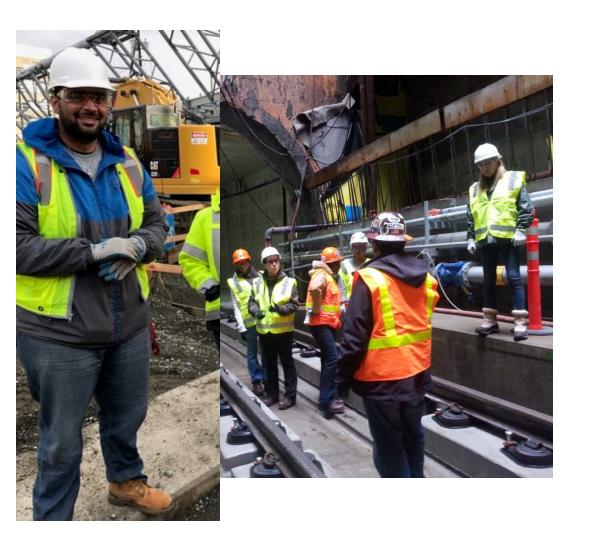
Beyond the Quota:

Diversity in Construction, Building Trades and Apprenticeship





Why Does it Matter?



COMPANIES IN THE TOP QUARTILE IN DIVERSITY, INCLUSION AND EMPLOYEE ENGAGEMENT OUTPERFORMED **22% IN PROFITABILITY**, AND **21% IN PRODUCTIVITY**.

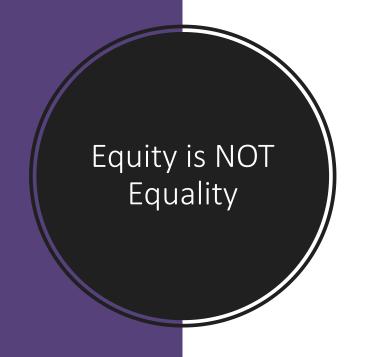
WORKERS WHO FEEL INCLUDED ARE MORE ENGAGED AND ARE **12% MORE PRODUCTIVE** THAN THE AVERAGE WORKER; UNHAPPY WORKERS ARE **10% LESS PRODUCTIVE**.

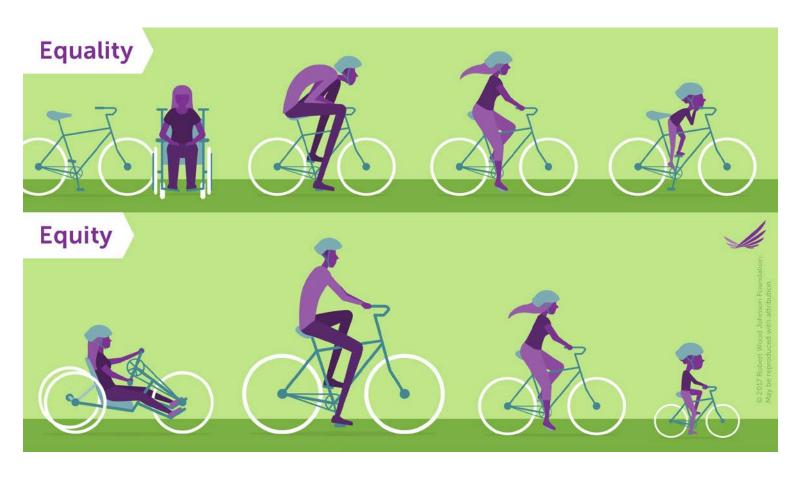
COMPANIES WITH HIGH LEVELS OF DIVERSITY, INCLUSION AND ENGAGEMENT HAVE A **19% INCREASE IN OPERATING INCOME** AND A **28% INCREASE IN EARNINGS GROWTH**.

Apprenticeship Opportunity Project

- Oldest, continuously running preapprenticeship program in the nation.
- Assisting women into apprenticeship.
- Since inception ANEW has expanded its mission to serve men and women.







Equity Analysis

Equity analysis is a process of evaluation when determining root causes and best practices strategies to address issues of inequity.

Equity Priorities

- 1. Gender Equity
- 2. Racial Equity
- 3. Process Equity
- 4. Workforce Equity
- 5. Organization Resource Equity

Best practice diversity and inclusion integrates D&I across organizations in the following functions:

- Workforce
- HR linkages
- Recruitment and retention
- Succession planning and pipeline development
- Matrix measurement of workforce changes
- Mentoring
- Internal awards and recognition
- EEO and Legal Compliance

- Training and Education
- Supplier Diversity
- Communications
- Advertising
- Third Party Partnerships, networking
- Public Policy Outreach
- Special Events and Sponsorships
- Community Relations and outreach

2017 VS 2018

2/5

10/18*

Staffing

2017 VS 2018 ANEW STUDENTS

- 41% African American and POC
- 59% Other

- 62% African American and POC*
- 38% Other

PACE: Pre-Apprenticeship Construction Education

- Entry point for African Americans and other people of color.
- PACE was created in 2016 by the Washington State Building Trades.
- Provide 11-weeks of training consisting of hands on, classroom, and site rotations.



