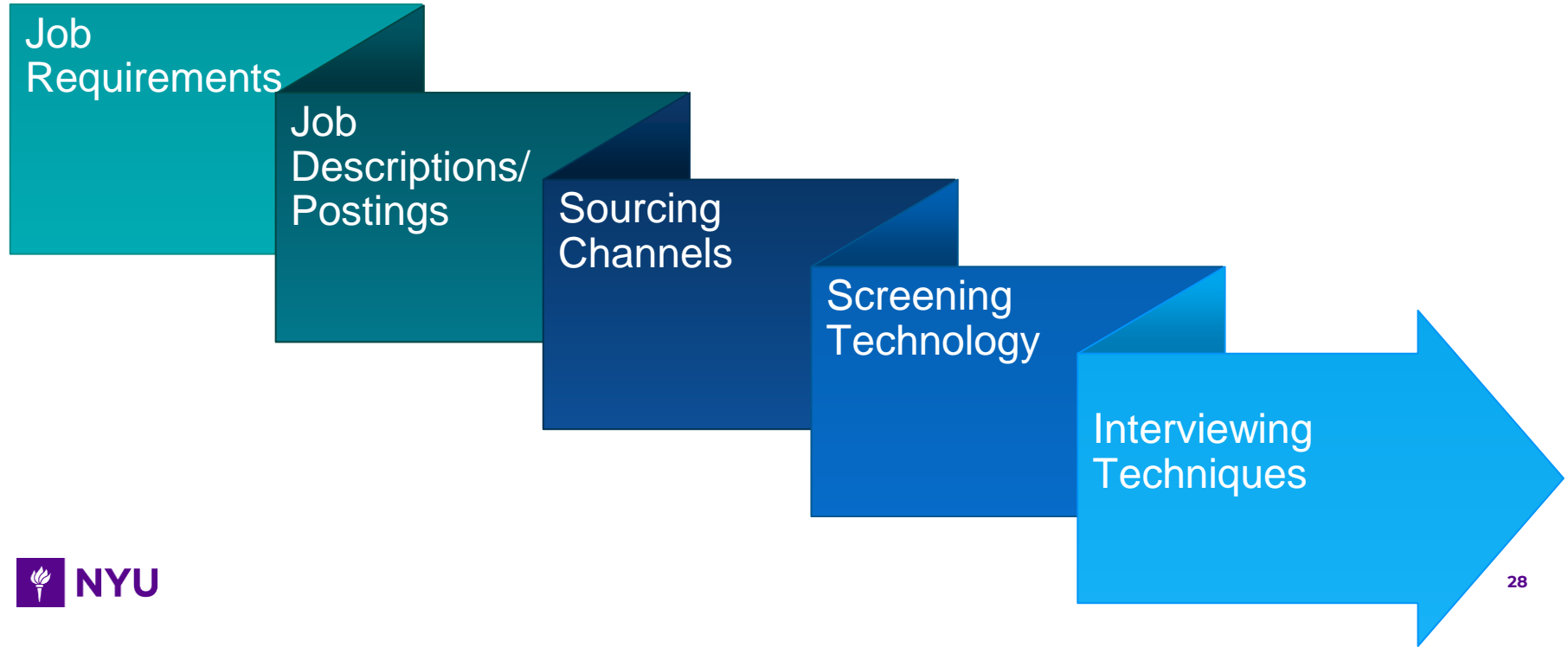


PATTERNS/ TRENDS OVER TIME

STEP 2 EVALUATE PROCESSES



EXAMINE HIRING PROCESSES



EXAMINE HIRING PROCESSES



Job Requirements

- ❑ Ensure that requirements are job-related
 - Review/confirm minimum qualifications
 - Question degree requirements
- ❑ Target high impact jobs (e.g., large numbers hired; those with especially challenging diversity representation)



Job Descriptions/Postings

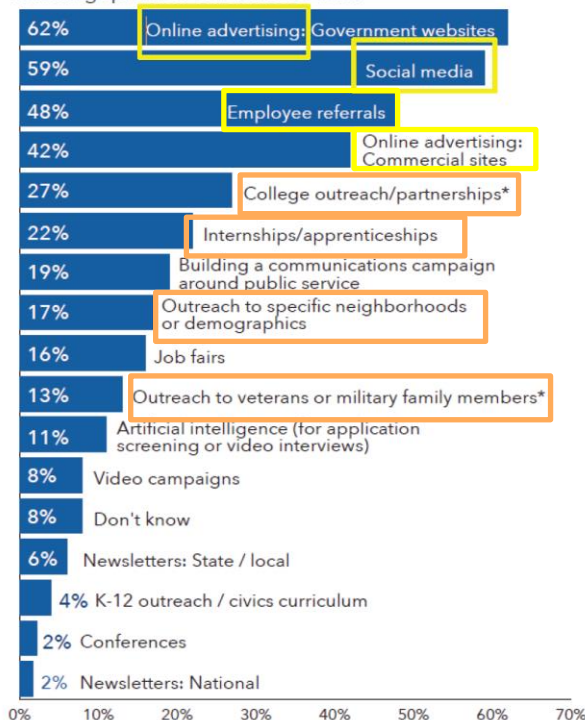
- ❑ Remove/minimize acronyms
- ❑ Look for terms that may be off-putting for the counter-gender or counter-racial/ethnic groups (e.g., use of tools like Textio)
- ❑ Examine length & format
- ❑ Provide information about career growth opportunities

