

THE EVENT WILL BEGIN SHORTLY

WOMEN IN SKILLED MANUFACTURING APPRENTICESHIPS & CAREERS

An Introduction to Equity and Inclusion



WOMEN IN SKILLED MANUFACTURING APPRENTICESHIPS & CAREERS

An Introduction to Equity and Inclusion

Wednesday, September 16, 2020

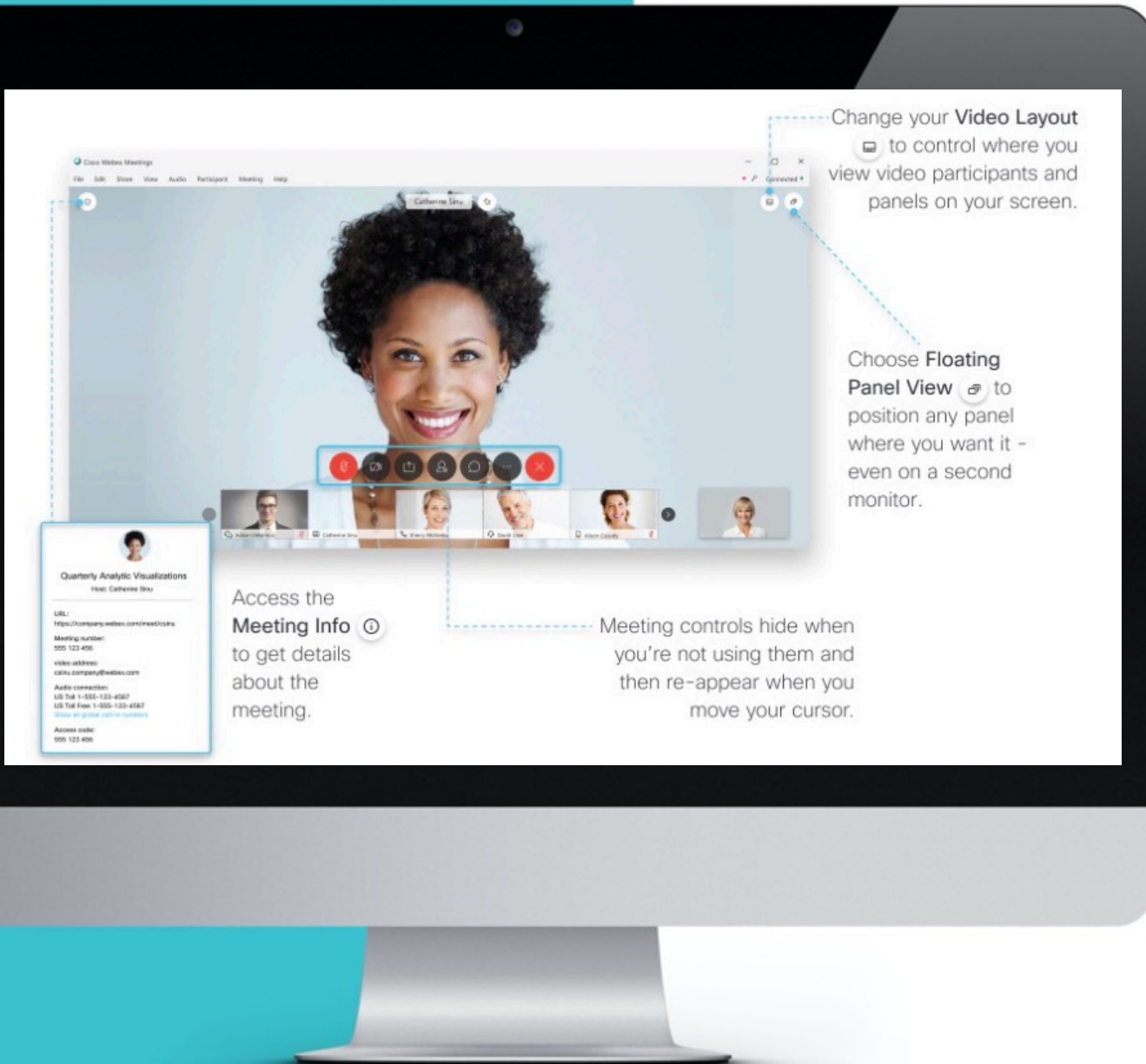
**Day 2: What Works: Recruiting
and Retaining Women in
Manufacturing**

PRESENTED BY



CENTER FOR APPRENTICESHIP
& WORK-BASED LEARNING





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AGENDA

Day 2: Wednesday, September 16, 2020 | 1:00 – 4:00 p.m. ET

Welcome 1:00-1:10 p.m.

- **John Ladd**, Administrator, Office of Apprenticeship, Employment & Training Administration, U.S. Department of Labor

Part 1: Preparing Women to Be Competitive Candidates 1:10-2:00 p.m.

- **Moderator: Trista Bonds**, Vice President of Manufacturing Operations, Engineering and Training, BSD Industries

Implicit Bias in Application and Assessment Practices

- **Karen Dove**, Executive Director, Apprenticeship & Nontraditional Employment for Women (ANEW)

Best Practices for Gender-Equitable Preparatory / Pre-Apprenticeship Programs

- **Kristina Szczymbak**, Executive Director, West Virginia Women Work (WVWW)
- **Ruth Mazara**, Program Director, Moore Community House Women in Construction

Break: 2:00 – 2:15 p.m.



AGENDA

Day 2: Wednesday, September 16, 2020 | 1:00 – 4:00 p.m. ET

Part 2: Addressing the Intersection of Race and Gender 2:15-4:00 p.m.

- **Moderator: Lakiesha Hines**, Program Coordinator, West Virginia Women Work (WVWW)
- **Constance Thompson**, Senior Director of Women's Engagement, Manufacturing Institute

Experiences of Women of Color in Manufacturing

- **Karla Trotman**, President and CEO, Electro Soft Inc.
- **Melinda DeJesus**, Welder and Assembler, Competitive Doors
- **Danita Dixon**, Production Supervisor, First Quality Retail Services (FQRS)

Bystander Training / Understanding Microaggressions

- **Kimberly Harden**, President, Harden Consulting

Equal Opportunity in Apprenticeship

- **Natalie Linton**, Program Analyst, Office of Apprenticeship, Employment and Training Administration, U.S. Department of Labor

Event Summary

- **Lark Jackson**, Program Manager, National Center for Women's Equity in Apprenticeship and Employment, Chicago Women in Trades (CWIT)





Hi, I'm

JOHN LADD

***Administrator, Office of Apprenticeship, Employment &
Training Administration, U.S. Department of Labor***

John Ladd has served as the administrator of the Office of Apprenticeship (OA) since January 2008. He is responsible for the oversight and activities related to the National Apprenticeship Act as well as the management of OA staff in the national office, six regional offices, and numerous field offices across the country.

Before moving into his current position, John served as the deputy administrator for the Office of National Response and as the director of Regional Management in the Office of Field Operations.

PART I: PREPARING WOMEN TO BE COMPETITIVE CANDIDATES



Hi, I'm

TRISTA BONDS

***Vice President of Manufacturing Operations, Engineering
and Training, BSD Industries***

Moderator

As vice president of manufacturing, engineering, and training, Trista is responsible for all aspects of production and training operations at BSD Industries, including designing the technical training curriculum.

Trista helped to establish the BSD Industries Workforce Training and Manufacturing Program with the Arthur M. Brazier Foundation in 2015 while she was teaching vocation education in robotics and manufacturing automation controls part time.

Trista's first engineering job was with Ford Motor Company, where she worked as a trainer, supervisor, and controls engineer in the Michigan-Ohio area.

IMPLICIT BIAS IN APPLICATION AND ASSESSMENT PRACTICES



Hi, I'm

KAREN DOVE

***Executive Director, Apprenticeship & Nontraditional
Employment for Women (ANEW)***

ANEW is a 40-year-old nonprofit with a mission to improve people's lives by providing quality training, employment navigation, and supportive services that lead to successful family-supporting careers. The oldest continuously running pre-apprenticeship program in the country, ANEW focuses on recruiting women into the construction and transportation trades.

As the executive director, Karen plans and executes overall strategic and operational initiatives for ANEW's staff and programs, including the expansion and execution of its mission. She comes to ANEW from Montana, where she led programs and advocated for policies focused on building economic security for all.

Implicit Bias in Hiring



What is it, and what does it look like?

- Salary history
- Names
- Sourcing candidates
- Accent bias
- Cultural fit

How to Avoid Bias in Hiring Processes

- Diversify recruitment networks
- Use accessible and inclusive job descriptions and marketing material
- Train all employees about implicit bias
- Use a blind application review process
- Standardize/exclude interview process
- Rely on test/work product
- Set diversity goals

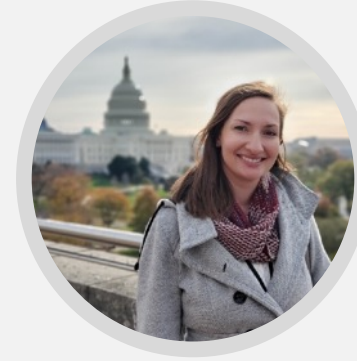
BEST PRACTICES FOR GENDER-EQUITABLE PREPARATORY / PRE-APPRENTICESHIP PROGRAMS



KRISTINA SZCZYRBAK

Executive Director, West Virginia Women Work (WVWW)

Founded in 2000 to help women achieve economic self-sufficiency, WVWW operates the Step Up for Women Pre-Apprenticeship Program with satellite training sites housed in Registered Apprenticeship centers throughout West Virginia, with two advanced manufacturing training sites and two construction sites.

