



Infusing Diversity & Inclusion Into Everything We Do

Diversity & Inclusion Progress Report



AMERICAN INSTITUTES FOR RESEARCH®

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Our Commitment

AIR will infuse Diversity and Inclusion (D&I) into its mission and business.

As I reflect on the progress made over the last few years at the American Institutes for Research (AIR), some of our accomplishments that stand out most are strategies we have successfully executed to meet our Diversity and Inclusion (D&I) objectives. The accomplishments highlighted in this report have facilitated the continued engagement and development of our culturally, racially and gender-diverse workforce.

At AIR, D&I is core to our mission and a key component of our organizational strategy. We recognize that we need a team as diverse as the world in which we work. The people who benefit from our research come from all cultures and backgrounds, and they speak many languages. Our diverse workforce and community enables us to provide the research, analysis and insights needed to improve lives.

Transformational change only occurs over time, through the consistent and cohesive efforts of many individuals. It is imperative that we reflect on the principles of D&I and commit to infusing them into our daily work.

I want to thank the AIR staff for their valuable contributions as we continue AIR's D&I journey.



David Myers
CEO and President

Mission

To conduct and apply the best behavioral and social science research and evaluation toward improving people's lives, with a special emphasis on the disadvantaged.

Our Progress

Putting Our D&I Objectives into Action

Thanks to the outstanding work of the AIR D&I Council members, Employee Resource Group (ERG) leaders and volunteers, and the many diversity champions at AIR, we successfully executed several initiatives this past year. A couple of highlights include the largest gathering of D&I council leaders at a retreat and a D&I Internal intranet website launch. The completion of D&I online training by 84 percent of all AIR staff was regarded as our signature activity for 2016.

These accomplishments have strengthened our foundation by educating staff and encouraging more active involvement. Staff are encouraged to consider ways to participate, beginning with reflecting on how they are currently infusing D&I into their work.

Staff can become a diversity champion by starting an ERG. D&I is a journey that begins with each individual and requires constant awareness and practice – it takes time and dedication to be meaningful. With your active participation, we can continue to make transformative changes and optimize AIR's effectiveness.

This report reflects the D&I foundation-building strides we have made in the last year, including the development of AIR employee-driven programs that are now embedded in our culture.



Mónica L. Villalta
Chief Diversity Officer

“ AIR employee-driven programs – such as the D&I Council, our growing ERGs, and the Cultural and Linguistic Competence (CLC) Workgroup – are now embedded in our culture.”

Inclusion is Everyone's Responsibility

AIR staff is responsible for executing the D&I strategy. This begins with learning and demonstrating the AIR D&I competencies.

Cultural Competence: Understands and values diversity, and works effectively with colleagues and clients from different cultural backgrounds.

Key Behaviors

1. Works well with people who differ in race, gender, disability, age, culture and other dimensions of diversity
2. Respects employees regardless of their position or background
3. Avoids language, expressions and behavior that are culturally biased or offensive; confronts prejudice
4. Is aware of own personal or unconscious biases and takes steps to mitigate them
5. Interprets the cultural factors that are present in a situation and adjusts own approach to optimize results

Promoting Diversity and Inclusion: Creates a work environment that is diverse and where all staff and stakeholders feel respected, valued and engaged in decision-making.

Key Behaviors

1. Promotes and ensures policies and practices that support a diverse workforce
2. Creates a culture of inclusion where diverse perspectives are shared, heard and involved in decisions
3. Builds a strong and diverse base of talent who can carry the mission of the organization forward
4. Works flexibly and creatively with the unique talents of others by adapting style and work processes
5. Develops diverse candidates to ensure a pipeline of talent





AIR's Strategic Approach to D&I

- Our Approach
- D&I Council



Our Approach

“AIR will infuse D&I into its mission and business.”

- Goal 2.5, 2015-2020 AIR Strategic Plan

By articulating that D&I is a fundamental component of our overall organizational strategy, we have laid a foundation that will support our continued progress. To help guide our work, we have identified and defined four foundational pillars - our high-level objectives. These pillars are highlighted below.

Our clear strategy and specific implementation plan, coupled with the

mandate to apply them across the entire organization, have made it possible for us to make progress.

Deep, sustained cultural transformation of this scope requires an intentional process for managing incremental change efforts. It also requires a substantial investment of resources, which AIR has made to sustain the implementation of our D&I strategy.

AIR is implementing a D&I strategic plan with four pillars:



Workforce and Work Environment

Maximize our human capital and create a positive work environment

AIR staff, managers and recruiters help secure and retain a diverse workforce and enable a positive work environment where employees are valued and everyone can thrive.



