

DIVERSITY, EQUITY AND INCLUSION IN STATE GOVERNMENT WORKFORCE

July 2021



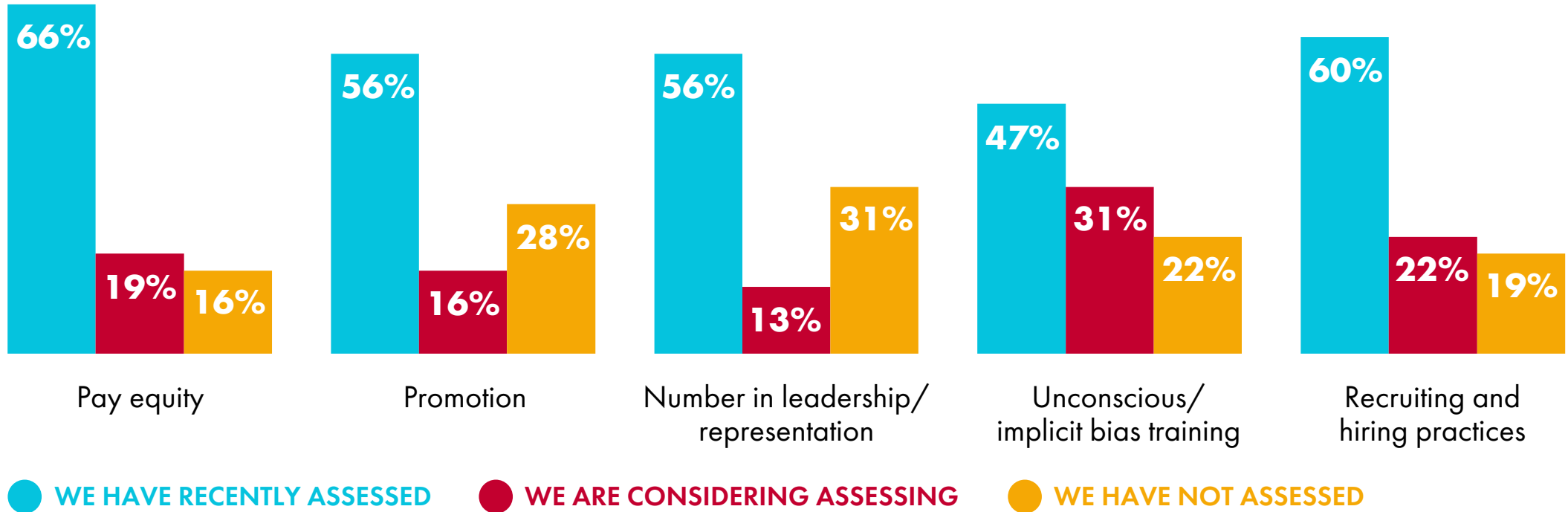
In November 2020, Accenture and NASCA surveyed Chief Administrative Officers (CAOs) in 32 states.

The survey included questions about diversity, equity and inclusion—yielding valuable insights on progress made and challenges ahead.

FINDING 01

Most states are actively examining policies

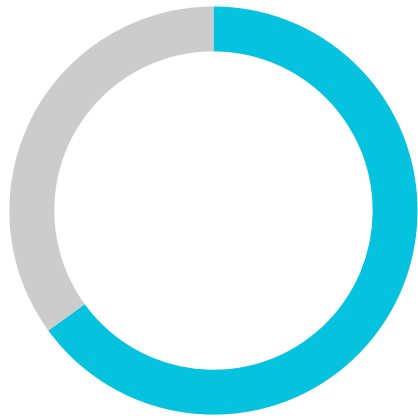
Thinking about diversity, equity and inclusion within your workforce, how have you assessed the following over the past three years?



FINDING 02

Most states have developed a DEI Strategy

We asked CAOs if their leadership/administration has developed a diversity, equity and inclusion agenda or strategy.