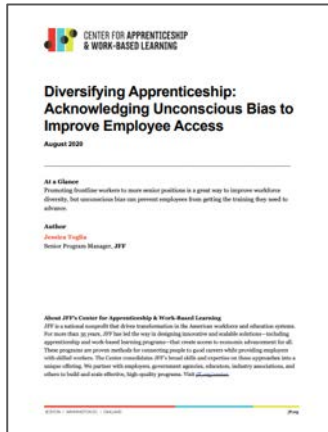


RUTH MAZARA

***Program Director, Moore Community House
Women in Construction***

As program director for the Women in Construction program at Moore Community House in Biloxi, Mississippi, Ruth ensures that all project requirements and goals are met, develops partnerships, secures funding, and represents the program at the local, state, and national levels.

NEW AND UPCOMING RESOURCES



DIVERSIFYING APPRENTICESHIP: ACKNOWLEDGING UNCONSCIOUS BIAS TO IMPROVE EMPLOYEE ACCESS

Jff.org/resources


Read this new JFF report for recommendations on how to overcome unconscious bias and make career advancement opportunities accessible to everyone in your talent pipeline.



A WOMAN'S GUIDE TO MANUFACTURING CAREERS

Coming soon!

This upcoming publication by Chicago Women in Trades will help women interested in pursuing manufacturing careers understand others' experiences, learn about the industry, and determine the next steps of their journeys.



TAKE A SHORT BREAK
WE'LL RESUME AT 2:15 P.M.



**CENTER FOR APPRENTICESHIP
& WORK-BASED LEARNING**



PART 2: ADDRESSING THE INTERSECTION OF RACE AND GENDER



Moderator

LAKIESHA HINES

Program Coordinator, West Virginia Women Work (WVWW)

LaKiesha Hines originally joined West Virginia Women Work in the spring of 2017 as a student of the Step Up for Women Construction Pre-Apprenticeship Program.

Now as a program coordinator, LaKiesha has run 5 classes and assisted her graduates in obtaining new careers in the manufacturing industry.



CONSTANCE THOMPSON

***Senior Director of Women's Engagement,
Manufacturing Institute***

Constance partners on the National Manufacturing Institute's work with The STEP Women's Initiative. She is noted for her considerable expertise in the development, integration, measurement, and sustainment of successful D&I workforce, strategic partnership and culture change focused initiatives.

EXPERIENCES OF WOMEN OF COLOR IN MANUFACTURING



KARLA TROTMAN

*President and CEO,
Electro Soft Inc.*



DANITA DIXON

*Production Supervisor,
First Quality Retail Services (FQRS)*

MELINDA DEJESUS

Welder and Assembler, Competitive Doors

BYSTANDER TRAINING / UNDERSTANDING MICROAGGRESSIONS



Hi, I'm

KIMBERLY HARDEN

President, Harden Consulting

Kimberly works with organizational leaders and educators to develop, implement, and assess programs that support diversity, equity, and inclusion; systemic change; institutional growth; and personal empowerment. As founder and CEO of Harden Consulting, she values—and is passionate about—diversity, belonging, justice, collaboration, care, and transformation.

Kimberly is also a professor in the Department of Communication at Seattle University.

There are four birds sitting in a tree. You take a slingshot and shoot one of them. How many are left?



