



Recruitment, Retention, and JEDI: Why Does it Matter?

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YOUR SPEAKERS



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- National Cooperative Agreement awarded in 2014
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COMMUNITY AGREEMENTS



- Respectfully engage
- Be present
- Listen with respect
- Trust intent
- Acknowledge impact
- Provide grace



TAKING THE PATH OF JEDI-B



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Your health
center's JEDI
journey

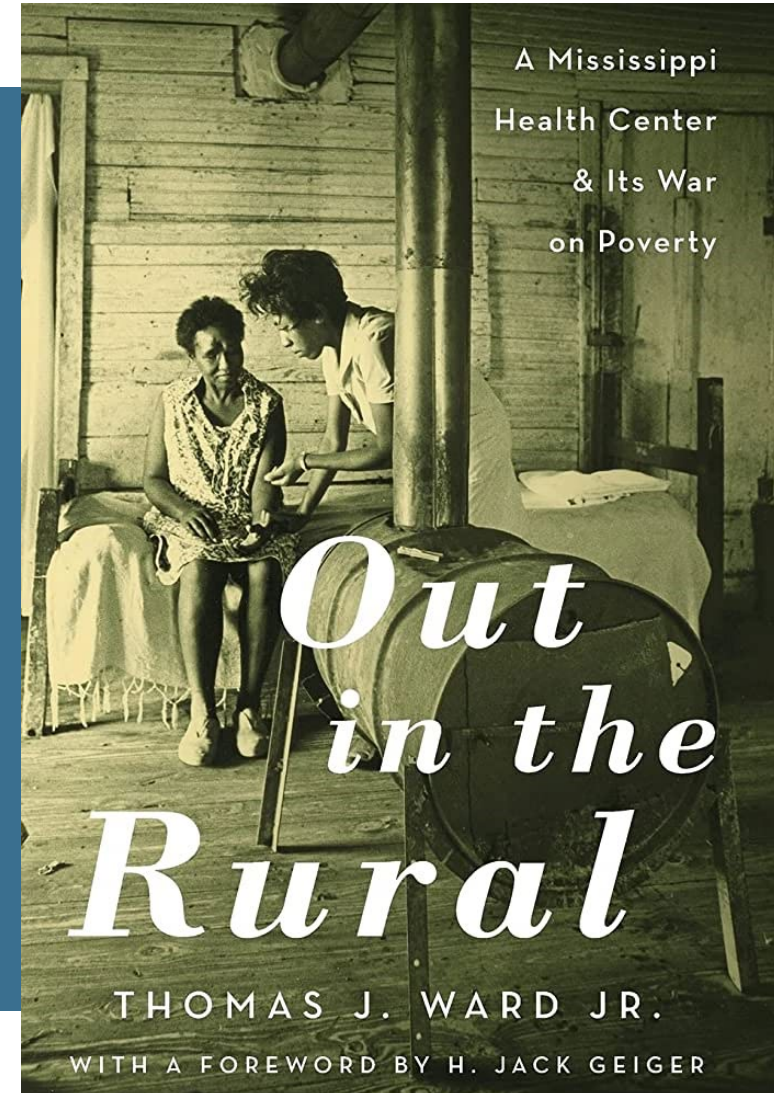


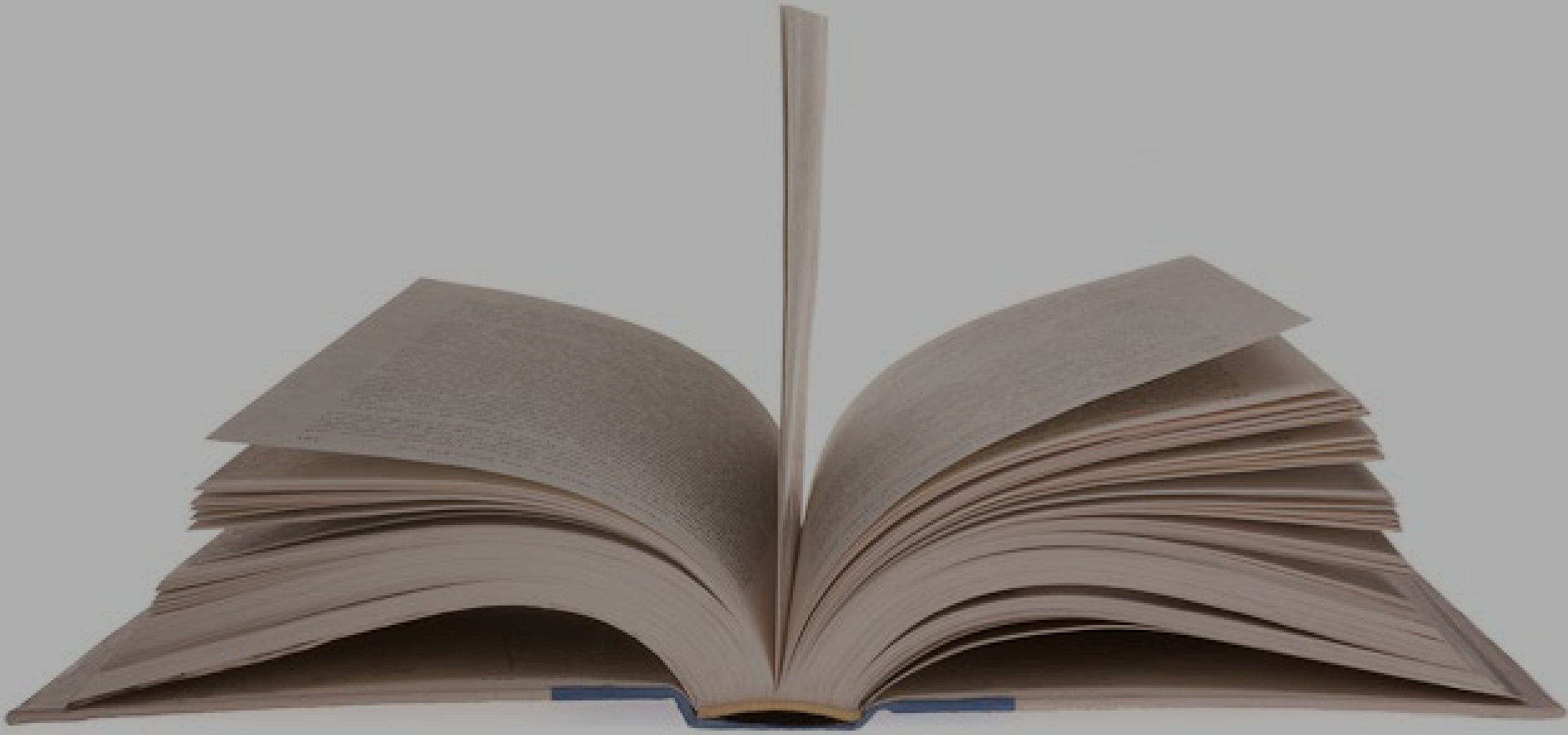
LIVING THE LEGACY



“The Health Center Movement traces its roots in the United States back to the Civil Rights Movement, Migrant Workers Movement, and President Lyndon B. Johnson’s “war on poverty” in the 1960s. Leaders including Dr. H. Jack Geiger, Dr. Count D. Gibson Jr., Dolores Huerta, Cesar Chavez, President Jimmy Carter, Senator Edward M. Kennedy, and many others paved the way for the successful health center model that serves over 28 million people today.”

Source: [NW Pulse](#).





LEVEL SETTING: THE LANGUAGE OF JEDI

JEDI-B:

Justice

Equity

Diversity

Inclusion

Belonging

DEFINITIONS



(Social) Justice: An analysis of **how power, privilege, and oppression impact the experience of our social identities**. It reflects a society, community, and institution mutually shaped to meet the needs of all groups through full and equal participation and creates physically and psychologically safe and secure spaces for all.

Equity: Actively working to identify and eliminate barriers that have prevented full participation across differences in culture and circumstance. It reflects processes and practices that both acknowledge that we live in a world where **everyone has not been afforded the same resources and treatment while also working to remedy this fact**.

Diversity: Having a **variety of social identities** (sex, race, gender, class, religion, ability, health, ethnicity, migration history and many others) that spend time in shared spaces, communities, institutions or society.

