

## Appendix A

### DES Conceptual Framework

Research literature suggests that diversity in organizations has an advantage if the conditions are right – when the value proposition for diversity is endorsed and a strong business rationale has been defined, and when it has been implemented comprehensively.<sup>5-6</sup> Research findings also indicate that when there is a high pro-diversity climate and alignment between employees and managers' perceptions of the climate, the workplace environment is more conducive for improved individual and overall organizational performance.<sup>7</sup> Moreover, teams that consist of diverse perspectives, ideas, interpretations, experiences, and backgrounds contribute to better problem solving and organizational productivity than homogenous ones.<sup>8</sup> In order to achieve these benefits, it is necessary to examine the conditions supporting diversity and inclusion as institutions strive to meet their goals and pursue excellence and innovation.

One such condition is the practice of employee engagement. Engaged employees who demonstrate a strong connection to the mission of the institution and who are committed to working towards the institution's success are the foundation for an inclusive work environment. Thus, DES, as an institutional diversity measurement tool, is grounded in workforce engagement theory.

Workforce engagement theory is a business and management philosophy which proposes that employees who are more connected to work are more productive and are more likely to contribute to achieving institutional goals. Note that workforce engagement is distinctly different from employee satisfaction and motivation which are related to such factors as their relationship with their manager or co-workers, fairness of pay, work environment and benefits.<sup>9</sup>

Employee engagement theories are derived from 1920 studies of morale or a group's willingness to accomplish organizational objectives. These studies were further incorporated into academic research as distinct from employee satisfaction in the early 1900's.<sup>10</sup> Engagement theory forms the basis of the eight defined inclusion factors that describe the full acceptance of individuals and groups in an organization.

The DES is designed to identify the workplace conditions that support inclusion of all of its employees. The twenty-two items of the DES assess levels of employee engagement as a means to develop a meaningful inclusion scorecard that characterizes the institution's progress toward creating an inclusive work environment.

Each of the 22 items in the survey is mapped to one of eight inclusion factor, and each of the eight inclusion factor is mapped to one of three engagement clusters as illustrated in Table 1.

**Table 1. Relationship of Engagement Cluster Categories to Inclusion Factors**

<b>Engagement Cluster</b>	<b>Inclusion Factors</b>
Vision/Purpose	common purpose, access to opportunity, equitable reward and recognition, cultural competence
Camaraderie	trust, sense of belonging
Appreciation	Appreciation of individual attributes, respect

### **What is Engagement?**

Definitions of engagement describe a connection between the employee and the goals of the institution<sup>11-15</sup>:

- Employees’ willingness and ability to contribute to company’s success. (Tower Perrin)
- Staff commitment and sense of belonging to the organization. (Hewitt)
- Employees’ commitment to the organization and motivation to contribute to the organization’s success. (Mercer)
- Employee’s exertion of “discretionary effort” ...going beyond meeting the minimum standards for the job. (Hay)
- Creating the sense that individuals are a part of a greater entity. (Best Practices, LLC)

Research suggests that the majority of American workers are not engaged in their jobs with a reported high of 70% as disengaged and only 30% as actively engaged.<sup>16-21</sup> This is an alarming concept since academic literature points to a strong connection between human achievement and the intellectual and emotional levels of engagement of individuals. People bring their full selves to work. Thus, to maximize performance individuals must be engaged intellectually and emotionally.<sup>22-23</sup>

### ***Engagement leads to:***

- **Loyalty:** Employees experience an emotional attachment to the institution and want to remain an employee.
- **Confidence:** Employees perceive that resources are available to help them succeed.
- **Integrity:** Employees are consistently treated fairly and respectfully.
- **Pride:** Employees experience as sense of belonging and act as good ambassadors for the institution.

- **Passion:** Employees believe that the institution is the best place to use their energy and to grow professionally and personally.

Engaged employees are loyal and psychologically committed to the organization and its goals. Employees who are not fully engaged may be productive but are not psychologically connected to the organization's goals and mission. Actively disengaged employees are not only psychologically absent but risk sabotaging the mission and business goals of the institution.<sup>24</sup>

Given the benefits of having an engaged employee base, it is imperative to measure the degree of engagement in the organization and to work toward responding not only to the intellectual needs of employees but to address those emotional needs that connect employees to

- the organization's vision and purpose;
- other members of the institution as comrades; and
- their need to be appreciated as individual contributors to the organization's overall mission.

In sum, *Vision/Purpose, Camaraderie and Appreciation* are three engagement domains related to the eight defined inclusion factors. An engaged workforce is the foundation upon which an inclusive work environment can be built. Diverse groups of engaged employees are a powerful force. They generate more ideas, make more positive changes and help advance great institutions. To achieve these kinds of remarkable results an inclusive organization must be created.<sup>25</sup>

## What is Inclusion?

Inclusion is a set of social processes, which influence an individual's

- Access to information and social support,
- Acquisition of or influence in shaping accepted norms and behavior,
- Security within an identity group or in a position within the organization
- Access to and ability to exercise formal and informal power.<sup>26</sup>

Full acceptance of membership in an organization depends on an individual's ability to be seen as the prototype of that organization. The prototypical member will personify the norms, behaviors, values and even appearance seen as important to maintaining the culture of the organization and power relations within it.<sup>27</sup> As a result, diversity or divergence from the prototype introduces tensions around who belongs in the organization. When understood and managed effectively this tension can be described as good or creative tension that produces new ideas, new products and new processes.<sup>28</sup> Creative tensions appear and are negotiated through social dynamics that influence inclusion as it is experienced by individuals. These dynamics are the result of three factors experienced or perceived by individuals:

- **Inclusion-Exclusion—** the quality, frequency, and tone of day-to-day social interactions and interpersonal experiences that move individuals toward or away from a sense of full membership.

- **Identity Integration**— the extent to which individuals are able to bring their social group identities (e.g. gender, race, national culture, sexual orientation) into the organization and still realize full membership.
- **Social Power**— the authority or legitimacy individuals have in exercising power within the organization or the degree to which they experience differences in how power is exercised over them compared to those who enjoy full membership.<sup>29</sup>

At the organizational level, inclusion dynamics are reinforced and embedded in an organization's culture through its:

- **Mission, Vision, Values:** uses inclusive language and specifically references diversity
- **Strategy, Structure, Systems:** organization is structured to allow for diverse ways of knowing, limits bureaucracy and information and resources are accessible
- **Policies, Practices, Procedures:** open, transparent and consistently applied

Thus, inclusion can be best understood in its dynamic state. The diversity of the employee base, the inclusion dynamics they experience, and an organization's culture all influence the emergence of an inclusive work environment. Such an environment is characterized by the following factors as measured by the DES:

1. **Common Purpose:** individual experiences a connection to the mission, vision and values of the organization
2. **Trust:** individual has confidence that the policies, practices and procedures of the organization will allow them to bring their best and full self to work
3. **Appreciation of Individual Attributes:** individual is valued and can successfully navigate the organizational structure in their expressed group identity
4. **Sense of Belonging:** individual experiences their social group identity being connected and accepted in the organization
5. **Access to Opportunity:** individual is able to find and utilize support for their professional development and advancement
6. **Equitable Reward and Recognition:** individual perceives the organization as having equitable compensation practices and non-financial incentives
7. **Cultural Competence:** individual believes the institution has the capacity to make creative use of its diverse workforce in a way that meets business goals and enhances performance
8. **Respect:** individual experiences a culture of civility and positive regard for diverse perspectives and ways of knowing