Learning Objectives



Understand

Understand why women are untapped talent in the manufacturing industry

Learn

Learn about industry-specific bias and discrimination

Discover

Discover how to intervene in an appropriate manner

Manufacturing Industry Stats

According to the U.S. Bureau of Labor Statistics

<https://www.bls.gov/cps/cpsaat18.htm>

2019 Employed Persons by Detailed Industry, Sex, Race, and Hispanic or Latino Ethnicity

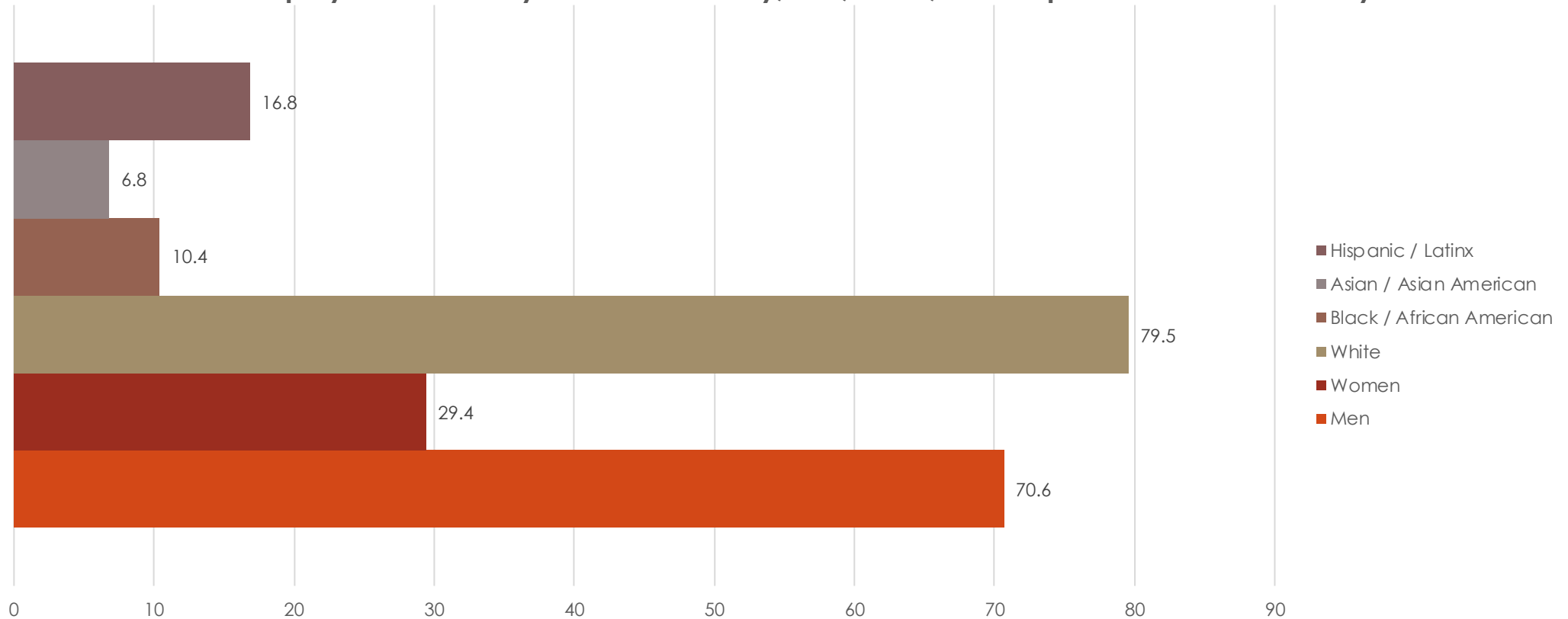
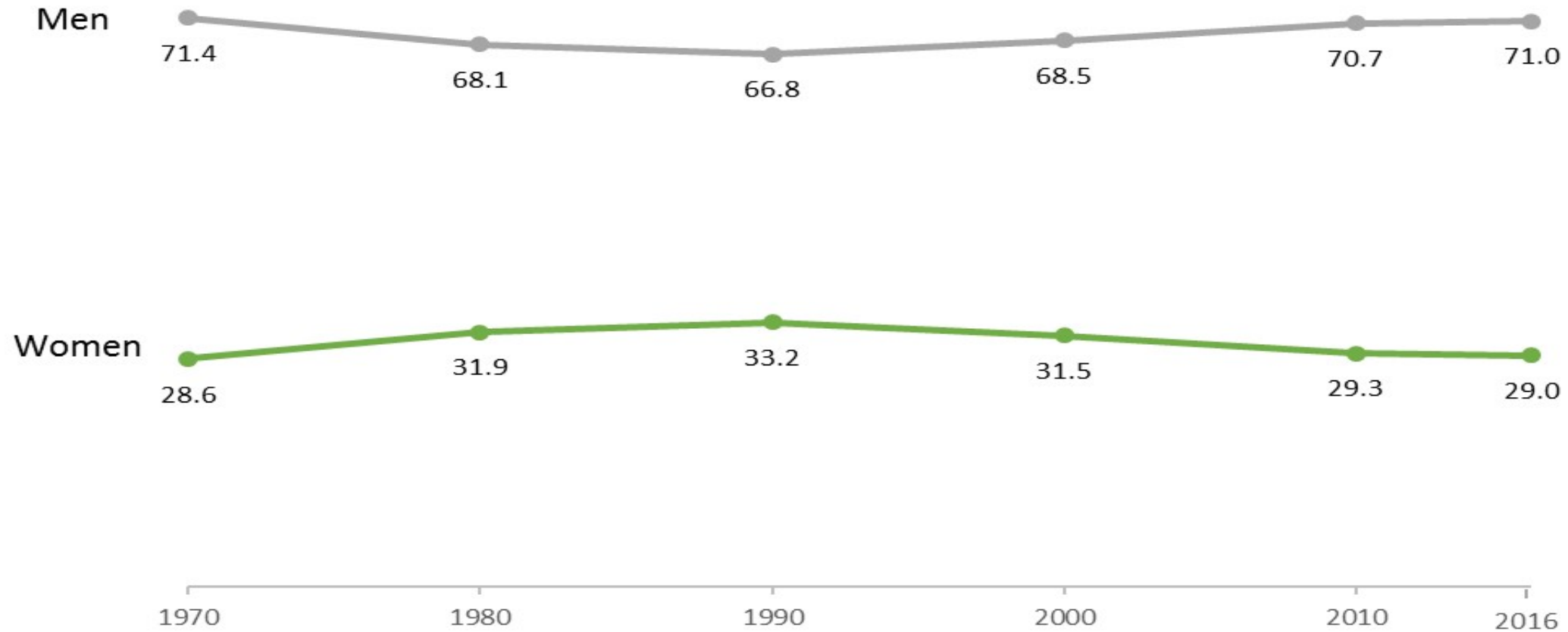
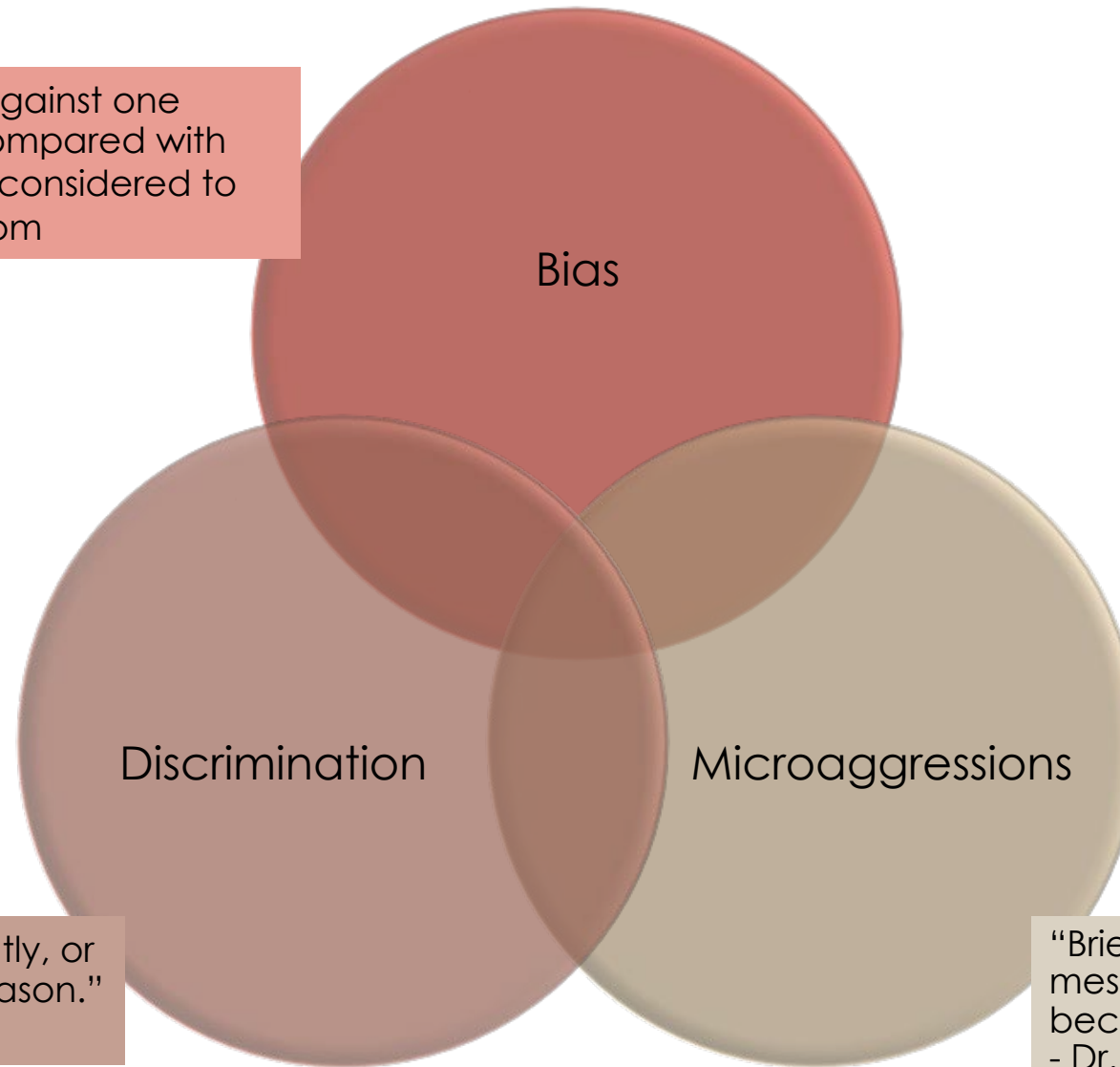


Figure 1.
Manufacturing Industry Workers by Sex: 1970-2016
(Percent of civilian employed population, 16 and over)



Note: For information on the American Community Survey, see www.census.gov/programs-surveys/acs/.
Source: U.S. Census Bureau, 1970, 1980, 1990, and 2000 Decennial Censuses; 2010 and 2016 American Community Surveys.

“Prejudice in favor of or against one thing, person, or group compared with another, usually in a way considered to be unfair.” – Dictionary.com



“To treat a person differently, or less favorably, for some reason.”
- EEOC

“Brief exchanges that send denigrating messages to specific individuals because of their group membership.”
- Dr. Derald Wing Sue, 2007.

