Diversity & Inclusion: Best Practice, Good Business

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Diversity and Inclusion Maturity Model

Level 1: Compliance & Infrastructure
Level 2: Creating Awareness
Level 3: Integrated D&I Initiatives & Programs
Level 4: Strategic D&I Embedded
Level 5: Inclusion for Business Breakthrough Leveraging Differences
Diversity & Inclusion

- Know your business
- Develop a strong business acumen
- Have a plan – 5 Year Strategic Plan
- Build in annual commitments
- Establish a D&I infrastructure
- Senior Leadership buy-in
Diversity & Inclusion

- In reach – D&I awareness campaigns and initiatives
- Outreach – In close partnership with Talent Acquisition
- Vehicle for moving the needle
- Training
• **Creating an Inclusive Environment**
  – Optimize performance by promoting a healthy and balanced work environment
  – Open and timely communications to and among employees
  – Education about D&I and its value

• **Developing employees to their full potential**
  – Opportunities for growth exist equitably for all employees
  – Supportive environment exists for employee development

• **Work toward being an inclusive and innovative workplace**
  – Diversity initiatives linked to strategy and outcomes
  – Management accountability for developing and maintaining a diverse workforce

• **Sustainability of initiatives**
  – Provide infrastructure that builds on D&I initiatives to leverage diversity
Diversity National Conferences:

- Black Engineer of the Year
- Women of Color in STEM
- Society of Hispanic Professional Engineers
- Society of Asian Scientists & Engineers
- Society of Women Engineers

2008 – 2014

- 91 employees nominated
- 69 winners
- 5 tier one national awards
Employee Resource Groups (ERGs) are a key part of Ingalls’ diversity and inclusion strategy and framework. These volunteer groups of employees come together to provide their members with opportunities for networking, community outreach, and professional development. ERGs are open to all employees.

Chartered 2009
- WISE – Women in Shipbuilding Enterprises
- VERT – Veteran Employee Resource Team

Chartered 2010
- AASA - African American Shipbuilders Association
- SWE – Shipbuilding Women Engineers
- HOLA – Hispanic Outreach and Leadership Alliance

Chartered 2015
- APSA – Asian Pacific Shipbuilders Association
- E-Links – Generational focused ERG

Chartered 2016
- I-Pride

D&I staff coordinates an ERG summit every two years as a means to sustain engagement, identify best practices and provide professional development, quarterly meetings with chairs and require month end reports.
Limited English Proficiency Program (LEP)

- Contract with third party translation company
- Distribution of craft specific translation cards
- Implemented “Command Spanish” training program for ship construction management – interactive shipbuilding terms in Spanish
- English as a Second Language (ESL) after hour training program
- Translation of new and updating of critical yard signage
- Language skills compensation program – 14 translators – 2014 program cost $14,000.
- Language skills testing and certification model for language skills – monitor and assign in-house translation request
- Translation of Ingalls operation and safety manuals and procedures into Spanish by a certified translator

Note: In 2014 - tracked 5,200 hours of translations and interpreting a cost avoidance of $260,000 and in 2015 - tracked 7,078 hours a cost avoidance of $353,900. a total of $613,900

- Develop cross cultural communication training for all supervisors, foremen and managers
- Establish employee resource group (ERG) HOLA
- Provides support to Labor Relations, Employee Relations, Environmental, Safety, Medical, Security, and Operations

Latino employees - 33% increase since 2013
Diversity & Inclusion - Training

- Annual VP Debriefs by functional area
- Anti Harassment Training
- Sexual Harassment Training
- Cultural Competency
- Cross Cultural Communication
- Micro inequity
- Understanding the Multigenerational workforce
- SME for L&D frontline leaders training
- Unconscious bias
- Compliance begins with Human Resources
Diversity & Inclusion

Things that will derail a Diversity & Inclusion Program

- Not fully understanding the needs of the workforce
- Not fully understanding the company direction and priorities
- A poor relationship with Talent Acquisition
- Not having a 5 year plan with achievable annual commitments
- Unqualified staff
- Coupling D&I with EEO
Diversity & Inclusion

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Diversity & Inclusion

• Understand the components needed to create a diversity recruitment strategy

• Recruit with purpose and conduct the proper outreach needed to find diverse candidates

• Build success into the environment and create a culture that embraces differences

• Facilitate retention through executive support and effective programs
Talent Acquisition Strategies
Recruit with a purpose
Get outside your building

- Start with a plan – work closely with D&I / EEO Manager using the AAP
- Get embedded with the Transition Assistance Program (TAP) offices at the military bases. Meet and get to know the Veteran Reps at the local employment offices
- Soldiers for Life Initiative – VOW Act
- Recruit with a purpose - Puerto Rico
- Outreach to high schools, middle and elementary schools
- Recognize opportunities – example African Resource Center – Mobile, AL
Recruit with a purpose

• Start with a plan – work closely with D&I / EEO Manager using the AAP
  • AAP:
    • Good Faith effort requirements
    • Annual underutilization planning – done with EEO / D&I Manager
  • Applicant flow analysis
  • Diverse Slate of Candidates – Diverse Slate of Interviewers
Outreach

Partnering with Transition Assistance Program (TAP) officers at:
  Keesler AFB
  Gulfport Construction Battalion
  Fort Bragg
  Fort Benning
  Camp Lejeune
  Fort Campbell
  Pensacola NAS

Partnering with the Moore House – Biloxi, MS – Women in Construction program

Partnering with Mississippi Department of Vocational Rehab
College Recruiting - focus

HBCU’s re-engaged – Tuskegee, Jackson State, Tougaloo, Mississippi Valley, Florida A&M, Alcorn State

Active recruitment of Hispanic engineers at University of Puerto Rico – Mayaguez, Florida International, and Florida Tech

Active recruitment at Diversity Conferences
  BEYA – February – Philadelphia, PA
  Women of Color – October – Detroit, MI
  Society of Women Engineers – October – Philadelphia, PA
  Society of Asian Scientists and Engineers National Conference - October - Dallas, TX
  Society of Hispanic Professional Engineers – November – Baltimore, MD
Questions?