



My role as consultant is to diagnose, prescribe, and facilitate a five-year rehabilitation plan. In other words, I will work to assess the problems, to create actionable solutions, and to assist with the implementation of long-term strategic plans.

## **Recommendations**

This section is divided into strategic recommendations around: (1) Diversity, (2) Inclusion, and (3) Integration. The bulk of the recommendations at this stage focus on Diversity and Inclusion, as they are inextricably connected. That is, you will not be successful at building or maintaining diversity if the climate is hostile toward people of color. At the same time, there needs to exist some diversity before the concept of inclusion becomes meaningful in an intergroup sense. Integration is the long-term goal of the organization once diversity and inclusion have been established.

### **Diversity**

#### **Seven S**



B. **Employ Diverse Interview Panels**— Adopt the policy of employing diverse interview panels. In the event that there are not diverse interviewers available (due to the paucity of diversity), then the panel should have

groups at distinct institutes. The ERGs public events and activities should be attended and supported by all members of WH, to show support and solidarity.

- D. Establish Mandatory Diversity Training Program**—All current and future employees are required to attend. The program will focus on building cultural competency (to move employees from more ethnocentric to more ethnorelative mindsets). Track progress using the ICCQ (Robertson, Kulik, & Pepper, 2002) or another measure of cultural competence.
  
- E. Create an Office of Diversity and Inclusion office**—the proposal here is to hire a Chief Diversity Officer, with staff, to assist with the day-to-day affairs associated with diversity and inclusion across the institutes.
  
- F. Foster Greater Warmth and Work/Life Balance**—people in general felt that the environment could be somewhat cold and unfriendly.

#### **What are the next steps?**

1. Develop a concrete plan for implementing strategies around recruitment and hiring, and most importantly for creating accountability and personal responsibility for diversity (as well as process).
  
2. Establish diversity percentage targets, create timeline, and chart progress. One possible campaign is “25 in 5”, or getting the percentage of underrepresented minorities to 9% Hispanic, 8% African American, and 8% Asian/Pacific Islander in 5 years. Although it would more than double the representation of people of color in WH, it falls well below the 40% minority population of the U.S. In that sense, 25% doesn’t seem too radical.
  
3. Measure current cultural competence and establish improvement or progress over time
  
4. Determine the content, audience, and delivery dates of diversity training and cultural competence workshops
  
5. The integration/sustainability piece requires having a full-time staff that is dedicated to creating structures and policies that support and reinforce the D&I agenda.