Explicit Bias

- Overt & deliberate
- Activated volitionally
- Openly prejudice

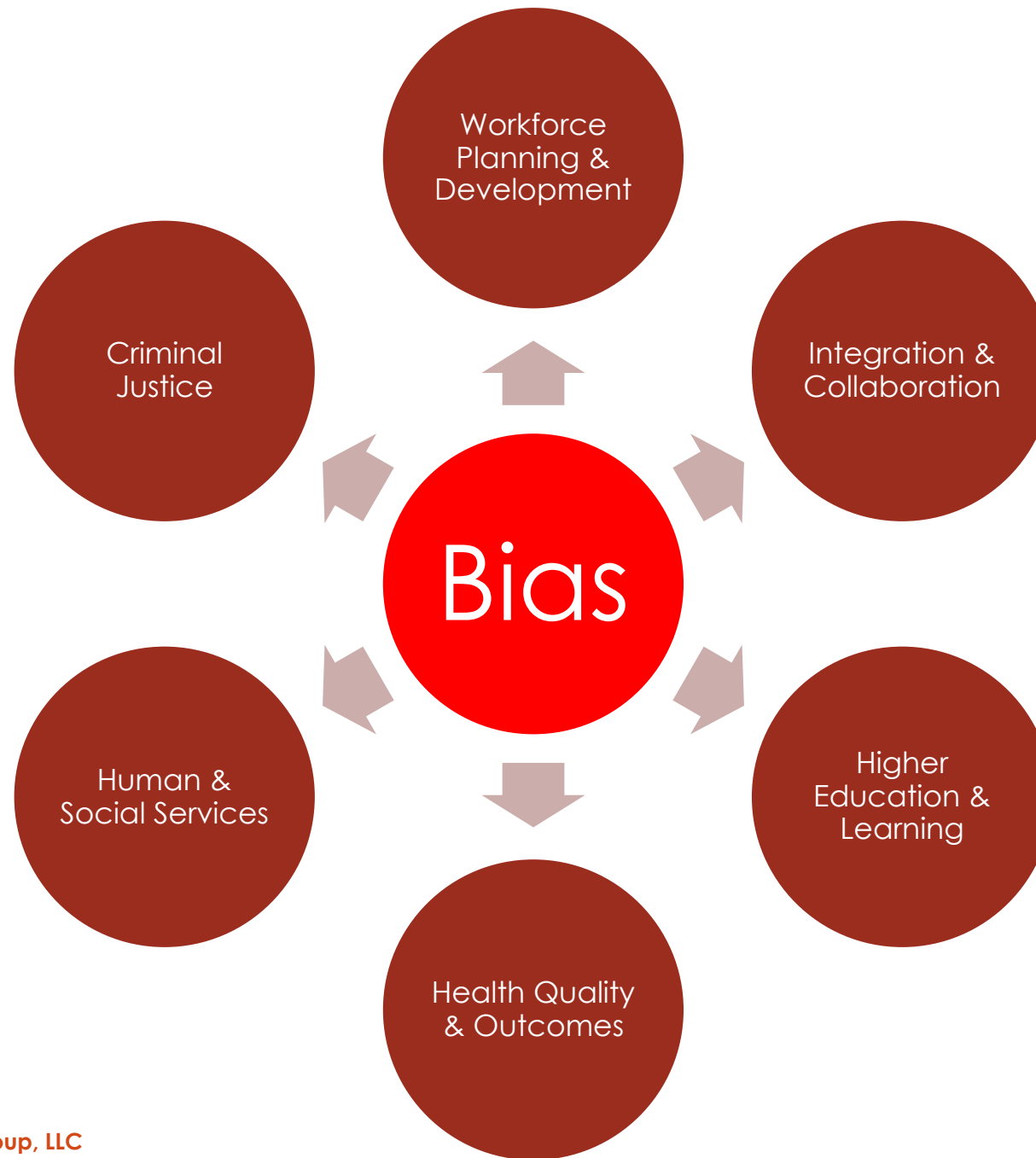
Implicit Bias

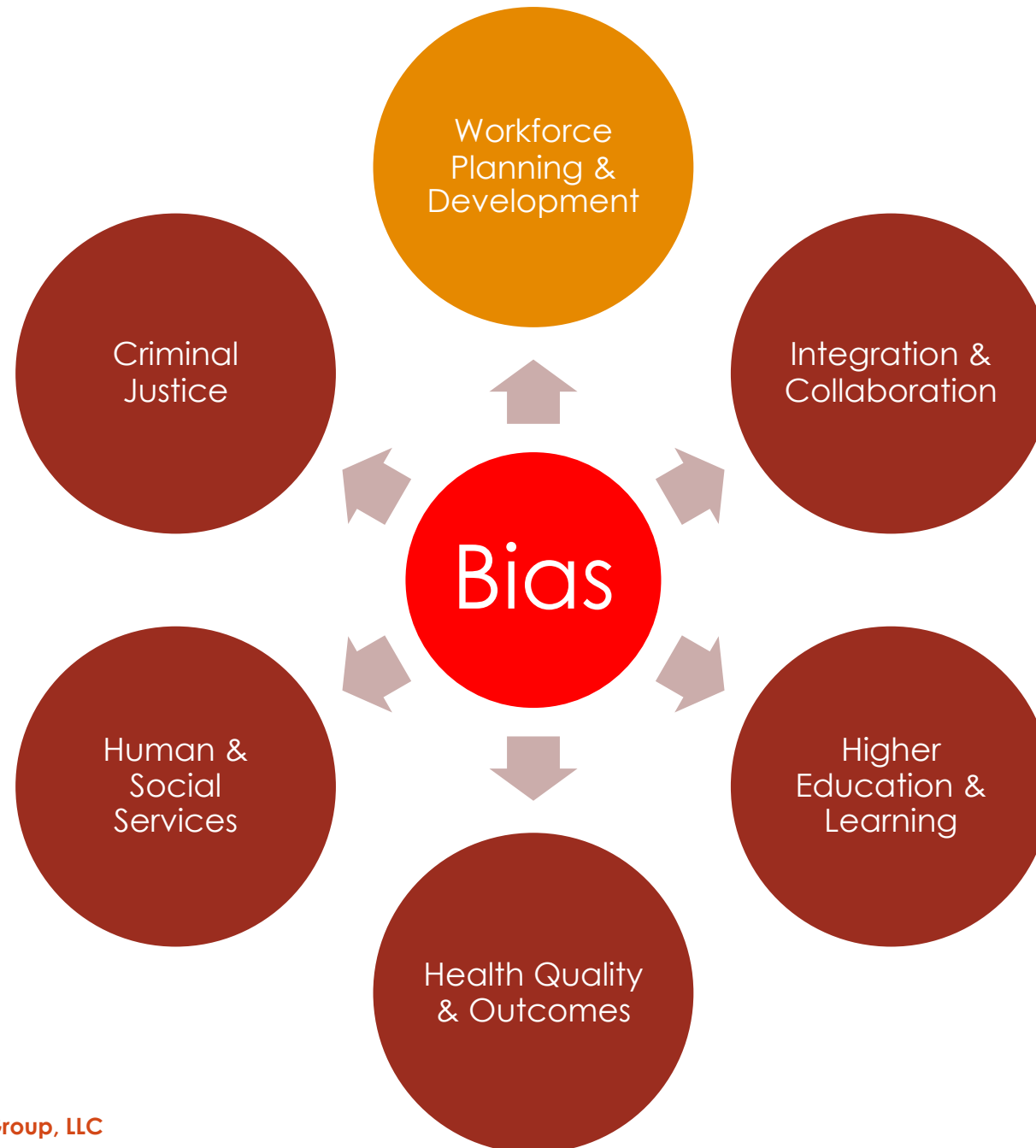
- Covert & unconscious
- Activated unintentionally
- Cryptic responses & microaggressions

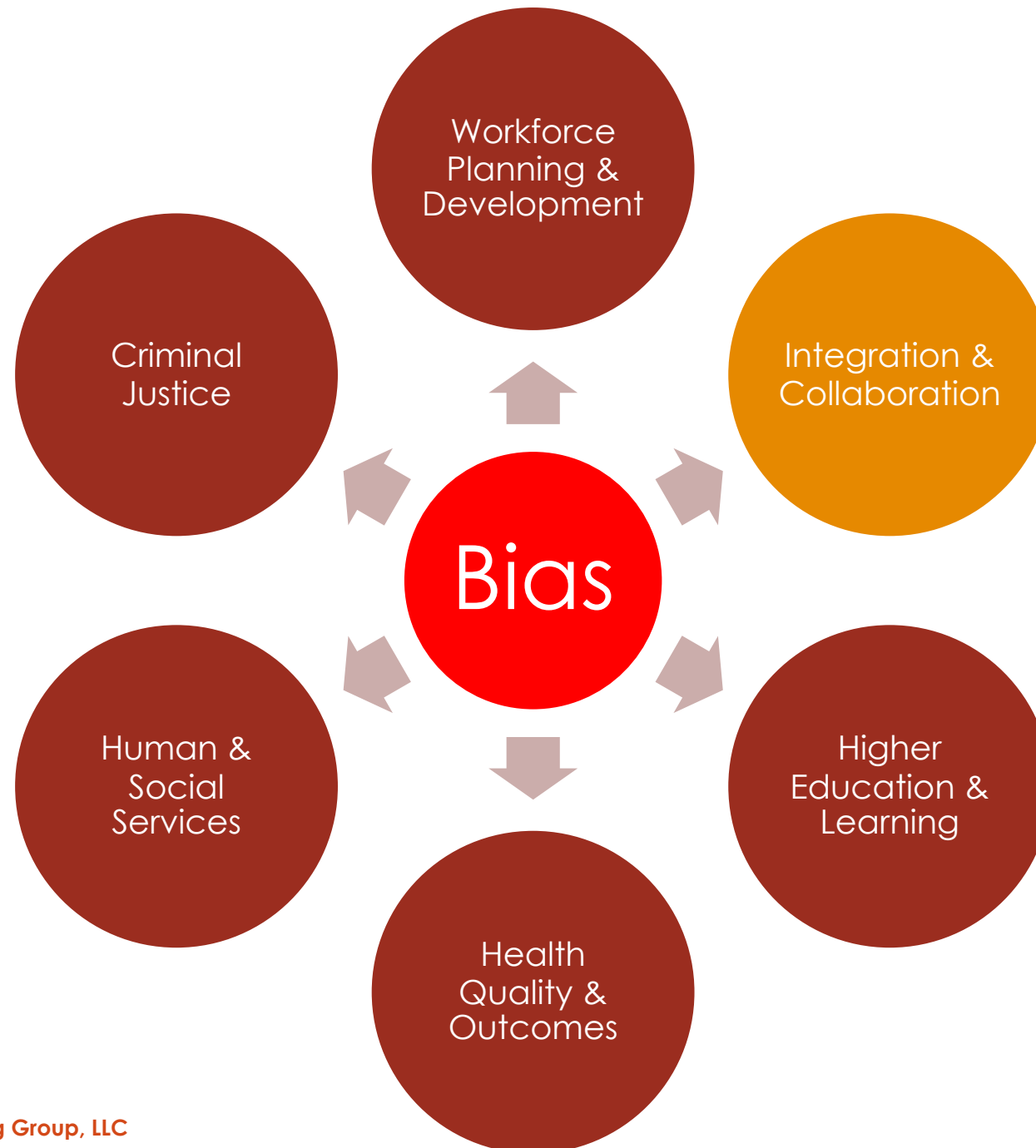
Confirmation Bias

- Automatic
- Unintentional
- Resistance to change and persistence of inaccurate beliefs