EXAMINE HIRING PROCESSES

Sourcing Channels

- ❑ Analyze yield from various sourcing channels
- ❑ Move to more active recruiting vs. passive recruiting
- ❑ Expand to non-traditional sources of talent (e.g., neurodiverse, returning workers, older workers)

Figure 7: What recruitment practices are most successful in reaching qualified candidates? n=249



* Items shown with an asterisk were new to the survey in 2021.

EXAMINE HIRING PROCESSES

Screening Technology

- ❑ Examine filters in ATS to understand who gets eliminated
- ❑ Examine the number of hurdles required to qualify for hire

Interviewing Techniques

- ❑ Consider elimination of interviews entirely
- ❑ Standardize interview questions & evaluation process
- ❑ Validate interviews (predictive validation)
- ❑ Interviewer training, including conscious inclusion training

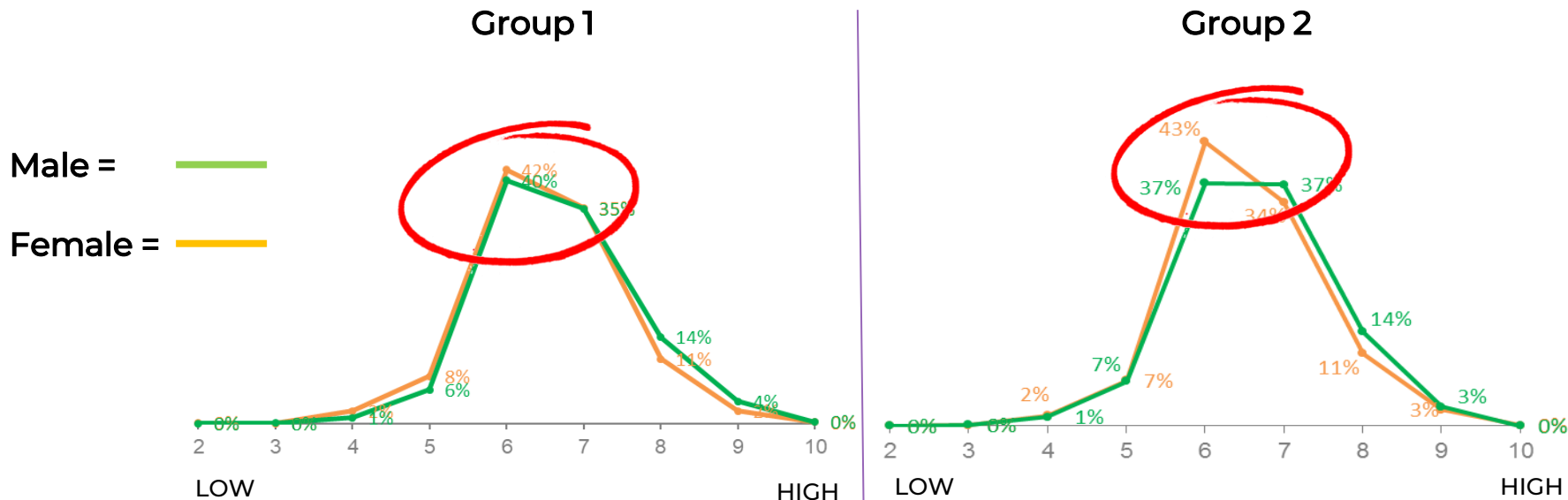
EXAMINE OTHER DECISION POINTS



- ☐ Examine performance ratings by diversity group
- ☐ Use text mining and/or sentiment analysis for written comments
- ☐ Include analysis by subgroups or subfunctions

