

## How to Bring New Insights to DEIA Initiatives

A recent increase in attention to diversity, equity, inclusion and accessibility has resulted in something of a buzzword: DEIA. The focus is deserved. Studies show that diverse organizations often have more success with hiring and retaining workers — and higher levels of productivity. No wonder DEIA is a top priority for governments at all levels.

But agencies often struggle to address all critical components of DEIA goals. These include recruiting and retaining an inclusive workforce and achieving supplier diversity, such as contracting with women- and minority-owned businesses. To do those effectively, government organizations must continuously monitor all aspects of workforce and supplier management — including recruiting, hiring, promotion, reward and contracting processes — through data and analytics.

In this topic snapshot, we'll look at:

- Challenges associated with data collection, organization and analysis
- Solutions that eliminate or reduce those obstacles
- A use case that demonstrates the importance of DEIA among suppliers



## Challenge: Lack of Visibility

To commit to DEIA initiatives, public sector leaders must work through some important considerations related to their workforce, finance processes and policies. Three common challenges they face are:

- **Data fragmentation:** This results from organizations' reliance on multiple systems for human resources (HR) and financial processes, which limits their ability to capture, track and analyze DEIA data. As a result, much of today's DEIA compliance reporting happens in a silo, making it hard for agencies to understand where they stand – and where they need to go.
- **Outdated IT systems:** Legacy technology, which can be decades old in some organizations, simply isn't designed to keep up with the data and analytics required for effective DEIA initiatives. Plus, these existing systems further support fragmentation and prevent agencies from getting a clear view of the whole workforce and supplier base. It's hard to make informed business decisions without seeing the complete picture.
- **Tracking employee satisfaction:** Many agencies suffer from "leaky bucket syndrome," or the problem of diverse employees leaving an agency soon after they're hired because of feeling isolated and unable to access development opportunities. Many agencies strategize and invest in ways to acquire diverse workers but not in ways to keep them.

## Solution: Data-Driven Decision-Making

Modern, cloud-native technology can help agencies rectify the challenges they have with collecting, analyzing and using DEIA data. Agencies need:

- A single source of real-time truth for workforce and supplier data, such as a **dashboard**, where they can see and manipulate data to determine what changes drive what outcomes
- **Augmented analytics** that surface and prioritize insights from real-time data and then pair them with narrative explanations using natural-language generation to ensure understanding and facilitate decision-making
- Technology, such as a **continuous listening platform**, that can monitor employee sentiment to uncover discontent when it arises, not after someone submits their intent to leave

*"There are three components to data-driven decision-making in DEIA: Identify areas of opportunity, identify indicators and actions to take and finally, take action, reduce bias and continuously adapt. If organizations can accomplish these three elements, they will be well-positioned to hire and develop a diverse workforce as well as achieve their supplier diversity goals."*

**- Sam Ashbaugh, Senior Value Manager,  
Workday**

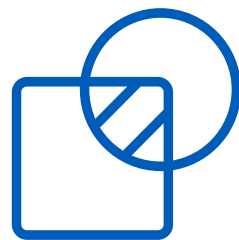
## Best Practices in Data-Driven DEIA



**Leverage dashboards** to get a full view of your DEIA landscape.

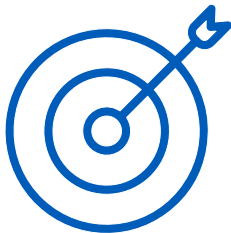
This provides two main benefits:

- “The reporting analytics are on top of the finance and HR systems and processes so that you can easily have access to the underlying data and don’t have to extract it from multiple systems,” said Sam Ashbaugh, Senior Value Manager for Education and Government at Workday.
- “You have actionable analytics at your fingertips. Without that visibility, you lose some opportunity to take action in a timely manner,” he said.



**Use the VIBE approach.** Standing for value, inclusion, belonging and equity, it is a methodology that Workday developed to help agencies reach DEIA goals. Two main aspects are:

- Understanding that each person’s identity is made up of intersecting dimensions, including gender identity, sexual orientation, ethnicity, political and religious beliefs, and disability, marital and veteran status.
- Looking at measurable outcomes throughout an employee’s lifecycle — from candidacy to onboarding to development to advancement and even to resignation or retirement — based on these intersections.



**Shift from goal-setting to goal-getting**, which establishes a cycle for creating new goals after achieving initial ones. This has three parts:

- **Outcomes:** These show you where you are with hiring, promotions, leadership, belonging and attrition through the use of metrics that can surface areas in need of improvement.
- **Indicators:** These help you identify scientific correlations to outcomes, such as use of the conversion ratio — which correlates with hiring outcomes — to better understand efforts for diverse hiring.
- **Actions:** Take action to change HR, financial and policy processes based on data, not just a gut check, and implement technology that can help you sustain those new practices.



**Be holistic, not just intentional about DEIA.** Sure, it’s nice to check a compliance box, but this is about the entire worker experience – even yours. “Ensure that you have the platform that provides the insights because you can have a lot of goals, but if you don’t have the right infrastructure to help you plan, manage and analyze that data, it’s going to be very difficult to accomplish your goals,” Ashbaugh said.

## Use Case: The Importance of Supplier Diversity

- **Challenge:** The fragmented nature of government procurement and financial processes, systems and data increases risk and obscures transparency. This is especially apparent in the supply chain, where agencies must make sure they are contracting with myriad companies, such as small ones owned by minorities or women, not just major prime contractors.
- **Solution:** Workday's solution lets government agencies see across the source-to-pay process. With a dashboard, they can see immediately and report on multiple supplier dimensions to identify and act toward improving the diversity of supplier networks. For instance, a color-coded chart shows how many suppliers have verified diversity classifications and then breaks those down by type, such as veteran-, women- or minority-owned and disadvantaged businesses.
- **Outcome:** Agencies can use supplier diversity analytics in various ways, including organization-wide, by department, by timeframe, by commodity or service and by supplier classification. With the ability to collect supplier diversity data directly from the supplier and unify data with supplier performance, governments will be well positioned to identify opportunities and take action towards improving the diversity of their supplier networks.



### How Workday Helps

Despite continued efforts to attract and cultivate more diverse talent, many public sector organizations still struggle to see results. Workday uniquely enables its customers to not only set goals for DEIA, but also to take actions to achieve those goals and drive positive change. Workday provides an enterprise management system in the cloud to help government organizations of all sizes build the workforce of tomorrow, achieve supplier diversity goals and employ a data-driven approach for achieving enterprise DEIA goals.

*To learn more, [click here](#).*