66%
Say YES

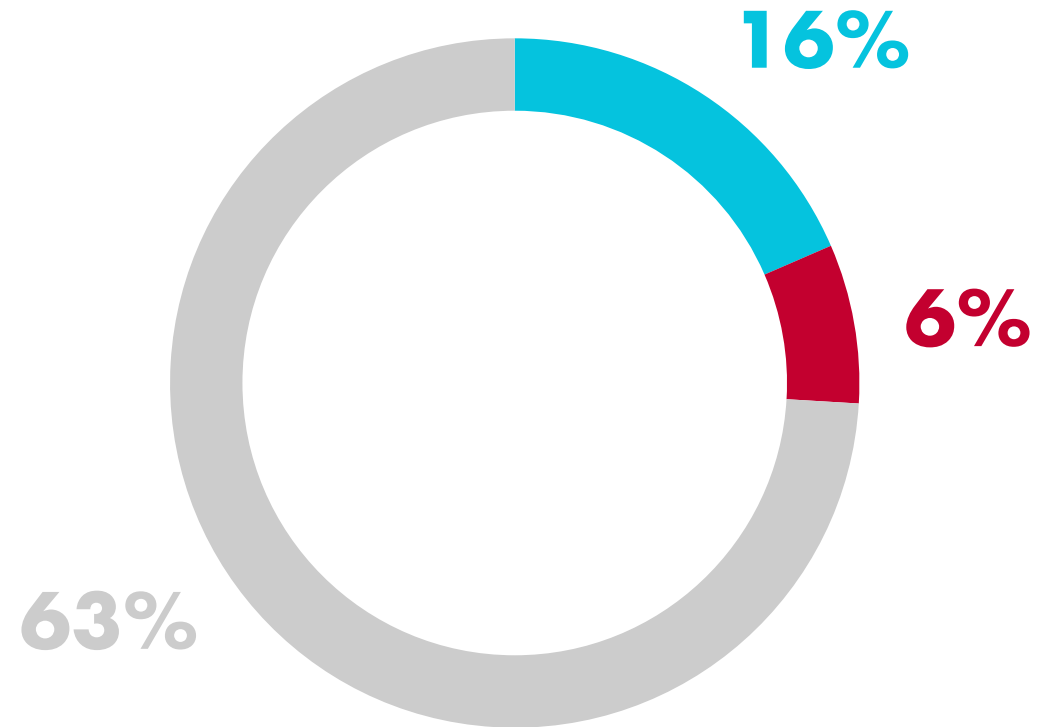


FINDING 03

CAOs aren't sure how remote work will affect their workplace culture

How does working remotely impact your organization's efforts to create an inclusive work environment?

- IT HAS A POSITIVE IMPACT ON CREATING AN INCLUSIVE WORK ENVIRONMENT
- IT HAS A NEGATIVE IMPACT ON CREATING AN INCLUSIVE WORK ENVIRONMENT
- I'M NOT SURE