Inclusion: Creating environments in which individuals and groups feel **welcomed, respected, supported, and valued** by eliminating practices and behaviors that marginalize. An inclusive climate **embraces differences** and offers respect in words and actions so that all people can fully participate in the organization's opportunities.

Belonging: At work, belonging takes the form of employees actively wanting to bring their **true selves** to work because they know it will be **celebrated and admired**.

Sources: [Brandeis University](#), [Rutgers University](#), & [Workhuman](#)

BELONGING



INCLUSION

Action



BELONGING

Feeling

JEDI-B IN THE WORKPLACE



A workplace that is focused on JEDI-B will:

- End unfair treatment in the workplace (*justice*)
- Provide pay parity up and down the org chart (*equity*)
- Prioritize diverse teams where employees feel accepted and valued for their unique contributions (*diversity*)
- Develop a strong sense of physical and psychological safety (*inclusion*)
- Conduct frequent check-ins between leaders and employees (*belonging*)

See appendix for more examples and data sources

Time to **DISCUSS**

1. What does diversity look like in your organization?
2. What does justice, equity, diversity, inclusion, and belonging in the workplace look like to you?
3. Where do you feel included? How does that manifest? Where do you feel excluded? How does *that* manifest?





THE WHY

North Carolina Lawmakers Override Governor's Veto of 3 Anti-LGBTQ+ Bills

The bills, restricting trans health care, trans sports participation, and LGBTQ+ content in schools, now become law immediately.

With DEI policies, UNC may follow Florida's lead, trustee predicts

Backsliding in North Carolina: Legislative attacks on women and trans youth

North Carolina House passes bill to limit racial teachings

North Carolina legislature approves limits on politics, race discussion in state workplaces

Court rejects claim challenging North Carolina map for diluting Black vote

CUTE ANIMAL SHOWDOWN

Puppies or Seal Pups?



JEDI-B AS A SPACE FOR HOPE



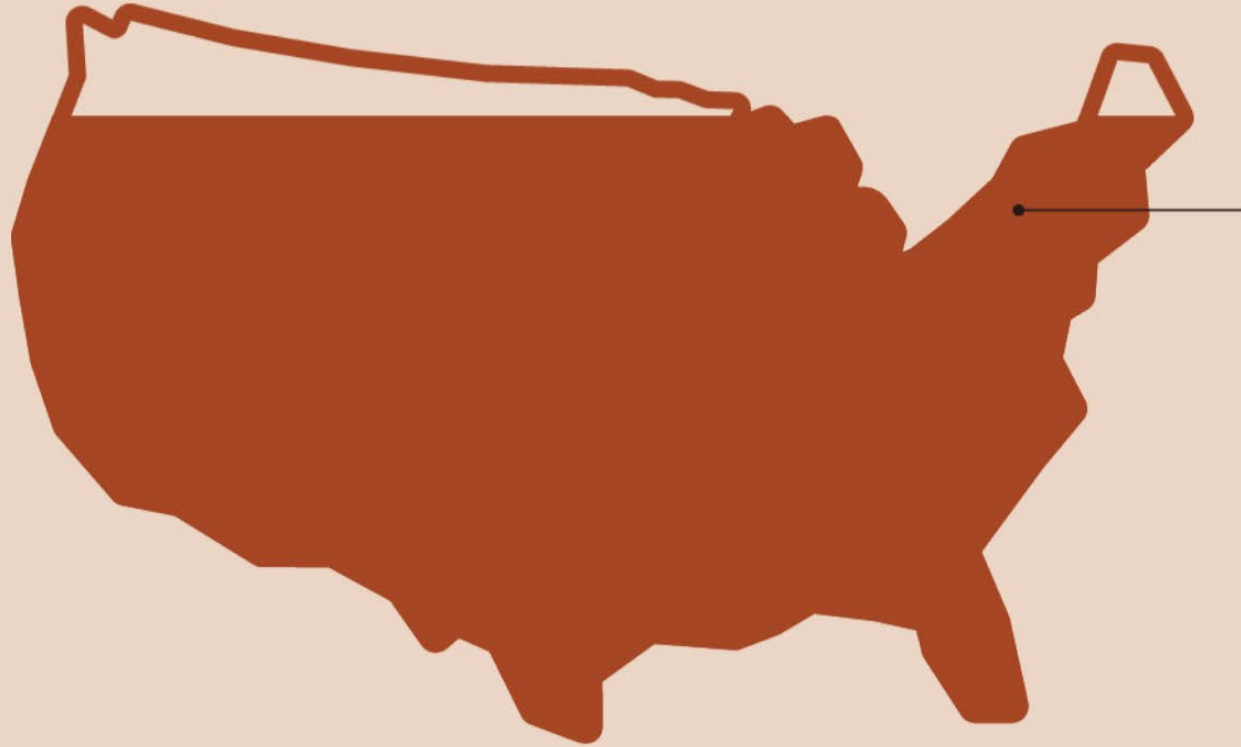
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WHERE WE ARE NOW: WORKFORCE