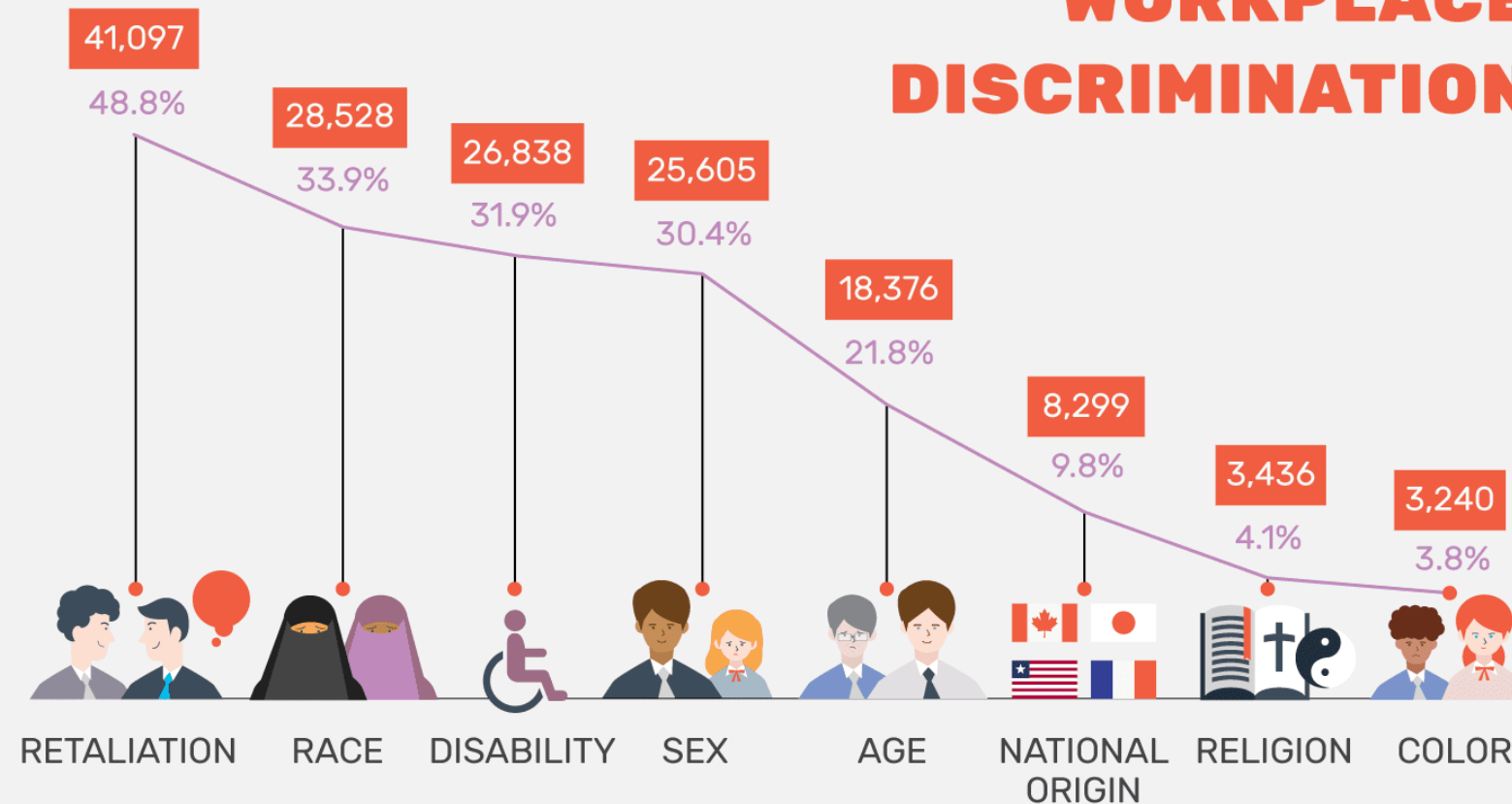








Types of **WORKPLACE DISCRIMINATION**



Industry-specific Bias & Discrimination



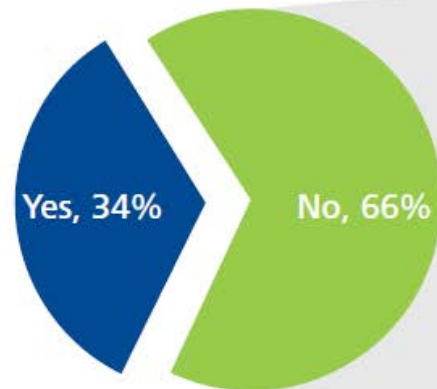
- ▶ Career Path
- ▶ Pay Equity
- ▶ Gender Identity
- ▶ Pregnancy
- ▶ Social Events

Career Path

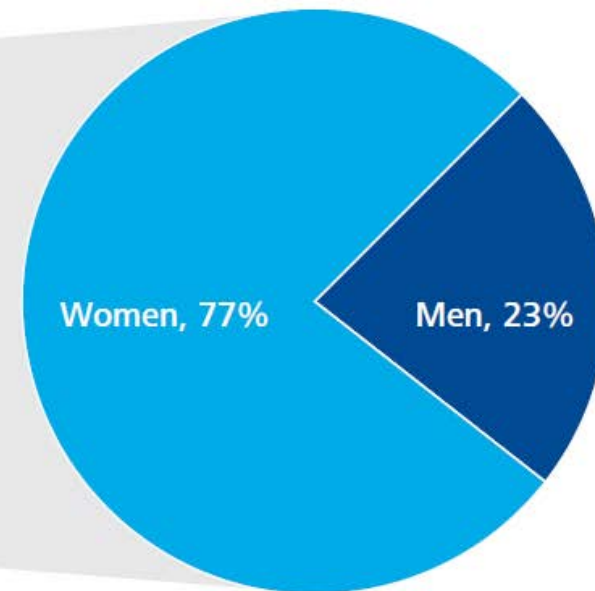


Do you believe the standards of performance are the same for men and women in the industry, and if not, whose standard do you think is higher?

2/3 of respondents indicate standards of performance are not the same for men and women



For those who say the standards are not the same, more than 3/4 say the standards are higher for women



<https://www2.deloitte.com/content/dam/Deloitte/us/Documents/manufacturing/us-minding-the-manufacturing-gender-gap-final.pdf>

Interview Results from Women in Manufacturing



1. "Male colleagues question my marital and parental status because they don't understand, don't believe, and don't support the idea that I can be committed to both a career and caring for a family."
2. "I find myself walking a tightrope between being seen as too feminine to be competent – or too masculine to be likable."
3. "I heard about a young engineer doing amazing work at a competitor organization, so I asked HR to recruit him. I was unable to participate in the interview, but when we finally met during a team meeting, he asked me who I was and had a disgusted look on his face when I told him I'm the manager he will report to. I was ticked off because 1) I am a very educated, qualified manager that happens to be a Black woman and 2) I recommended him! The look he gave me was akin to a slap in the face."

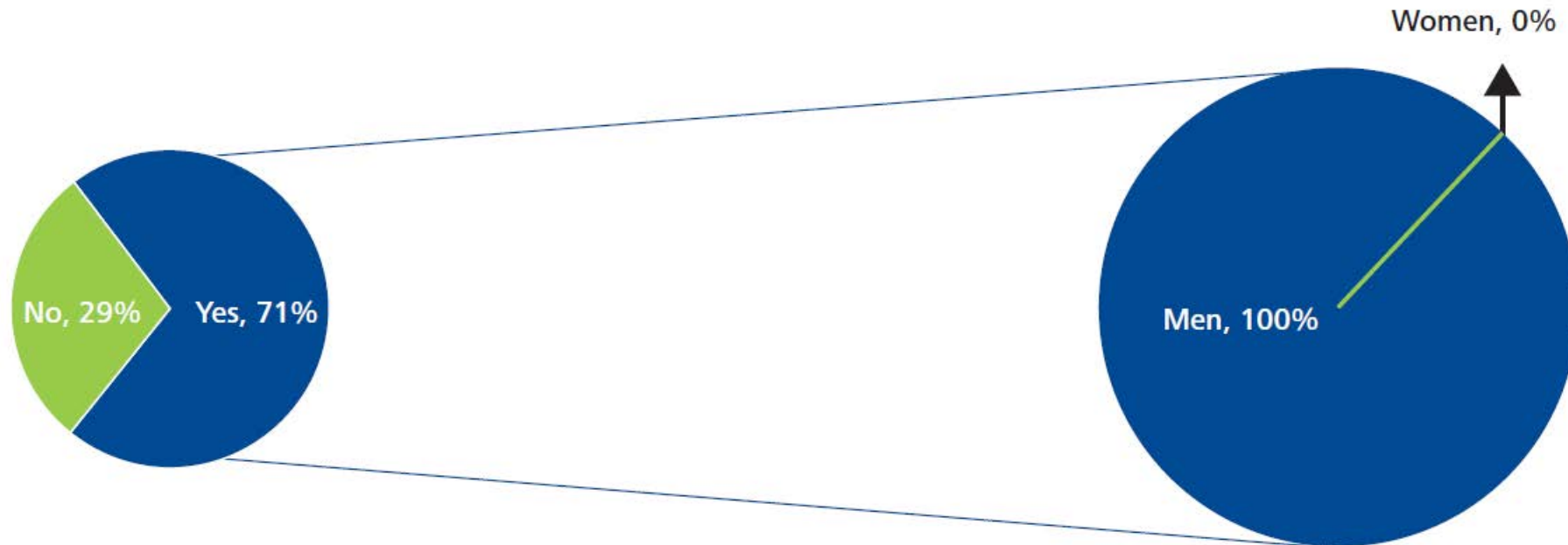


Pay Equity

Has your experience caused you to believe there is a pay gap, and if so, whose pay do you believe is higher?