Cultural Competence

Deliver quality services and products that reflect cultural competence

AIR staff know key concepts and resources; they appropriately incorporate dimensions of diversity, inclusion and cultural competence.



Identity, Brand and Thematic Research

Lead in the field through our D&I brand and thematic research

We demonstrate our brand through increased outreach, representation and visibility, as well as through the promotion of thematic research that showcases our D&I commitment.



Growth and Sustainability

Support our organization's growth and sustainability

AIR meets and surpasses regulatory and contractual requirements and leverages D&I to reach new, underrepresented and emerging markets.

D&I Council

D&I Council Mission

The AIR D&I Council fulfills its purpose by:

- supporting AIR's overall mission and goals;
- helping institutionalize D&I within the organization;
- monitoring progress toward the implementation of the D&I strategy; and
- maximizing management-employee partnership to enhance credibility and ownership of D&I efforts. AIR's D&I Council membership consists of an executive sponsor, chair, vice chair and members selected through a self-nomination process; appointed members; and ERG chairs.



2016 D&I Council Members

D&I Council Executive Sponsor: David Myers

Chair: Karen Francis

Vice Chair: Nikki Sharan

Members: Stephanie Autumn, Darlene Brown, Harrison Greene, Amber Hammond, Joan Hobbs, Ben Kalina, Usman Khan, Young Yee Kim, Ken Martinez, Kevin McClure, Cynthia Overton, Reyhan Reid, Joe Wagner, Jiao Yu

Under the leadership of Karen Francis and Nikki Sharan, the D&I Council strives to enhance its operations to maximize the management-employee partnership and monitor and enhance the implementation of the D&I Strategy. Perhaps the greatest challenges faced by the Council are the availability of time for members to engage in D&I activities due to busy work schedules and the ability to ensure sufficient and effective communication about our D&I work throughout the organization.

D&I Council

D&I Council 2016 Accomplishments

- Approved the charters and business plans for three ERGs: ACCESS AIR (Disability), AIR Asians In Motion (AIM) and AIR BLAAC Diaspora Network (BDN)
- Conducted the 2016 D&I Leadership Retreat and expanded the participation of staff to include ERG Leadership
- Participated in the 2016 ERG & Council Conference with PRISM International, Inc., October 20-21, 2016, in Las Vegas, Nevada
- Conducted CLAS PRO implementation planning sessions and established the CLC workgroup as an outgrowth of the CLAS PRO Committee
- Conducted monthly D&I Council meetings to engage D&I Council members and conduct D&I Council business
- Convened a learning session with national D&I expert Dr. Olivia Carter-Pokras of the University of Maryland to discuss effective D&I strategies
- Supported AIR BLAAC Diaspora Network's Community Conversation, "Race and Trauma in the Workplace"
- Hosted the 2nd Annual Diversity and Inclusion Appreciation Ceremony, where D&I Council members and ERG leaders were recognized for their contributions

D&I Council Retreat

"It was great to see so much dialogue, active listening and note-taking. It was also great to see folks comfortable enough to ask questions. I am very proud of the progress the whole team made."