Across races and ethnicities,

**85% of all
Americans**

want to work where they feel a sense
of community and connections with
those around them.

Source: [Unsafe, Unheard, Unvalued: A State of Inequity Report](#)

WHERE WE ARE NOW

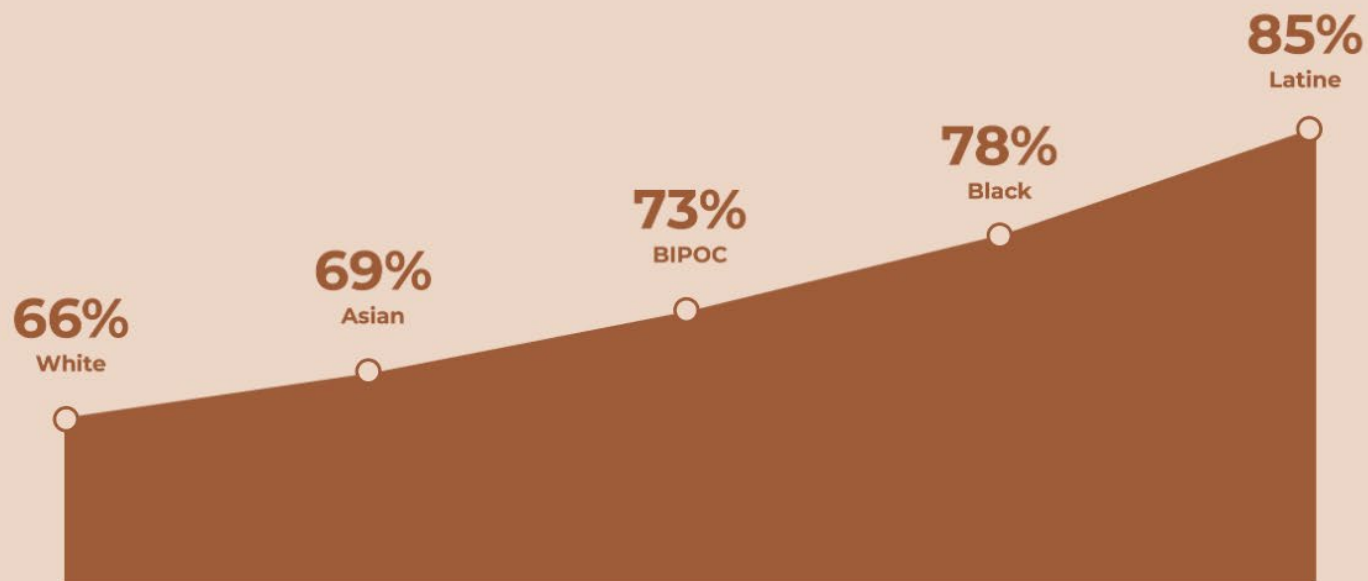


- **1 in 4 Black, Indigenous, and People of Color (BIPOC)** report they have **not had the same opportunities** and chances to succeed as any other person within their company.
- **1 in 3 BIPOC** report feeling **fatigue** related to racial tensions or issues at work.
- **34% of LGBTQIA+ employees** have left a job due to treatment by their employer.
- **Disabled working people** were **significantly less likely to be employed as managers, directors, or senior officials**, or to be employed in professional occupations (27.2% compared to 34.5% for non-disabled people).
- **1 in 4 BIPOC** report they are **not paid fairly** in a comparable way to their colleagues at their level.
 - The sentiment **doubles** among **South Asians** to 2 in 4.
- **1 in 5 workers** (all races/ethnicities) report their employers have not done a good job of providing resources supporting the emotional or mental health of historically marginalized groups.

BIPOC are more likely to leave their employer when health and well-being are not prioritized*

70%

of Americans would leave a job where their employer does not prioritize mental and emotional health and well-being.*



Source: [Unsafe, Unheard, Unvalued: A State of Inequity Report](#)

Time to DISCUSS

1. What are some challenges people from systemically marginalized groups/identities have faced in your organization or in organizations you've heard of?
2. How could those challenges be met through organizational policies and practices?
3. How has it impacted your health center's recruitment and retention?