ANEW/PACE:

Expanding the Pipeline, Increasing Economic Prosperity

More opportunities for women and people of color to obtain family wage careers in the construction trades.

Both programs place over 80% of their graduates in careers starting at over \$20.00 per hour.

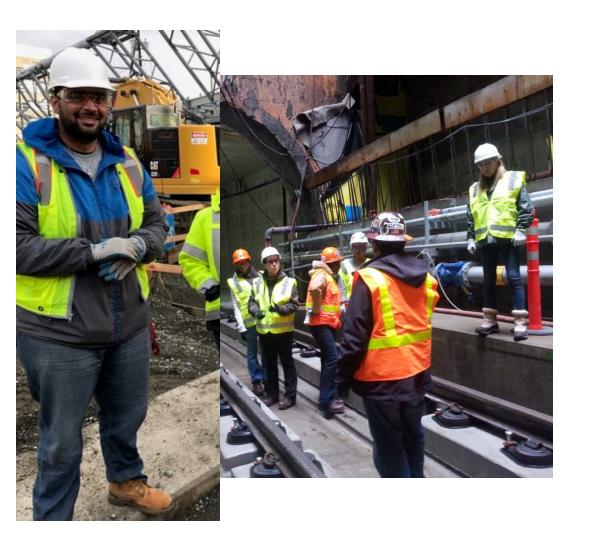
Training investment brings back over \$8M in wages annually.

Respect Inclusion Safety Equity



Customizable, construction-specific training and technical support to help meet Washington state EEO requirements and increase integration of equity best practices for building and maintaining respectful workplaces in construction and building trades.

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Consulting and Technical Support

- Needs Assessments, Equity Analysis and Strategic Planning for EEO, Affirmative Action, recruitment and retention goals and plans.
- Training and materials customized to your company, staff, and jobsites.
- Ongoing support to reach and maintain EEO requirements that help attract and retain skilled workers and reduce turnover and training costs.

Training

- Tailored manager and employee training on respectful workplaces, coded language, antiharassment, bystander intervention, implicit bias, and more.
- Inclusion Summit 2019
- Workshops:
 - Needs Assessment
 - Equity Analysis
 - Strategic Planning
 - EEO
 - Affirmative Action
 - Recruitment and retention goals and plans



Equity Analysis

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Implicit Bias

Training Credibility: Influencers

Training Relevance

Existing Access

Create a Shared Baseline

Worker Accountability

Plan for the Redline

Diversity and Inclusion Continuum

Affirmative Action 1960-1975	Multiculturalism 1975-1985	Diversity and Inclusion 1985 - Present
Based on legal and moral motives	Flows from corporate image and social responsibility	Based on competitive advantage - makes good business sense
Issue: getting numbers in	Issue: keeping numbers in	Issue: moving numbers up/breaking glass ceiling
Strategy: Recruitment	Strategy: training programs	Strategy: systemic interventions
Limited inclusion, mainly Black/ White	Broadened to include White women, some ethnic groups	All inclusive - White males, women, people of color, age, ethnic groups, etc.
Grounded in "Be seen but not heard"	Grounded in assimilation and "Melting pot" vision	Grounded in "Tapestry" approach
Assumption minorities and women were getting something for nothing: less qualified	Successful minorities and women viewed as exceptions to rule: still required special treatment	Onus on organization to create environment enabling/encouraging all people to contribute
People who are different need to be "fixed" to fit; deficit model	More "okay" to be different, but onus on minority/woman to fit in	Differences have business benefits; require new management skills to leverage this potential but they have positive impact on all employees
Manage by the numbers: avoid litigation, being cited by the government	Supervisors required to make "it" work on case by case basis	Organization addresses systemic requirements for leveraging differences (testing, career development, evaluations)
Consequences: lose - lose	Consequences: win - lose	Consequences: win - win

Evidence-based, Curriculum and Training Best Practices Research

CRPD

Diversity Inclusion Equity

Cultural Competency Training

CULTURAL COMPETENCE

KNOWLEDGE

What do I need to understand about others?

SKILLS

What can I do differently to honor differences?

ACTION/ADVOCACY

do to institutionalize change? Anti-"ism" work that leads to organizational change in practice/policy. What do we need to

How do I contribute to injustice; change in self.

AWARENESS

Training Relevance

Connecting the content to the critical mass status quo participants through valuebased messaging.

Diversity and Inclusion Cultural Competency

Retention
Worker Safety
Worker Productivity

City of Seattle

Best Practice Culturally Relevant Professional Development Design and Implementation





Acceptable Work Sites is a program of the City of Seattle's City Purchasing and Contracting Services.

AWS utilizes jobsite best-practice respectful workplace training developed by ANEW to support respect, inclusion, safety, and equity on project sites.

CoS Pilot Program

Sound Transit

Best Practice Culturally Relevant Professional Development Design and Implementation



Manager Training Employee Training Job Box Talks Support ST/PSU Evaluation

Respectful Workplace training, resources and materials for Sound Transit Project Sites.







Questions and Follow-Up

Contact Sakara

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