DIVERSITY AND INCLUSION EFFORTS
BRIEFING FOR THE AMERICAN ASSOCIATION OF MEDICAL PHYSICISTS
Debra C. Chew, Esquire, Director
Office of Equity, Diversity, and Inclusion

To seek fundamental knowledge about the nature and behavior of living systems and the application of that knowledge to enhance health, lengthen life, and reduce illness and disability.
EDI 365…What we’re all about!

NIH LEADERSHIP

Debra C. Chew, Esquire, Director

NIH Director, Dr. Francis Collins

We cultivate a culture of inclusion where diverse talent is leveraged to advance health discovery.

MISSION

Making NIH the premier place for diverse talent to work and discover.

VISION
Management Directive 715 (MD-715)

Cultivating a culture of inclusion with a 365-day approach to EEO reporting.

FOCUS AREAS

NIH Corporate
Recruitment & Retention of
1. People with Disabilities
2. American Indians/Alaska Natives
3. Hispanics

Biomedical
Recruitment & Retention of
1. Black Tenured & Tenure Track Scientists/Investigators
2. Asian/Pacific Islander Scientific Lab & Branch Chiefs
The EDI Website
Cultivating a culture of inclusion with a more informative, accessible, useful, and engaging online presence.

The EDI Blog
Cultivating a culture of inclusion by engaging readers in the concepts of equity, diversity, and inclusion.
National Institutes of Health

OFFICE OF THE
CHIEF OFFICER OF
WORKFORCE
DIVERSITY

Dr. Hannah A. Valantine, M.D.

MISSION

To enhance the diversity of the scientific workforce through evidence-based research
STRATEGIC GOALS

COSWD

1. Expand Inquiry into the science of diversity
2. Integrate diversity inclusion into policy and practice
3. Create seamless transitions for biomedical career advancement and progression
4. Promote the value of diversity in research excellence

CROSS-CUTTING CHALLENGES

What is the impact of diversity on the quality and outputs of research?
Identifying psychological and social factors that mitigate individual and institutional barriers to workforce diversity.

Which evidence-based approaches to training and persistence in biomedical research work? And in which contexts?

Develop a scalable strategy to effectively disseminate and sustain diversity within the nationwide scientific workforce.

What we’re all about!

EDI 365
APPENDIX

REPRESENTATIONAL DISPARITIES

The Science of Diversity

REPRESENTATION IN BIOMEDICAL SCIENCES

[Chart showing representation in biomedical sciences]
GENDER GAP IN ACADEMIC MEDICINE (2013-2014)

Gender parity would take 48 years nationwide.

RACIAL DISPARITY IN NIH R01s

Race, Ethnicity, and NIH Research Awards

LITERATURE SUPPORTING THE BUSINESS CASE FOR DIVERSITY
**THE BUSINESS IMPERATIVE**

Diversity and inclusion enhances performance but requires attention:

- Workforce diversity is positively associated with higher business performance outcome measures.
- Racial diversity is positively associated with higher performance in organizations that integrate and leverage diverse perspectives as resources for product delivery.
- Gender diversity is positively associated with more effective group processes and performance in organizations with people-oriented performance cultures.
- Diverse teams are more creative and perform better in problem solving than homogeneous teams. *
- The effects of diversity on group processes and performance are highly dependent on the presence of facilitating or inhibiting conditions in the organization; absent facilitating conditions, the aforementioned outcomes are reversed.

**Diversity and Inclusion enhances performance but requires attention. The Effects of Diversity on Business Performance: Report of the Diversity Network, November, 2002:**

A five-year longitudinal study on workforce diversity and performance measures in Fortune 500 Companies.


**THE ECONOMIC IMPERATIVE**

What does the research show?

- Racial and gender diversity are positively associated with higher establishment productivity, product quality, and economic benefits.
- Demographic shifts in population portend shifts in purchasing power and consumer trends. Workforce diversity reflecting consumer/market diversity results in:
  - New product development
  - Consumer confidence
  - Increased product/service marketability
  - Significant economic growth (e.g., McDonald’s, Pepsi-Cola, IBM; 300% growth from 1998 to 2001 attributed to diversity marketing).*
  - Discrimination and poor diversity management pose a human and economic cost:
    - The average EEO complaint costs the organization approximately $250,000.
    - 25-40% of workforce attrition rate and 5-20% in lost productivity can be attributed to poor diversity management; turnover costs 75-100% of the replaced employee’s salary.

Achieving and maintaining workforce diversity requires investment, but the return on the investment, in terms of both economic and “good will branding” capital, outweighs the costs.


**THE HUMAN IMPERATIVE**

What does the research show?

- Notwithstanding the economic costs, the human costs of intolerance to diversity is incalculable.
- Defining diversity solely as race and gender can have a detrimental effect; “understanding the multidimensional nature of identity is important in defining diversity in work teams.”*
- A framework for diversity in work groups should include:**
  - Personal demographics
  - Knowledge, skills, and abilities
  - Values, beliefs, and attitudes
  - Personality and cognitive and behavioral style
  - Organizational demographics

When defining diversity in multidimensional terms, including DIVERSITY OF THOUGHT, it naturally brings in aspects grounded in race, gender, and ethnicity.

Diversity and inclusivity are broadly and fundamentally relevant to institutions and societal systems. In other words, institutions that wish to achieve excellence must integrate diversity and inclusion into their core workings.

Diverse teams are more creative and perform better in problem solving than homogeneous teams.

When teams are diverse, meaningful innovation is more likely to happen.

Ensuring that teams have diverse members is not an end in itself; the ultimate goal is to ensure diversity of thought.

Better communication:

Homogenous groups were more likely to assume that all group members shared the same information and perspectives and were therefore less likely to discuss all information than were the diverse groups, hindering their creativity and task performance.

Heterogeneous groups also have been found to have increased diligence in persuading or problem solving.

Citations