JEDI-B INITIATIVES: IMPACT ON RETENTION

HOW JEDI-B CAN IMPROVE THE WORKPLACE



Makes Work More Meaningful

- Working environment that allows all workers to thrive
- Employees are happier and more productive

Facilitates Workplace Fairness

- Confidence in the organization
- Deeper trust and commitment
- Greater likelihood of staying

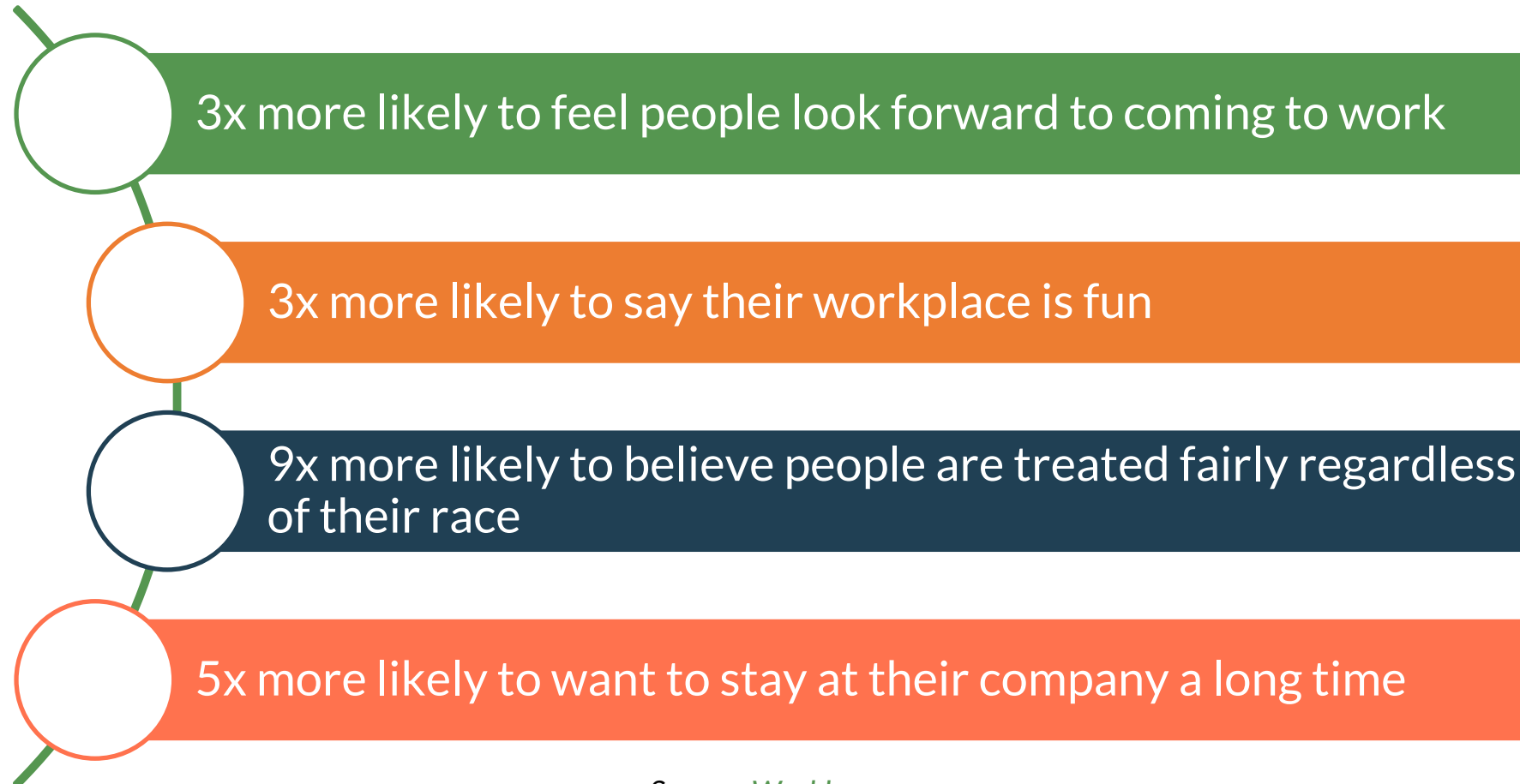
Helps People Build New Skills

- Exposed to a wider range of opinions, ideas, and skills
- Increased curiosity
- Equitable opportunities

WHY DOES JEDI-B MATTER?



When employees feel like they belong at work they are...



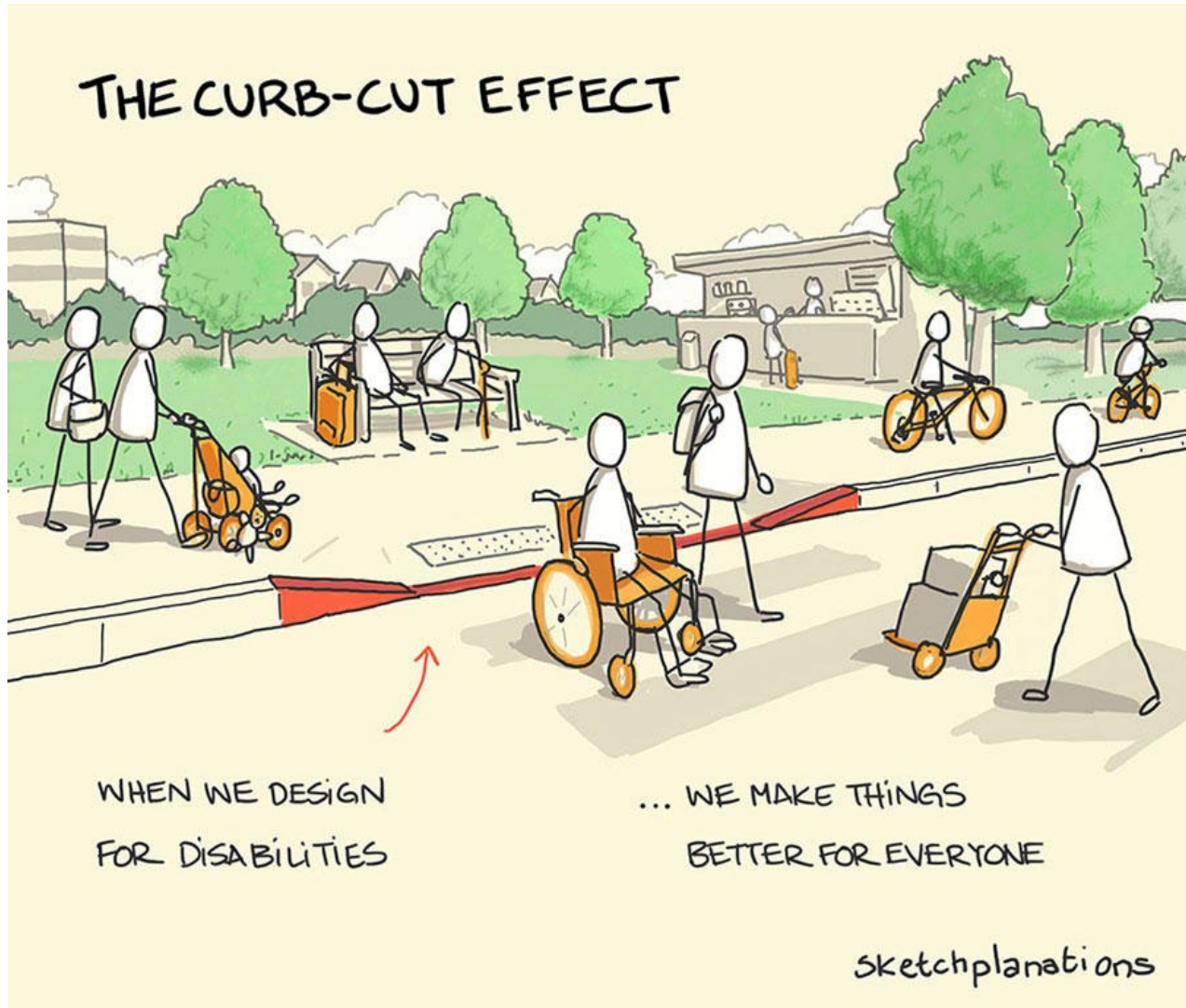
Source: [Workhuman](#)



