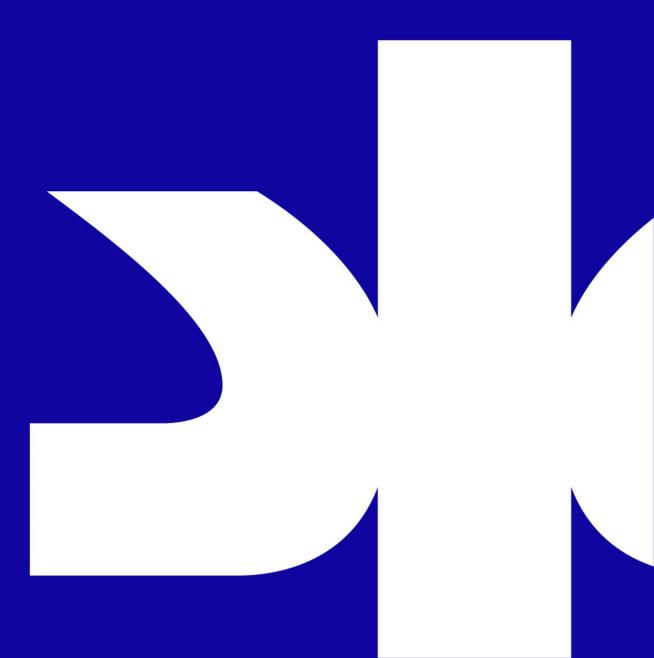


# Workforce Planning through a DEI Lens

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### **Agenda**

- Three Cases
  - How to mature your DEI Strategy
    - Women leaders at KC over the past decade
  - New way to approach diversity
    - Education and career backgrounds in Workforce Planning
  - Approaches to capitalize on remote work to enhance Diversity
    - Location analysis and flexible work





## Women in Leadership at KC

#### Women in leadership journey

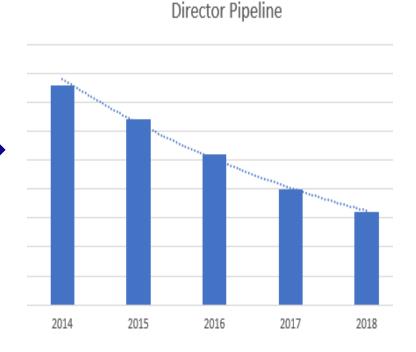
Started with women in

Global Representation of Women in Director and Above Roles

Director and above roles

Internal hiring depleted the ranks of potential directors

Results were strong, but the mix of build vs buy was depleting the pipeline





2014

2015

2016

Q3/17

### Planning response

- 2015 piloted a pipeline diversity program
  - Focus on attracting and retaining women managers and senior individual contributors
  - Measure progress and report out
- 2017 pipeline program went global and was reported quarterly at the C – suite
  - New measure was Diversity of all managers
- Next iteration 2021
  - Who becomes managers?
    - Piloted a new program to attract and retain diverse candidates into feeder roles for management positions





## **Diversity of Background**

The role of educational and career background in Diversity

### Diversity of background drives overall diversity

- ~19,000 White collar employees
- ~1200 universities represented
- Over 60% of leaders graduated from 50 universities (Undergraduate degree)
  - 22 of those schools were within
    100 miles radius of eachother

- 40% of our top ~700 leaders shared 12 common prior employers
  - Consulting backgrounds were strongly represented



### Planning response

- Partner with Talent Acquisition
  - Target new schools for campus recruiting
  - Targeted employer recruiting
    - Focus on industry vs consulting



- Change the buy strategy
  - Go beyond employee referral
  - Start alumni programs for under represented schools





### Flexible Work Strategies

Impact of Location and Work life balance on diversity

### Location can hinder diversity

- Traditional HQ in a diversity challenged geography
  - MSA is 90% non-POC
  - Unique challenges for POC employees

#### **Determine Location Requirement** Evaluate market talent – uncouple from locations Tied to equipment or labs? Tied to Team or leader location Implement Flex work Where is the talent Traditional hubs What is the diversity of the talent Senior leader buy-in Cross ties to location (Spouse @KC) How does the total talent pool compare to Passive vs active (Attrition driver) our talent pool Target areas with larger gaps between Can talent perform at high levels remotely available pool vs actual pool Monitor government agreements