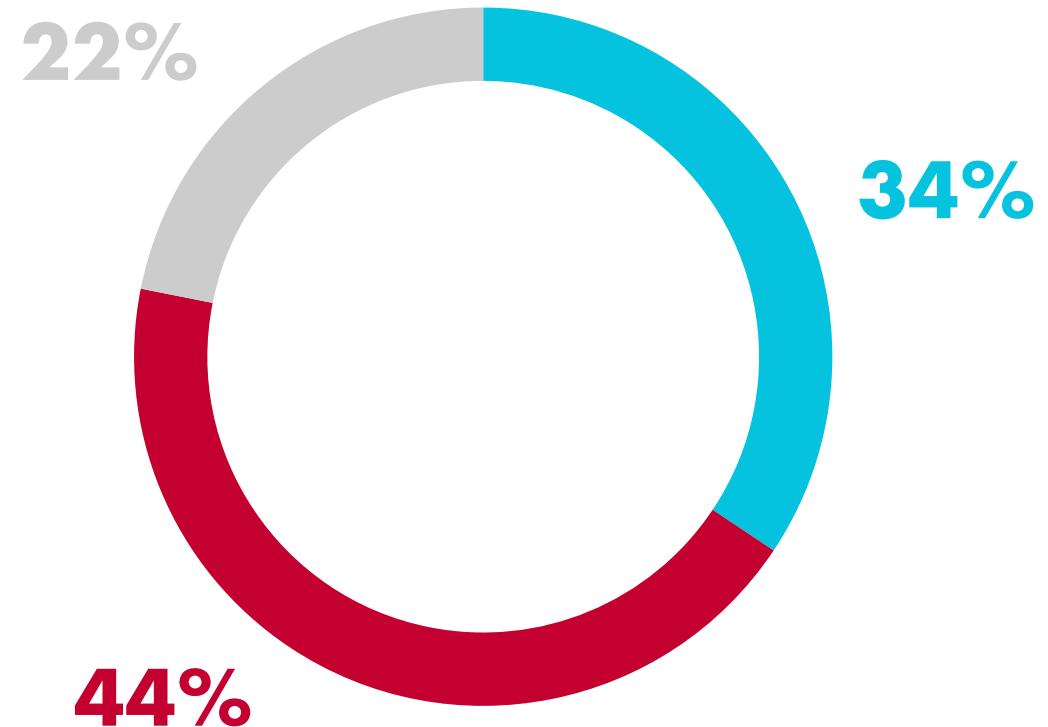


FINDING 04

One-third of CAOs reported perceived inequity around remote work

Was there perceived inequity based on which positions could work remote during COVID-19 and which had to remain in the office?

- YES
- NO
- I'M NOT SURE



FINDING 04

How did you address perceived inequities?

“

Listen to the concerns. Dispel myths. Make changes with necessary. Create an environment with managers to accommodate individual needs through scheduling, rotating staff in an out of the office on a regular basis. The push was to get as many as possible out of the office environment and into a productive environment that was safe and secure for the employee and the work product.

”

“

The inequity is we have essential workers whose job functions require them to work at the office (custodial, mailroom, stationary engineers, clerical/reception). If they can't do their jobs from home, they must work out of the office. A disproportionate number of these staff are people of color. That said, people have recognized that we made these distinctions based on job function so this has gone relatively smoothly. It really helps that we constantly acknowledge and thank our essential workers.

”

What Now?

In responses to open-ended questions, CAOs shared some of their challenges, including many staff lacking self-awareness about their own biases; senior/executive management teams that do not reflect the diversity of the workforce; and the need for data to help identify opportunity areas.

As states explore opportunities to change their approach to work, diversity, equity and inclusion should be embedded in any initiative or strategy implementation. As one CAO articulated, that includes...



developing a deeper understanding of the meaning of diversity, equity and inclusion at both the macro and micro levels.

Things to consider:

01

Examine state policies, practices, and data

Understand the data including representation, pay, leadership, promotions as well as perceptions of inclusion in the workplace. Examine policies and practices that contribute to the current state.

02

Identify top areas of concern and develop objectives, policies, and trainings

Understand and overcome organizational barriers through publicly shared, measurable objectives that address systems, policies and culture. Consider cross-agency workgroups tasked with specific focus areas. Consider working and partnering with experts.

03

Over communicate

Open lines of communication to actively communicate the visions, strategies, and progress of the work. Consider a central message board to house all communication around this work. Encourage two-way communication.

04

Measure and disseminate results

Consider clear objectives that hold leaders and team accountable. Track and report progress.

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ABOUT NASCA

Founded in 1976, the National Association of State Chief Administrators (NASCA), is a nonprofit, 501(c)3 association representing state chief administrators—public officials in charge of departments that provide support services to other state agencies. NASCA provides a forum to exchange information and learn new ideas from each other and private partners. NASCA’s mission is to help state chief administrators and their teams strategically transform state government operations through the power of shared knowledge and thought leadership. For more information, visit www.nasca.org.

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