THE PATH FORWARD: LEADERSHIP'S ROLE

THE CURB-CUT EFFECT

JEDI-B Improves the Workplace for Everyone



“When the nation targets support where it is needed most—when we create the circumstances that allow those who have been left behind to participate and contribute fully—everyone wins.”

- Angela Glover Blackwell

Source: [Stanford Social Innovation Review](#)
Image Source: [Sketchplanations](#)

LEADING THE WAY



“When an organization has a dedicated DEI leader, 57% of respondents said that they felt more strongly that steps taken are effective versus 16% of respondents when there was no top executive or group devoted to DEI.”

Source: [SMG](#).



SUPPORT YOUR STAFF AS THEY LEAD JEDI-B INITIATIVES



Source: [Center for Creative Leadership \(CCL\)](#)

JEDI-B SUBJECT CONSIDERATIONS



Areas to Consider

- Ableism
- Fatphobia/Anti-Fat Bias
- Gender Inclusivity
- Lived Experiences
- Misogyny
- Racism/Appropriation



CONCLUSION

WHAT DOES IT MEAN TO APPLY A LENS?

JEDI-B & Wellness



“[A lens is simply a] framework to guide decision-making policies, procedures, programs, or decisions that are being considered.”



TAKING THE PATH OF JEDI-B

Steps for Organizational Growth



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TAKING THE PATH OF JEDI-B



- The complexity and sensitivity of JEDI-B work can cause resistance, out of a desire to do it perfectly/right.
 - This is a great example of a time to not let perfection be the enemy of the good.
 - You don't have to do everything exactly right the first time, or any time, for that matter. We should all just be striving to do better with every project.



QUESTIONS





STAR² CENTER RESOURCES

- [Recruitment & Retention Self-Assessment Tool](#)
- [Health Center Comprehensive Workforce Plan Template](#)
- [Equal Pay for Work of Equal Value White Paper](#)
- [Financial Assessment For Provider Turnover Tool](#)
- [Building an Inclusive Organization Toolkit](#)
- [Onboarding Checklist](#)
- [Supporting Mental Health Through Compensation Equity Factsheet](#)
- [C-Suite Toolkit: Health Professions Education & Training for Recruitment and Retention](#)

[You can find all of the STAR² Center's free resources here](#)

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INTERESTED IN TRAINING ON YOUR OWN TIME?



Check out the STAR² Center Self-Paced Courses: chcworkforce.elearning247.com

And the ACU & STAR² Center Video webpage: www.youtube.com/channel/UCZg-CFN7Wuev5qNUWt69u0w/feed

And the STAR² Center Podcast page: www.chcworkforce.org/web_links/star%c2%b2-center-chats-with-workforce-leaders/



UPCOMING EVENTS: REGISTER NOW!

Workforce Training & Technical Assistance Professional Development Series

Tuesdays, ~~March 19~~, April 16, May 21, June 18
12:00-1:00 PT ET

Register here:

<http://tinyurl.com/23wua23d>



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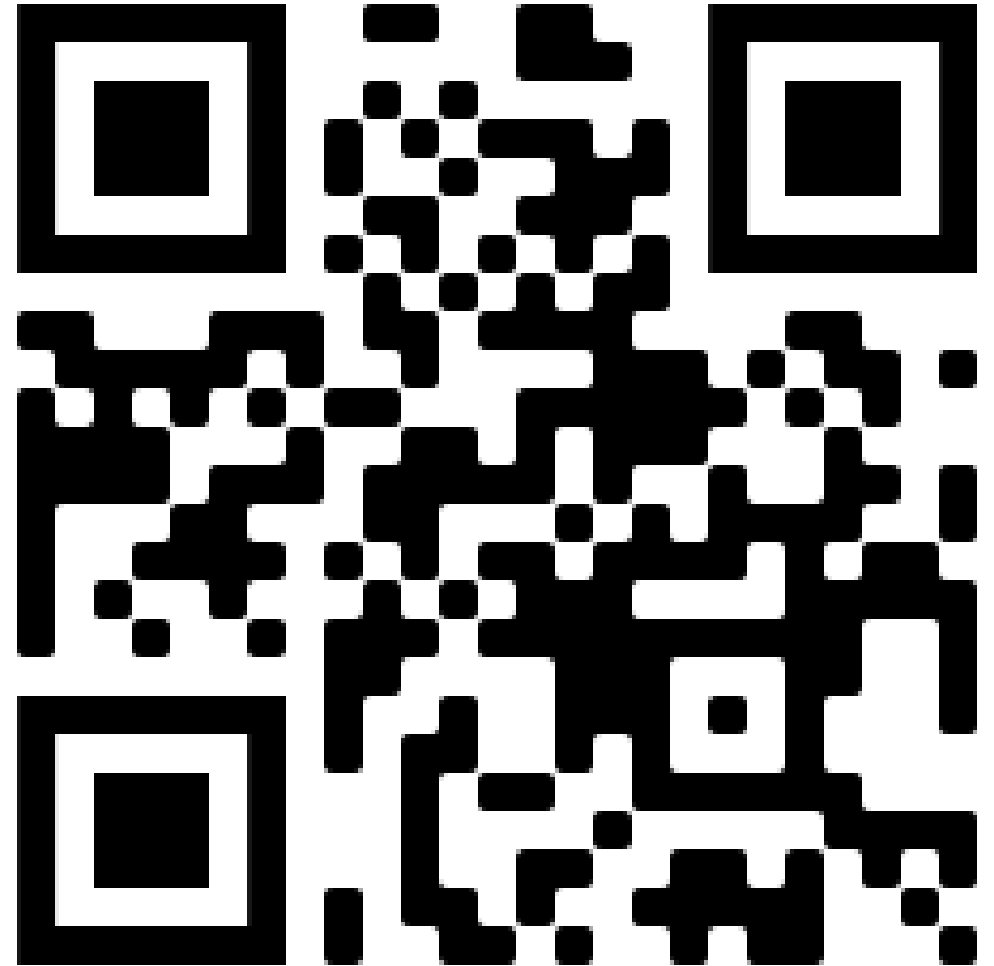
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- **Registration:** [Click here to access the registration process](#)
- **Hotel Information:** [Graduate Nashville – Click here to access our dedicated booking page!](#)
- **Draft Agenda:** [Click here to download the tentative agenda \(January 2024\)](#)

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APPENDIX.

The following slides include more detailed information from some slides in the presentation for you to use as resources when implementing programs at your organization.

JUSTICE IN THE WORKPLACE



A just workplace will:

- Embrace a culture of openness
- Prioritize pay equity
- Create fair decision-making processes
- Involve managers in organizational justice efforts
- End unfair treatment in the workplace

Source: [ChartHop](#)

EQUITY IN THE WORKPLACE



An equitable workplace may have:

- Pay parity up and down the org chart
- A widely diverse executive team
- Accessibility and accommodations for employees of all abilities
- Fair and equal access to learning and development opportunities

Source: [Workhuman](#)

DIVERSITY IN THE WORKPLACE



A diverse workplace may have:



Source: [Workhuman](#)

INCLUSION IN THE WORKPLACE

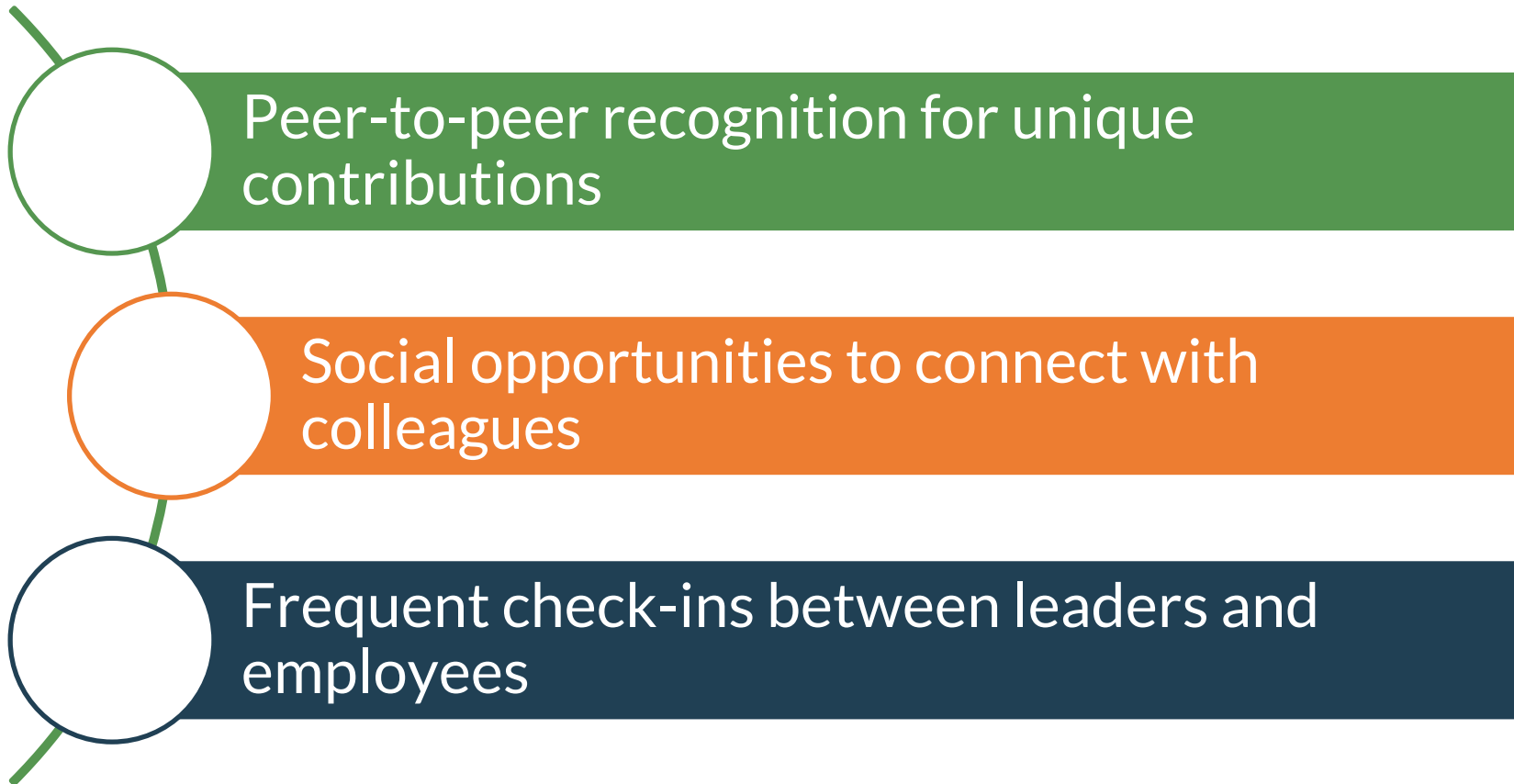


An inclusive workplace may have:

- 1. A strong sense of physical and psychological safety
- 2. Flexible work options
- 3. Employee Resource Groups (ERGs) for employees with similar experiences to connect
- 4. Celebrations of diverse holidays and traditions

Source: [Workhuman](#)

Belonging at work can look like:



WHERE WE ARE NOW

Career Pathways & Retention



- **1 in 4 BIPOC** report they have **not had the same opportunities** and chances to succeed as any other person within their company.
- **1 in 3 Black, 1 in 3 Latine, and 2 in 5 LGBTQIA+ BIPOC** have **changed career direction** or industry due to lack of mobility or career growth.
- **BIPOC are 2x** as likely to **consider leaving their employers** due to the emotional burden related to their race at work.
 - **Indigenous Americans are 3x** as likely.
- **34% of LGBTQIA+ employees** have left a job due to treatment by their employer.
- **Disabled working people** were **significantly less likely to be employed as managers, directors, or senior officials**, or to be employed in professional occupations (27.2% compared to 34.5% for non-disabled people).

Sources: [The Journey to Equity and Inclusion](#), [Unsafe, Unheard, Unvalued: A State of Inequity Report](#), [LGBT People's Experiences of Workplace Discrimination and Harassment](#), & [Neurodiversity in the Workplace](#)

WHERE WE ARE NOW

Respect & Emotional Wellbeing



- **33%** of Black workers **do not feel respected or valued** at work (compared to 18% of White workers).
- **1 in 3 BIPOC** report feeling **fatigue** related to racial tensions or issues at work.
- **1 in 4 BIPOC** report they have **felt unable to speak out against discrimination** they've experienced or witnessed based on their race/ethnicity.
- **67% of BIPOC** report **no mental health resources** or trainings are available at their employers.
 - **75% of Indigenous Americans** report the same.
- **Nearly 1 in 5 BIPOC do not feel safe mentally or emotionally** at work (they are 1.5x as likely to feel this way compared to White Americans).
- **1 in 5 BIPOC** report they are **not comfortable being fully themselves** at work.
- **38% of LGBTQIA+** employees reported experiencing **harassment at work**.

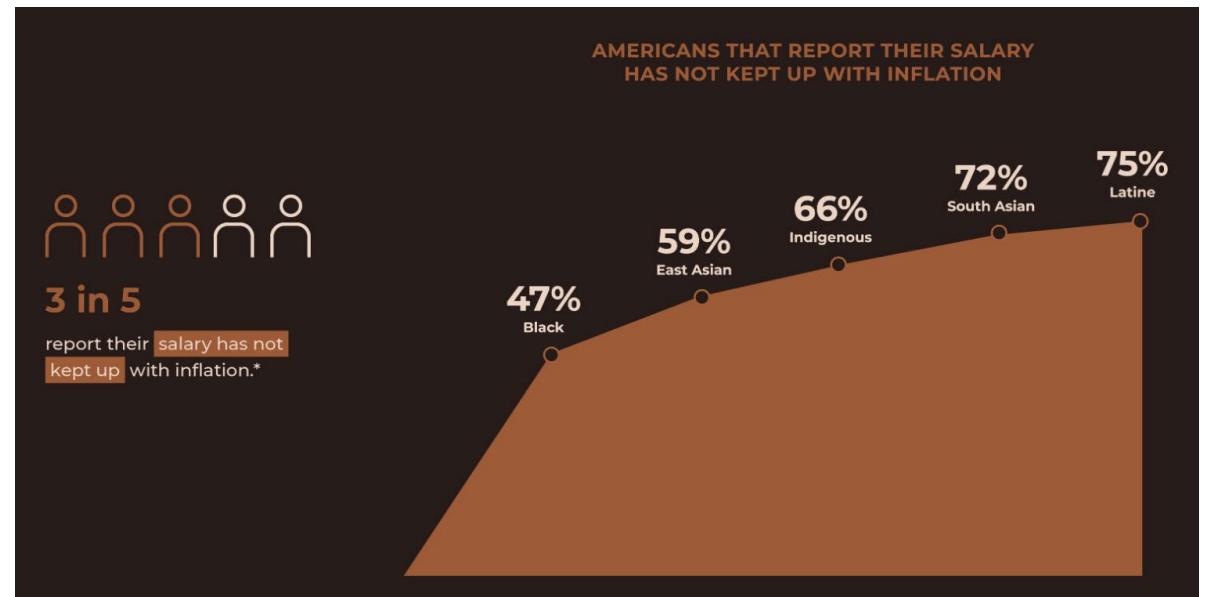
Sources: [*The Journey to Equity and Inclusion*](#), [*Unsafe, Unheard, Unvalued: A State of Inequity Report*](#), & [*LGBT People's Experiences of Workplace Discrimination and Harassment*](#)

WHERE WE ARE NOW

Pay Inequity & Wealth Gap



- Currently, the average wealth for White families is **6x that of BIPOC families and 8x that of Black families.**
- **1 in 4 BIPOC** report they are **not paid fairly** in a comparable way to their colleagues at their level.
 - The sentiment **doubles** among **South Asians** to 2 in 4.
- **BIPOC** report being **3x** as likely to have **faced financial hardship** due to their race/ethnicity.
- **BIPOC** are **2x** as likely to report experiencing **job loss** due to discrimination related to their race/ethnicity.