EXAMINE PERFORMANCE EVALUATION

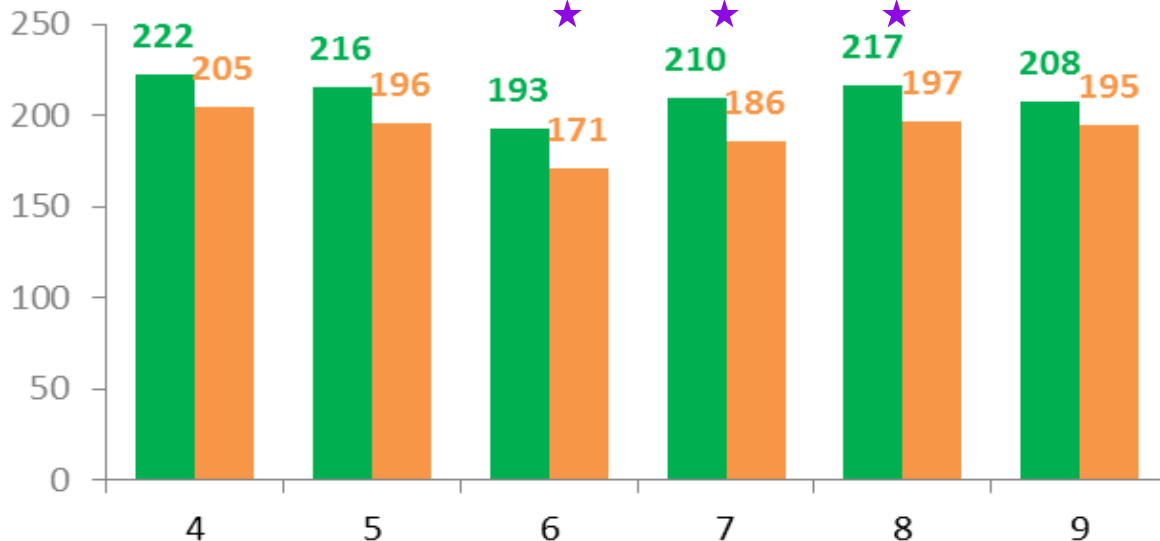
Illustrative



EXAMINE PERFORMANCE EVALUATION

Illustrative

Overall Feedback Average Word Count by Performance Rating



★ Statistically significant difference

EXAMINE OTHER DECISION POINTS



Pay Equity/Equal
Pay

- ❑ Examine pay based on “legitimate factors” determined by the compensation schema (“apples-to-apples” comparisons)
- ❑ Look at overall patterns, subgroup or subfunction differences, and individuals

GENDER PAY DEFINITIONS

Gender Pay Gap = Comparison of the average wages of men and women

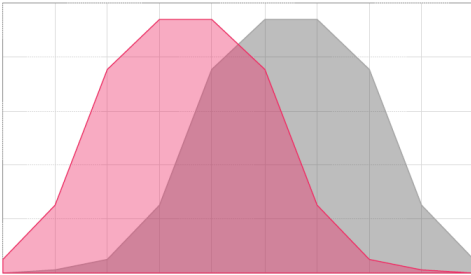
Equal Pay = Men and women in the same workplace receiving the same pay for “substantially equal” work

Pay Equity = same pay for work that requires similar work factors

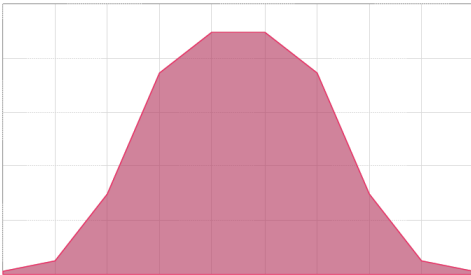
EXAMINING PAY EQUITY/EQUAL PAY

Illustrative

GROUP LEVEL

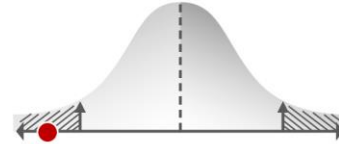


YES, one class of employees appear to be paid statistically differently than the other class of employees



NO, normalized pay levels appear comparable between employee classes (example shown reflects perfect overlap)

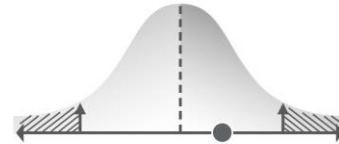
INDIVIDUAL LEVEL



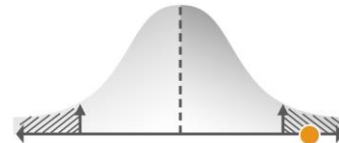
YES, employee's pay is considered a "negative outlier"



NO, employee's pay is within the predicted range



NO, employee's pay is within the predicted range



YES, employee's pay is considered a "positive outlier"

A silhouette of a person in mid-air, jumping over a gap between two dark, rocky cliffs. The background is a vibrant sunset sky with orange and yellow hues near the horizon and blue tones above. The text "RECOMMENDED ACTIONS" is overlaid in white, bold, sans-serif capital letters.

RECOMMENDED ACTIONS



Establish Goals

- Understand and track workforce dynamics
- Set long term and interim goals based on modeling projections
- Create scorecards in addition to dashboards



Redesign Talent Acquisition

- Rethink job requirements and limit to only those job-related
- Craft neutral job descriptions/postings
- Shift from “negative” to “affirmative” filters in an ATS
- Expand sourcing of talent beyond “traditional” pools
- Standardize and validate interviews and conduct conscious inclusion training - or consider eliminating interviews entirely



Examine Other HR Decision Points & Processes

- Periodically review performance ratings distributions and differences in written remarks
- Systematically examine for unexplained pay differences
- Dig into promotion and turnover for patterns

A group of people are sitting in a circle, engaged in a discussion. Their hands are raised in a gesture of participation. The image is overlaid with the text "QUESTIONS & DISCUSSION" in large, white, bold, sans-serif capital letters. The background is slightly blurred, focusing attention on the text and the hands.

QUESTIONS & DISCUSSION