Has your experience caused you to believe there is a pay gap between men and women in your industry?

You believe that there is a pay gap between men and women in your industry. Whose pay is higher? (Answered by those respondents who think there is a pay gap between men and women in their industry)



<https://www2.deloitte.com/content/dam/Deloitte/us/Documents/manufacturing/us-minding-the-manufacturing-gender-gap-final.pdf>

Interview Results from Women in Manufacturing



1. Pay is both a top reason to “stay” and “go”.



Gender Identity

<https://www.hsph.harvard.edu/news/press-releases/poll-lgbtq-americans-discrimination/>



<https://www.hrc.org/news/hrc-report-startling-data-reveals-half-of-lgbtq-employees-in-us-remain-clos>

Interview Results from Women in Manufacturing



1. “Identity is very tribal. You see White folx protecting other White folx, and Black folx protecting Black folx, but it’s rare to see protection across color lines.”



Pregnancy

Industries with the Most Workers and Charges of Pregnancy Discrimination Filed with the EEOC (Fiscal Years 2011 through 2015)⁶

Industries⁷	Percent of Charges	Percent of U.S. Workers
Health Care and Social Assistance	24.0%	13.5%
Retail Trade	14.4%	11.2%
Manufacturing	7.6%	10.3%
Educational Services	4.1%	9.1%
Accommodation and Food Services	11.1%	7.1%
Professional and Technical Services	5.0%	7.1%

<https://www.nationalpartnership.org/our-work/resources/economic-justice/pregnancy-discrimination/by-the-numbers-women-continue-to-face-pregnancy-discrimination-in-the-workplace.pdf>

Interview Results from Women in Manufacturing



1. “My White female colleague and I were pregnant at the same time. A new White male asked her how far along she was. He asked me how many kids I have and if they have the same father. My female colleague promotes herself as an ally, but she didn’t say a single word on my behalf.”



<https://www.ey.com/us/en/newsroom/news-releases/news-ey-explores-belonging-in-the-workplace-with-new-belonging-barometer-study>

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Social Events

Interview Results from Women in Manufacturing



1. “Men can’t talk to us women the same way they talk to men, so they don’t talk to us at all.”
2. “I can tell when my male colleagues have been badmouthing me specifically or saying something inappropriate about women in general because they always shut up when I enter the room and look like a cat trying to swallow a rotten bird.”

64%

Employees that identify as female are more likely to experience microaggressions

27%

Respondents say that managers regularly challenge biased language and behavior

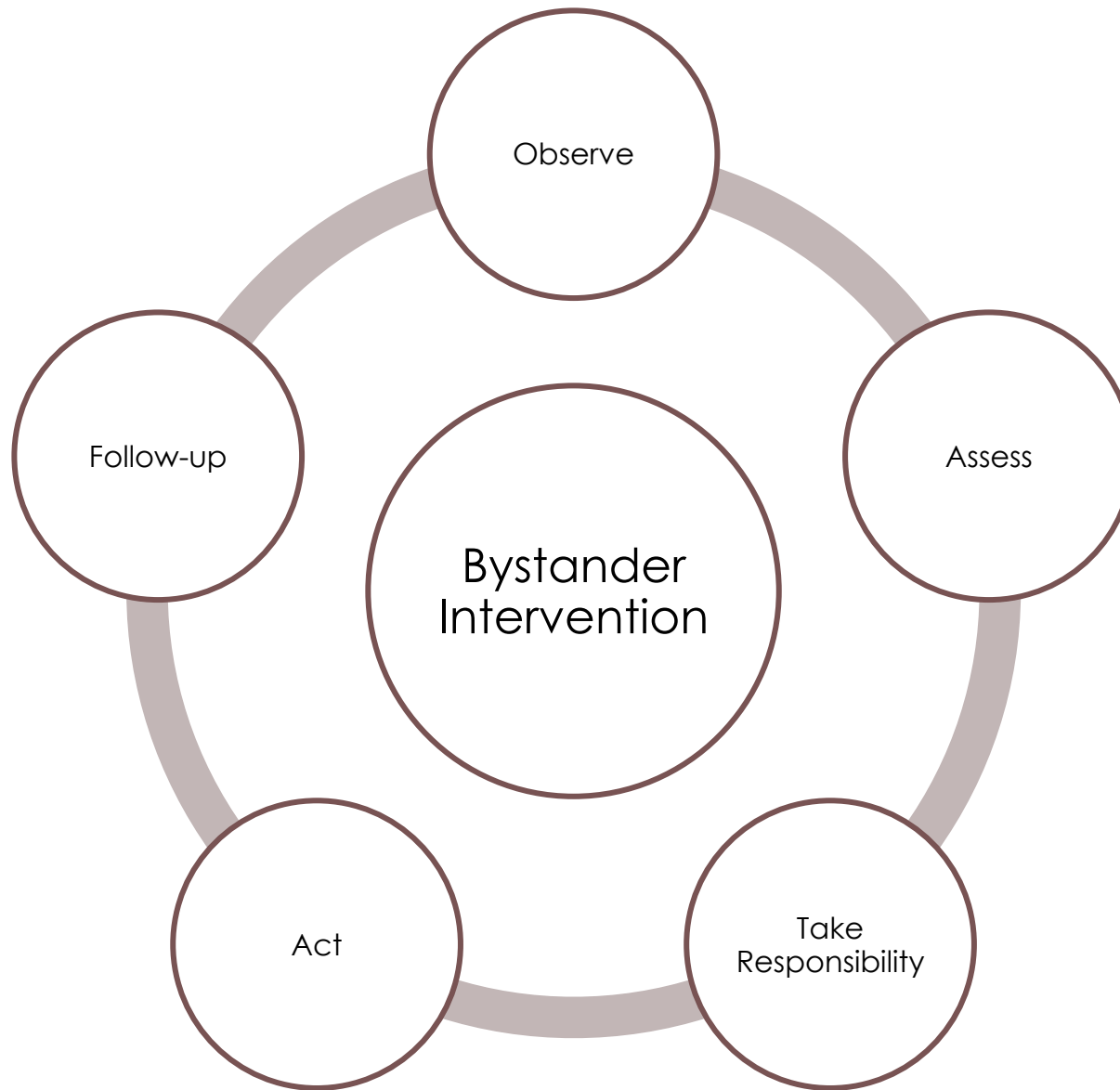


BYSTANDER INTERVENTION

“Recognizing a potentially harmful situation or interaction and choosing to respond in a way that could positively influence the outcome.”

– University of Texas and Lehigh University

Choosing to take action when you see behavior that puts others at risk of mental, emotional, and/or physical distress.