Source: [Unsafe, Unheard, Unvalued: A State of Inequity Report](#)

WHERE WE ARE NOW

Are we addressing the problem?



- **84%** of employees report their company **has not addressed the mental or emotional impact of discrimination** on its employees of color since June 2020.
- **1 in 5 workers** (all races/ethnicities) report their employers have not done a good job of providing resources supporting the emotional or mental health of historically marginalized groups.
- More than **3 in 4 BIPOC** report their **employer has not made meaningful progress** on building a more equitable environment for employees of color since June 2020.

STAR² CENTER RESOURCE HIGHLIGHT

Pay Equity Checklist

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Health Center Pay Equity Checklist

WHAT IS PAY EQUITY?

Pay equity means equal pay for work of equal value. It is important to distinguish pay equity from pay equality, which means equal pay for equal work. Pay equity overlooks the inequities and restrictions marginalized groups face when seeking to access the same professional opportunities as other employees in an organization, who are often times, the most highly compensated individuals. Pay equity bridges that gap by connecting equal pay to work of equal value.

HOW TO STRIVE FOR PAY EQUITY?

- Conduct regular and ongoing pay audits
 - Gather employee data
 - Account for pay differentials
 - Questions to consider when assessing pay differentials:
 - Are there clear and written policies that outline decisions for pay differentials? Does staff know and understand this information?
 - Are pay differentials based solely on non-subjective factors? (i.e., experience, education)
 - Does your organization provide pay raises that align with salary increases for new hires?
 - Identify the causes of pay gaps
 - Assess the role, race, gender, age, disability status, etc. play in the identified pay differentials
 - Implement remediation policies and practices
 - Update operational procedures
- Prioritize salary adjustments
 - Provide yearly pay raises - beyond a cost of living adjustment (account for inflation)
 - Provide regular pay bonuses
 - Provide professional promotions that include meaningful pay raises
- Practice pay transparency
 - Develop salary ranges and make them public
 - Discontinue use of salary histories
 - Develop clear compensation policies (e.g., pay raises based on tenure)
- Develop an employee-focused organizational pay culture
 - Provide a thriving wage (beyond a basic living wage) for all staff regardless of career level or education
 - Align pay equity with the organization's mission and values
 - Move away from subjective evaluation-based compensation models to more objective measures (e.g., experience, tenure, location, true cost of living)
 - Speak to staff about their compensation needs
 - Identify pay equity as a fundamental component of justice, diversity, equity, and inclusion (JEDI)
 - Understand the importance of pay equity and transparency in the retention and recruitment of different workforce generations

IMPLEMENTING PAY EQUITY

After reviewing the components of the pay equity checklist and selecting key changes to make in your organization, regularly test* the new strategies, procedures, and/or policies by asking the following questions to ensure there is an effective and successful implementation process.

*The testing time frame is based on your organizational needs and resources, but it is recommended to evaluate strategies, procedures, and/or policies at the three month, six month, and one year mark. If the strategy is not working, reevaluate, identify ways to improve, and make necessary changes. If the strategy is successful continue evaluating its efficacy.



RESOURCES & REFERENCES

- Forbes, [A Push to Fix Pay Equity Has Focused On the Median Pay Gap. A New Report Says Doing So Created an Unfair 'Glass Floor'](#)
- Harvard Business Review, [How to Identify - and Fix - Pay Inequality at Your Company](#)
- Ontario Equal Pay Coalition, [Factsheet 3: The Difference Between Equal Pay and Pay Equity](#)
- Reuters, [How Employers Should Handle Pay Equity Issues in 2021](#)
- Society for Human Resource Management, [SHRM Research Shows Pay Equity Pays Off for Employers](#)
- Society for Human Resource Management, [The Importance of Pay Equity](#)
- Syndio, [2021 Pay Equity Trends What Leaders in Fair Pay Are Doing Differently](#)
- Syndio, [How to Achieve Fair Pay Policies](#)
- U.S. Equal Employment Opportunity Commission, [Facts About Equal Pay and Compensation Discrimination](#)

This report was prepared by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of a research funding award (HRSA-2020-001-001) to the non-profit organization, the Center for Health Equity Promotion and Research (CHEPR) at the University of California, San Francisco (UCSF). The views and opinions expressed in this report are those of the author(s) and do not necessarily represent those of HRSA, HHS, or the U.S. Government. For more information, please visit HRSA.gov.

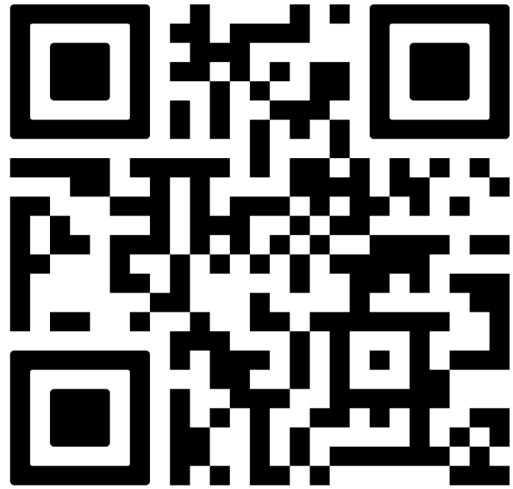
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Click [here](#) to access the
Pay Equity White Paper!

STAR² CENTER RESOURCE HIGHLIGHT

Pay Equity White Paper



Click [here](#) to access the
Pay Equity White
Paper!





EQUAL PAY FOR WORK OF EQUAL VALUE:

*Establishing Pay Equity Principles to Advance
Workforce Financial Wellness*

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WHITE PAPER 2023

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BUILDING AN INCLUSIVE ORGANIZATION TOOLKIT



How can you use data to assess needs, implement action, and ensure accountability?

What are best practices in implementing policies to support an inclusive environment?

How can we create a culture of inclusion and equity demonstrated in our daily actions and words?