- 2016 D&I Council Retreat Participant

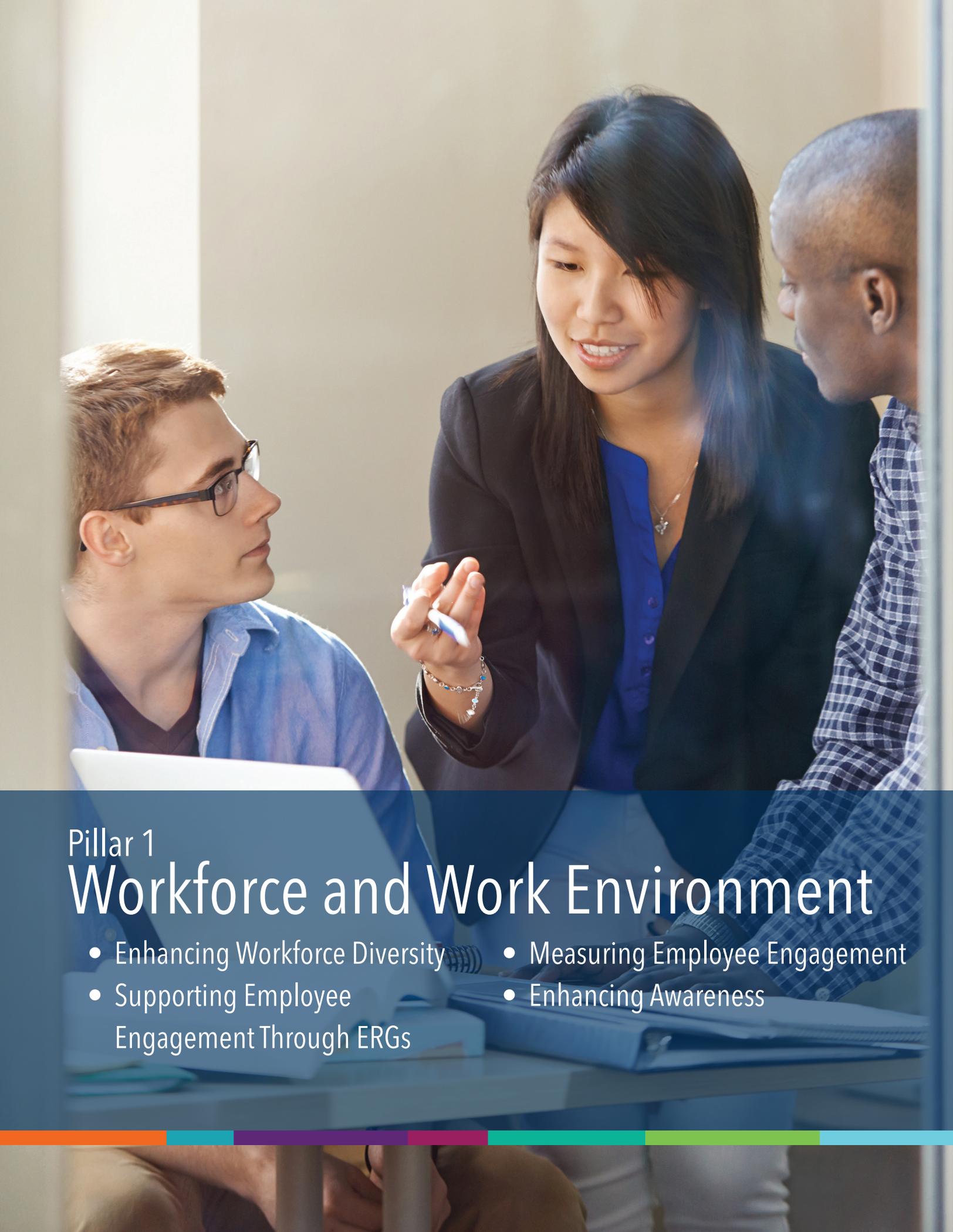
D&I Appreciation Ceremony

"I am grateful for the opportunity to be a part of this group and help advance the amazing amount of good work in progress. AIR is and will continue to be a better place to work because of D&I's efforts."

- Appreciation Ceremony Attendee



Depicted with CEO David Myers at the 2016 AIR D&I Appreciation Event on March 23, 2017: L-R: Mónica L. Villalta, Chief Diversity Officer; Nikki Sharan, D&I Council Vice Chair; Karen Francis, D&I Council Chair



Pillar 1

Workforce and Work Environment

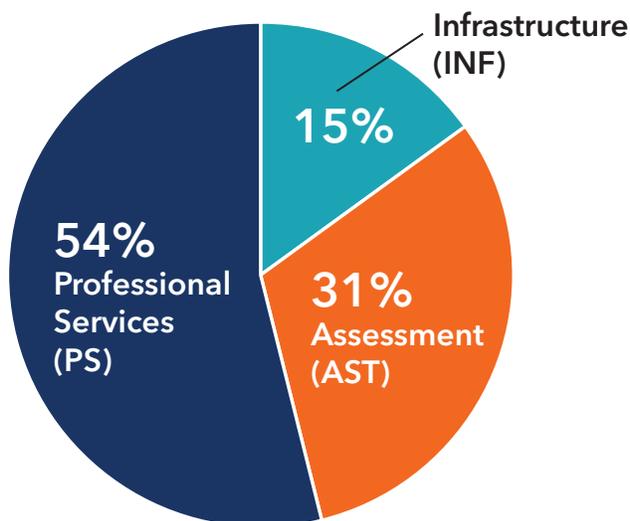
- Enhancing Workforce Diversity
- Supporting Employee Engagement Through ERGs
- Measuring Employee Engagement
- Enhancing Awareness