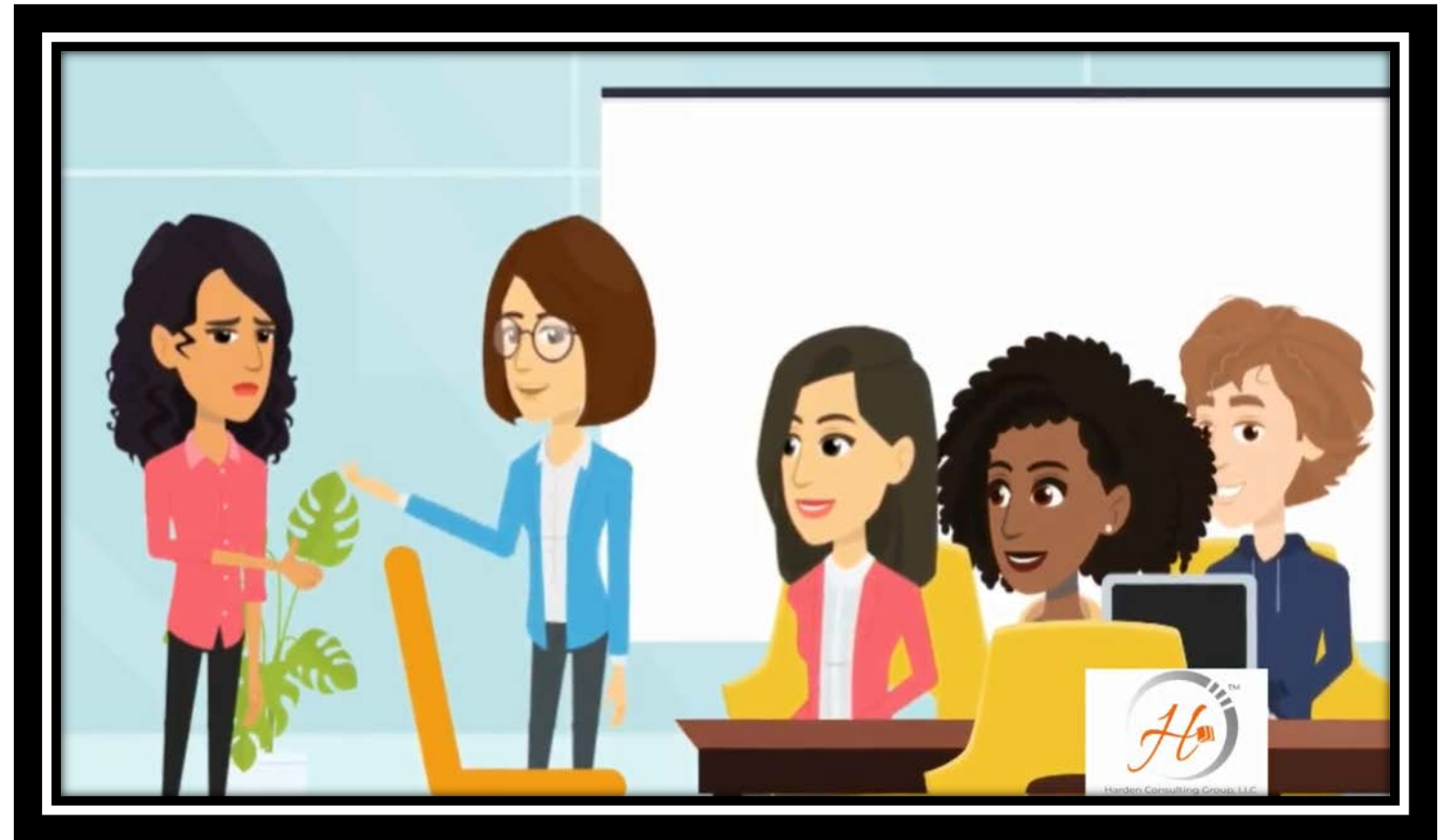
Watch the Video: Bystander Intervention



Harden Consulting Group, LLC

Bystander Intervention

- Observe
- Assess
- Take Responsibility
- Act
- Follow-Up



Call Out



No, I need you to stop right there.



That comment / word is really offensive. Be mindful of your audience and choose a different word.



I'm having a strong reaction to that and I need to let you know why.



I feel obligated as your peer / supervisor / friend to tell you that your comment was not okay.

Call In



I'm curious. What was your intention when you said that?

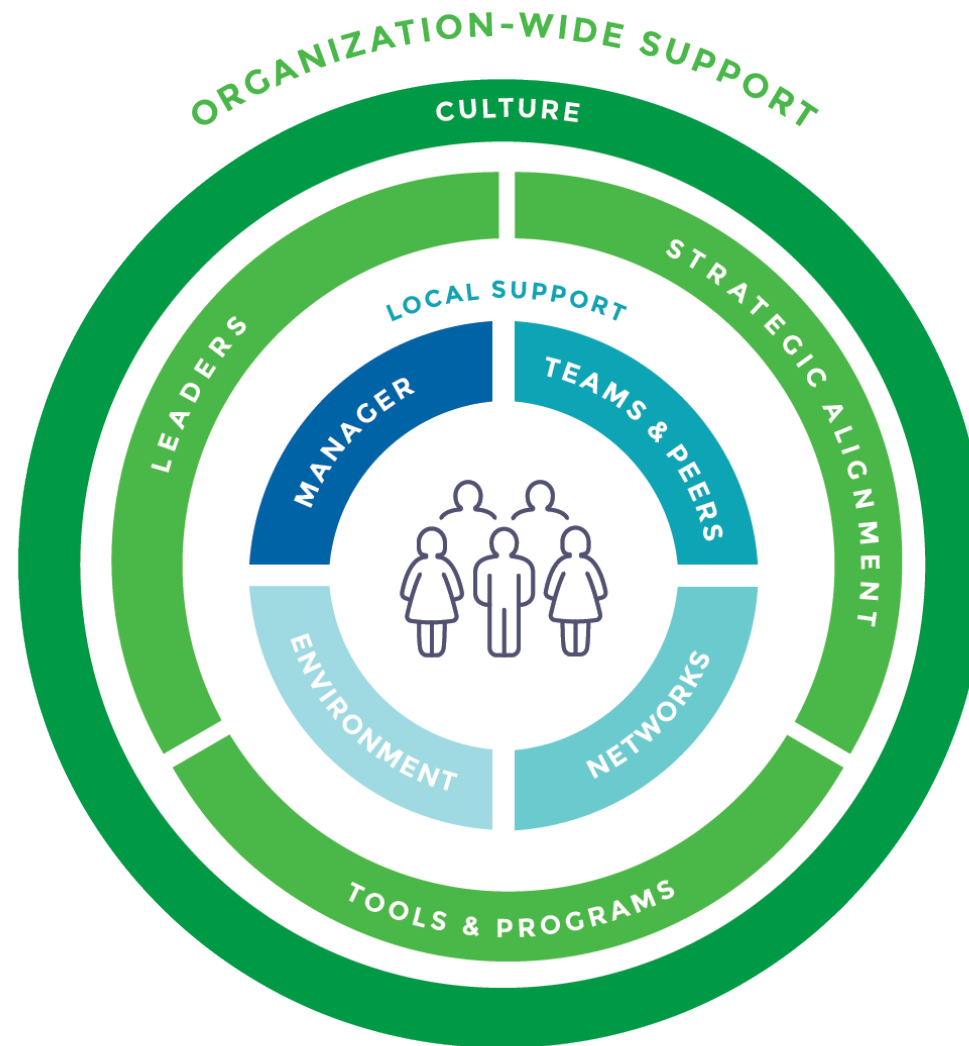
How might someone else see this differently?

What is making you fearful, nervous, uncomfortable, or worried?

Watch the Video: Bystander Intervention - Followup







Wrap Up

- ▶ Q & A
- ▶ Contact Harden Consulting Group, LLC
 - ▶ W: www.hardenconsultinggroup.com
 - ▶ E: kimberly@hardenconsultinggroup.com
 - ▶ P: 206.427.5037



