Powered by Diversity:
Hiring and Retaining the Workforce of the Future

National Diversity Equity Workshop
April 8-9, 2019

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AWIS Chief Business Development Officer
Why??

- Identify the steps and incentives to retain women and men at every step of the STEM career pathway

- Stimulate institutional and government policies that transform all sectors of the STEM workplace
STEM Workplace Attrition

Primary Reason Women with STEM Degrees Take Jobs Outside Field, by Race

- NH/PI: Family
- White: Pay, Promotion, Change in interest, Job unavailable
- Hispanic: Working Conditions, Job unavailable
- Black: Job unavailable
- AI/AN: Job unavailable
- Asian: Pay, Promotion, Change in interest, Family, Job unavailable, Other

Legend:
- Green: Pay, Promotion
- Blue: Working Conditions
- Orange: Job Location
- Yellow: Change in interest
- Purple: Family
- Gray: Job unavailable
- Black: Other
# STEM Workplace Attrition

## Primary Reason Women with Disabilities Take Jobs Outside Field, By Race

<table>
<thead>
<tr>
<th>Race</th>
<th>Pay, Promotion</th>
<th>Working Conditions</th>
<th>Job Location</th>
<th>Change in interest</th>
<th>Family</th>
<th>Job Unavailability</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Native Hawaiian/Pacific Islander</td>
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<tr>
<td>American Indian/Alaska Native</td>
<td>Working Conditions</td>
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<td>Asian</td>
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</tbody>
</table>

Legend:
- Pay, Promotion
- Working Conditions
- Job Location
- Change in interest
- Family
- Job unavailability
- Other
How many of you have personally experienced work-life issues?
What do we know?

- Work/life integration challenges are worldwide

- Family-friendly policies and work/life programs make a difference
How do we know?

- Initial survey of AWIS members
- 2,624 respondents
- US-centric, majority were women
Work-Life Satisfaction begins with awareness:
- Your situation and the systems in which you live and work
- Resources available to you
- Your strengths and weaknesses
- Your values/priorities
- Your current level of work-life satisfaction and your work-life challenges

- Cultivate a strong support system
- Exercise your NO!
- Recharge your batteries
- Plan and prioritize
- Shift your mindset ("mental toughness")
- Ask for what you want and need
- Establish guilt-free boundaries
Surveying the landscape data

Award-winning solutions

Advancing comprehensive solutions
Part one

Surveying the landscape
Surveying the landscape

- Largest survey ever of working scientists
- 4225 individuals from 115 countries
- 70% of respondents were men
Surveying the landscape

- 15 questions in four areas
  - approaches to work/life issues
  - career/life decisions
  - stress and work/life conflicts
  - career mobility and security
How often do work demands conflict with personal life demands?
What is your attitude toward stress at work?

- 61%: I do not experience stress at work
- 15%: I have learned to cope
- 9%: Invigorated by the challenges
- 3%: I am confronted by it
- 3%: I have moved jobs
- 4%: Other
- 3%: Unsure
Implications

- Expect to remain in current position: 53%
- Expect to be promoted within 12 months: 16%
- Expect to leave current position within 12 months: 10%
- Unsure: 13%
- Prefer not to say: 7%
My institution is family-friendly
Surveying the landscape

- Follow-up survey conducted in 2019
- 1450 individuals responded
- Comparisons to 2012 survey data
## Significant differences to 2012 results

<table>
<thead>
<tr>
<th>Question</th>
<th>2012</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am happy with my work-life integration</td>
<td>58%</td>
<td>62%</td>
</tr>
<tr>
<td>Ensuring I have good work-life integration has negatively impacted my career</td>
<td>32%</td>
<td>35%</td>
</tr>
<tr>
<td>At work there are others to whom I can delegate tasks</td>
<td>46%</td>
<td>51%</td>
</tr>
<tr>
<td>There is sufficient support for my partner/spouse at my institute</td>
<td>33%</td>
<td>29%</td>
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</table>
Work-life conflict

• How often do work demands conflict with life demands?
  – 26% rarely/never in 2019 compared with 23% rarely/never in 2012
  – 55% weekly conflict in 2019 compared with 53% weekly conflict in 2012
What has been your attitude towards stress at work?

<table>
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<tr>
<th>Response</th>
<th>2012</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>I cope with and manage stress</td>
<td>61%</td>
<td>57%</td>
</tr>
<tr>
<td>It motivates me to do my work</td>
<td>15%</td>
<td>20%</td>
</tr>
<tr>
<td>I avoid stress whenever I am confronted by it</td>
<td>9%</td>
<td>15%</td>
</tr>
<tr>
<td>I changed jobs because of it</td>
<td>3%</td>
<td>4%</td>
</tr>
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</table>
The need for work/life programs and family friendly policies

- Men as well as women in the STEM workplace struggle with career and family obligations.
- **STEM** careers are “family unfriendly”
- Of researchers intending to leave their current job, 64% are leaving for reasons other than promotion and advancement.
BUT empowering the individual is not enough.

- Institutions need to be aware of the concerns of the early and mid-career workforce

  BECAUSE

- individual empowerment tools will not resolve all the issues.
The core issues

- Workers’ career and life concerns
- Outmoded workplace policies
- Institutional responsibility
Implications for institutions

- Explicit family friendly policies
  - Dual career couples
  - Childcare, dependent and elder care
Part two

Award-winning solutions
Award-winning solutions

- 12 Case Studies Drawn from Elsevier New Scholars Awardees, with:
  - Rationale & Goals
  - Project Description and Outcomes
  - Implementation Highlights
  - Lessons Learned
  - Sustainability
  - Conclusions
  - Practical Tools
Award-winning solutions

- Addressing work/life issues (3 case studies)
- Dual careers and strategic decision making (2 case studies)
- Child care and dependent care in professional contexts (3 case studies)
- Promoting family-friendly policies (4 case studies)
Career “must-do’s”

- Early and mid-career visibility outside the institution/organization is particularly important
- Professionals must communicate the results of their work to others
- Professionals must participate in key meetings in their fields, which necessitates travel
Part three

Advancing comprehensive solutions
Best practices – dual careers

• Establish widely publicized dual career policies
• Specific high-level university official with time dedicated to handle dual career hiring
• Provide centralized funding to help departments fund positions for second hires
• Regional collaborations among organizations and institutions can foster successful recruitments and retentions
Best practices – childcare & eldercare

- Affordable childcare center with space for infants
- Secure childcare positions for recruitment purposes
- Offer dependent care travel grant
- Emergency childcare, adoption expenses, eldercare referrals
- Lactation rooms
- Awareness of various options available for both men and women & central funding for family leave needs
Creating and sustaining a life and family-friendly culture

Policies alone don’t work!

– Make room for fathers
– All policies are entitlements, not requests
– Providing training and toolkits
– Well advertised and publicly posted explanations of benefits for everyone
– Senior administration responsible for advertising and enforcing the policies
The goal: A better workplace for EVERYONE
Thank You