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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.

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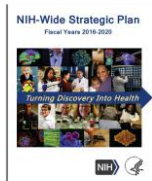
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- Recruit/retain outstanding research workforce
- Enhance workforce diversity
- Encourage innovation




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NIH Director, Dr. Francis Collins

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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**

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- Guidance
- Strategy
- Customer Outreach
- Language Access
- Special Emphasis Portfolios
- Training
- Complaints Processing
- Counseling
- Data Analytics
- Policy

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**Management Directive 715 (MD-715)**

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

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**FEDERAL REPORTING**

**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

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### The EDI Website

Cultivating a culture of inclusion with a more informative, accessible, useful, and engaging online presence.

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### The EDI Blog

Cultivating a culture of inclusion by engaging readers in the concepts of equity, diversity, and inclusion.

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This Should Be Headline News.

News Opinion Communities Archive Subscribe

Categories (News, Opinion, Communities)

Featured Articles

Opt-in Subscription

The screenshot shows a website layout for 'The EDI Blog'. At the top, there is a navigation menu with 'News', 'Opinion', 'Communities', 'Archive', and 'Subscribe'. Below this, there are three featured articles with small images and titles: 'Intersectional Bias and the Public Servant, 2 of 3: What can we do to overcome unconscious bias?' (Opinion), 'From the NIH Director: EEO and Diversity and Inclusion Policy Statements' (News), and 'How to Utilize Your Equal Employment Opportunity Office' (Communities). At the bottom of the featured articles is a large banner for 'THE EDI BLOG' with a 'SUBSCRIBE' button.

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National Institutes of Health

**OFFICE OF THE CHIEF OFFICER OF WORKFORCE DIVERSITY**

Dr. Hannah A. Valantine, M.D.

National Institutes of Health  
Office of Equity, Diversity, and Inclusion

The cover features a colorful geometric pattern of overlapping triangles in shades of blue, purple, and orange on the left side. The text is centered on a white background.

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**MISSION**

The graphic consists of a dark blue background with a pattern of overlapping, semi-transparent triangles in various shades of blue and teal.

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

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**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

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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.

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# QUESTIONS



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*Deputy Director*

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@nih\_edl



nih\_edl



edistandard

## VISIT EDI.NIH.GOV

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Rockville, Maryland 20852  
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# APPENDIX

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# REPRESENTATIONAL DISPARITIES



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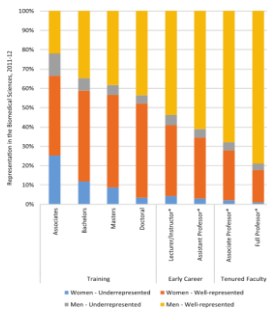
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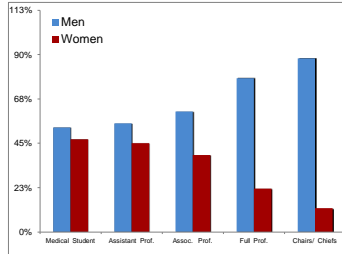
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Gender parity would take 48 years nationwide.




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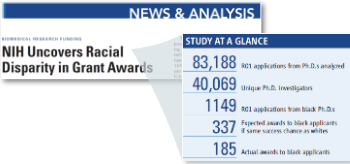
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What does the research show?

## THE BUSINESS IMPERATIVE

*Diversity and inclusion enhances performance but requires attention.*

- ① Workforce diversity is positively associated with higher business performance outcome measures.
- ② Racial diversity is positively associated with higher performance in organizations that integrate and leverage diverse perspectives as resources for product delivery
- ③ Gender diversity is positively associated with more effective group processes and performance in organizations with people-oriented performance cultures
- ④ Diverse teams are more creative and perform better in problem solving than homogeneous teams.\*
- ⑤ 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.

The Effect of Diversity on Business Performance. Report of the Diversity Research Network, November, 2002. Five year longitudinal study on workforce diversity and performance measures in financial services companies.  
Work Team Dynamics and Productivity in the Context of Diversity Conference, Center for Creative Leadership, N.Y.U., A.P.A., October 1996.

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What does the research show?

## THE ECONOMIC IMPERATIVE

*Diversity should be strategically aligned with business goals; diversity requires investment, but pays dividends.*

- \* 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 revenue growth (e.g., McDonalds, Pepsi-Cola, IBM-3000% growth from 1998-2001 attributed to diversity market)\*\*
- \* 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 cost.

Workforce Diversity and Productivity: an analysis of Employee-Expense Market Class, Linda Berry, The Conference Board, and Robert B. Taylor, University of Toronto, April 19, 2008. Report of workforce diversity and economic performance of establishments in manufacturing and trade, and services.   
\*The New Diversity, Carol Hyman, IBM Global Journal, November 14, 2005.

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What does the research show?

## THE HUMAN IMPERATIVE

- \* 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.

\*\*Nelson, S.M. (in press). Identity and the complexity of diversity.   
\*\*McMan, J., Daniels, J., & Krone, M. (in press). Team, Expertise, Culture and Trust: The dynamics of diversity in work groups. In S.E. Jackson & M.S. Reardon (eds.) Work team diversity: Perspectives and practices. Washington, D.C.: American Psychological Association.

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- ° 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.\*\*\*\*\*

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Citations

- ° \*M. A. Nivet (2015). A Diversity 3.0 Update: Are We Moving the Needle Enough? Journal of the Association of American Medical Colleges. Retrieved from <http://journals.hww.com/academicmedicine/Pages/articleviewer.aspx?year=2015&issue=12000&article=00013&type=Fulltext>.
- ° \*\*Page, S. (2007). The Difference. Princeton University Press.
- ° \*\*\*Feiller, D. (2014). The Case for Diversity Gets Even Better. Harvard Business Review. Retrieved from: <https://hbr.org/2014/03/the-case-for-team-diversity-gets-even-better>
- ° \*\*\*\*Young, C. & Mitchell, C. & Kah, M. (2016). Inclusion and innovation leveraging diversity of thought to generate business growth. Conference Board. Retrieved from <http://www.conferenceboard.org/inclusion-and-innovation>
- ° \*\*\*\*\*Phillips, K. A. "How Diversity Makes Us Smarter," *Scientific American*, September 16, 2014.

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