Harden Consulting Group, LLC



Coming Soon

EQUAL OPPORTUNITY IN APPRENTICESHIP



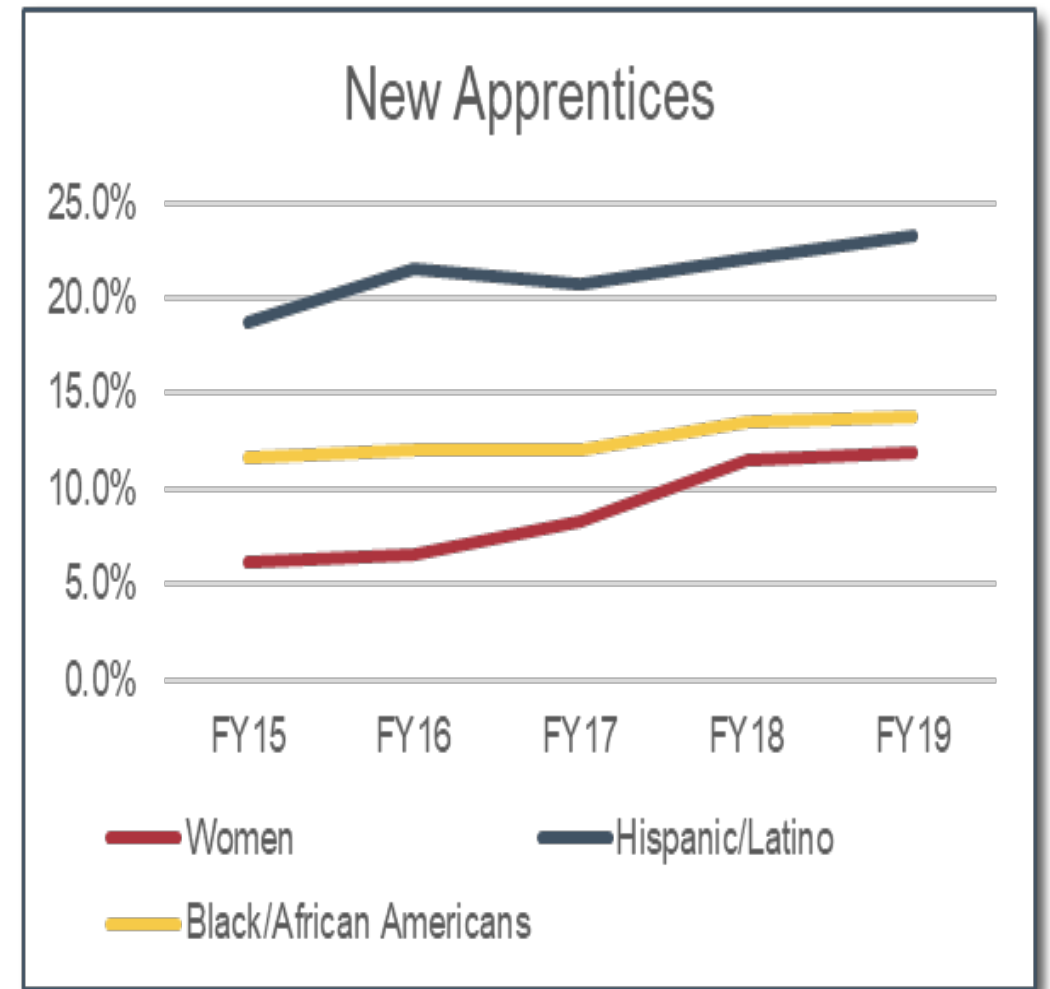
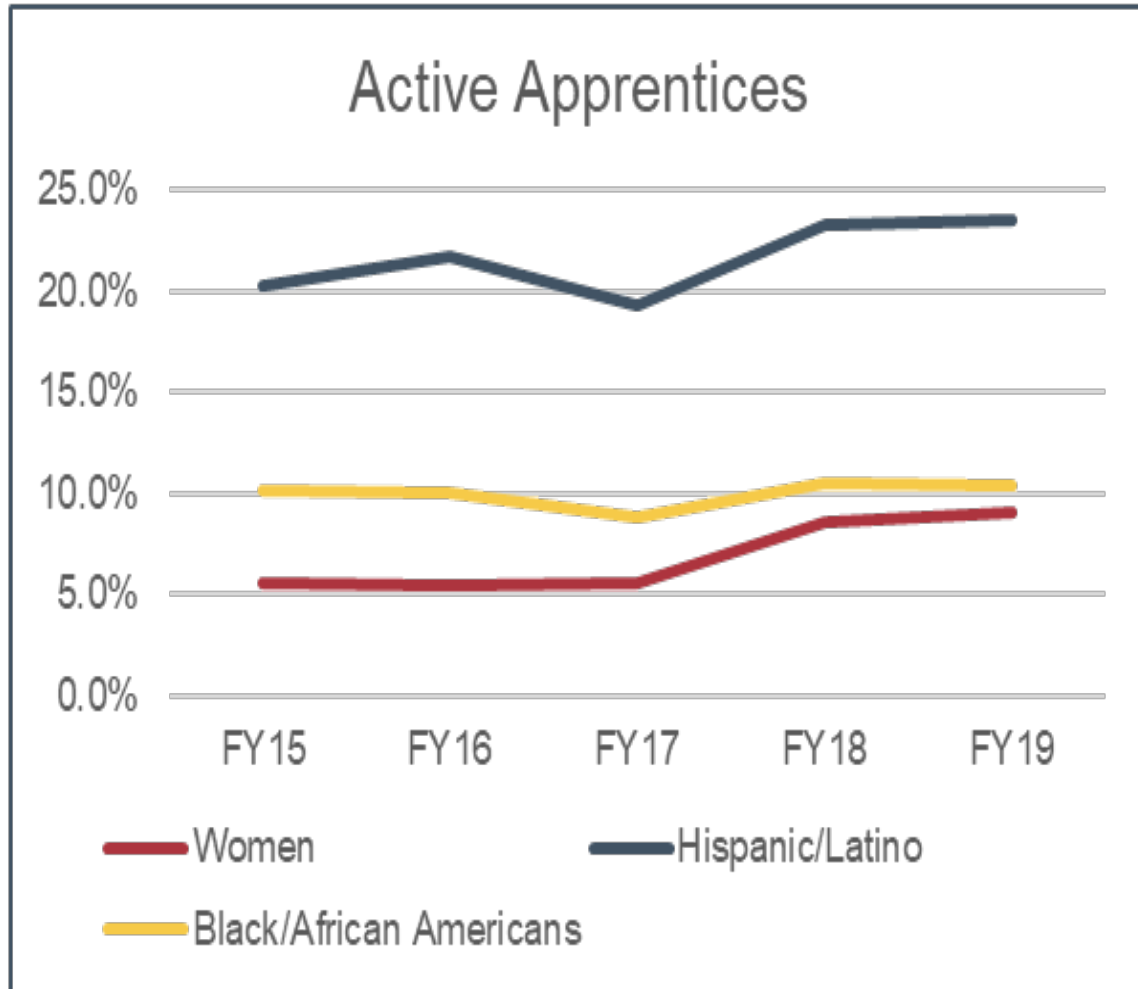
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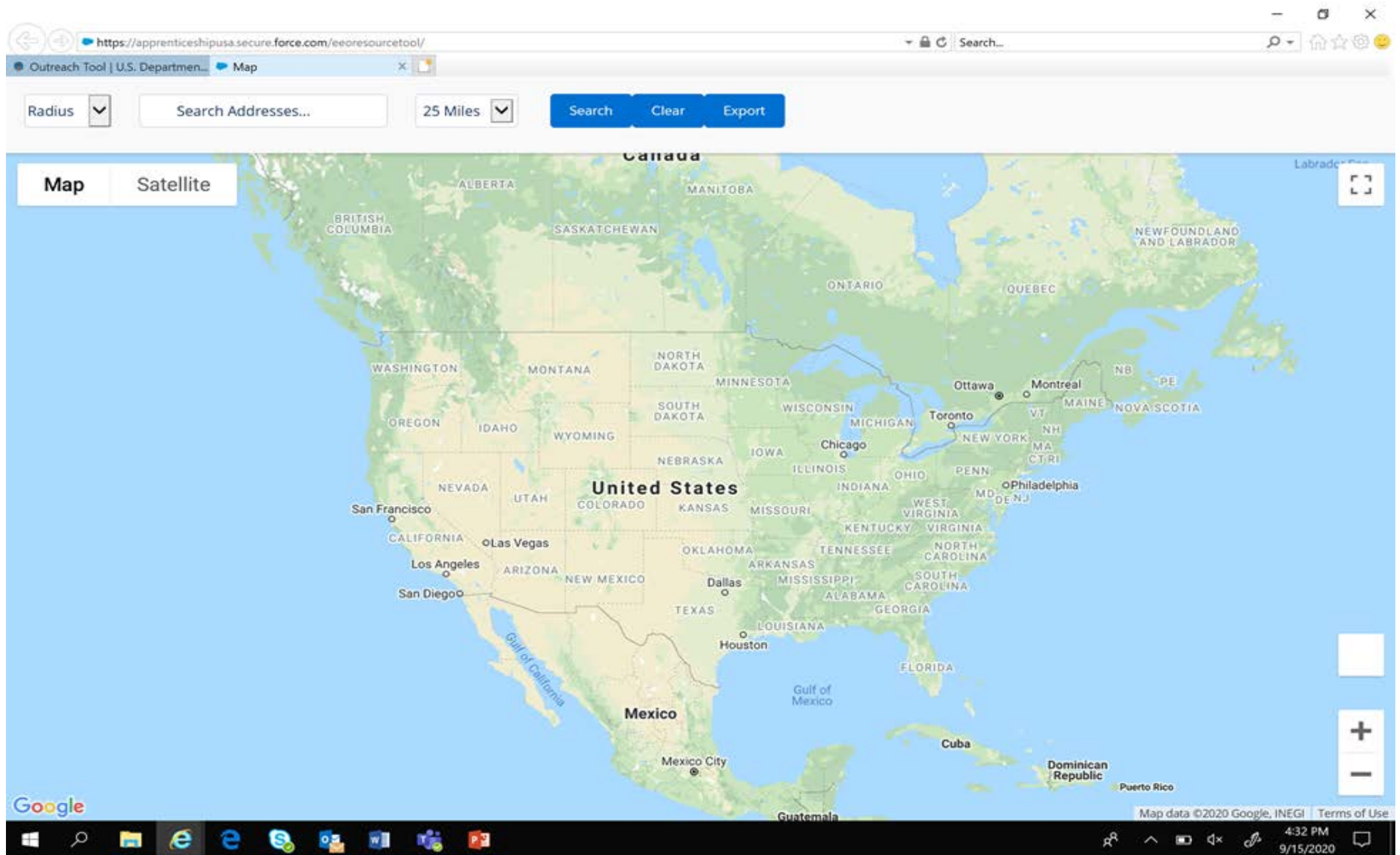
NATALIE LINTON

***Program Analyst, Office of Apprenticeship, Employment
and Training Administration, U.S. Department of Labor***

At the Department of Labor, Natalie writes policy and guidance, oversees implementation of the Equal Employment Opportunity regulations, and the development of competency-based occupational framework for use in apprenticeship program design. Natalie has over twenty years of experience in higher education as an instructor and administrator in career technical programs.

She has also served as a Peace Corps volunteer in both the Middle East and the Pacific Islands. In both regions, she worked with U.S. federal and local government agencies on a range of development activities including education reform and teacher education, school accreditation and evaluation, and workforce and organizational development.





<https://www.dol.gov/agencies/eta/apprenticeship/eeo>



Hi, I'm

LARK JACKSON

***Program Manager, National Center for Women's
Equity in Apprenticeship and Employment,
Chicago Women in Trades (CWIT)***

Lark is a recognized leader in advancing Equity and Inclusion policy and practices in apprenticeship in the manufacturing sector. She leads the National Center for Women's Equity in Apprenticeship and Employment's technical assistance work in Philadelphia where she facilitated the launch of the Women in Nontraditional Careers Initiative. The initiative brings multiple employers, community-based organizations, the Workforce Board and educational institutions together to build a pipeline to attract women to the apprenticeship and employment in manufacturing sector, as well as construction and transit.

EVENT SUMMARY



THANK YOU FOR JOINING!

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