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 pre-apprenticeship program in the nation.
• Assisting women into apprenticeship.
• Since inception ANEW has expanded its mission to serve men and women.
Equity is NOT Equality

**Equality**

**Equity**
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.
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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Workforce retention is 40%
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, anti-harassment, 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
Jobsite Training

Respectful Workplaces
Equity analysis is a process of evaluation when determining root causes and best practices strategies to address issues of inequity.
Impact Factors and Implicit Bias

- Implicit Bias
- Training Credibility: Influencers
- Training Relevance
- Existing Access
- Create a Shared Baseline
- Worker Accountability
- Plan for the Redline
### Diversity and Inclusion Continuum

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

- **Awareness**: How do I contribute to injustice; change in self?
- **Knowledge**: What do I need to understand about others?
- **Skills**: What can I do differently to honor differences?
- **Action/Advocacy**: What do we need to do to institutionalize change? Anti-ism work that leads to organizational change in practice/policy.
Training Relevance

Connecting the content to the critical mass status quo participants through value-based messaging.
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.
Sound Transit

Best Practice Culturally Relevant Professional Development
Design and Implementation
ST Pilot Program

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

Respectful Workplace training, resources and materials for Sound Transit Project Sites.
IF YOU BUILD IT,
THEY WILL COME.
Questions and Follow-Up

Contact Sakara
sakara@anewaop.org
206-381-1384