Our Workforce

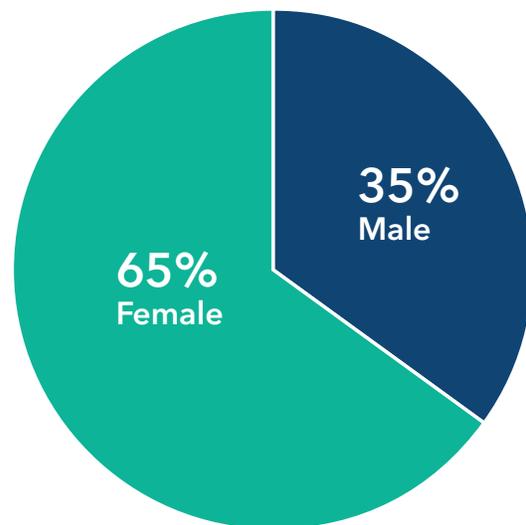
AIR recognizes the diversity of its workforce and systematically monitors and analyzes trends in its composition. In the last five years, we have strengthened our data collection and enhanced our analytics to help develop a clearer picture of who we are. This helps enrich our workplace today and prepares us to welcome our future workforce.

For administrative purposes, we divide AIR's workforce into three functional buckets where Assessment is considered a separate unit from Professional Services and "Infrastructure" refers to support services. This report showcases our workforce data through the end of 2016. For the most recent data, visit diversity.air.org.

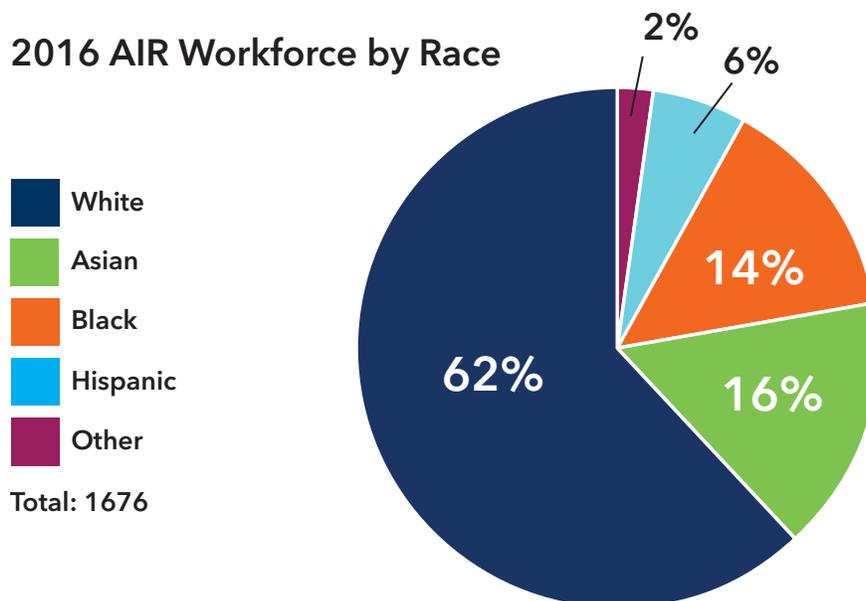
2016 AIR Workforce by Functional Area



2016 AIR Workforce by Gender



2016 AIR Workforce by Race



Enhancing Workforce Diversity

Our Diversity Recruitment Efforts

To continue building on the diversity of our workforce, we worked throughout the year to grow our network of minority candidate sources.

- Identified 10 additional universities for recruiting, with high-ranking degree programs and the most diversity among blacks and Hispanics
- Renewed a partnership with Local Job Network, facilitating outreach to 600 employment and diversity websites and 16,000+ community partners
- Participated in 12 conferences targeting underrepresented audiences

Targeted recruitment conferences attended in 2016

College Fairs and School Events

- Howard University Spring Career Fair
- Morgan State University Spring Job Fair
- University of Illinois - Chicago Fall Diversity Career Fair
- Howard University Fall 2016 Career Fair
- University of Maryland, Baltimore County Fall Career & Internship Fair
- Gallaudet University's Fall Internship & Job Fair
- Morgan State University Fall Job Fair

Conferences

- 3rd Biennial Latina Researchers Network Conference
- Association for Black Sociologists Conference
- 30th National Conference of Hispanic Association of Colleges and Universities (HACU): 30 Years of Championing Hispanic Higher Education Success
- Women of Color STEM Conference
- Society for Advancement of Chicanos/Hispanics and Native Americans in Science: STEM Diversity and Public Understanding
- 9th HBCU Career Development Marketplace
- 44th Annual Conference of the National Alliance of Black School Educators (NABSE)

Career Expositions

- Conference on Asian Pacific American Leadership (CAPAL) AAPI Career Fair
- Washington, DC All Veterans Job Fair
- Careers & the disABLED Magazine's Career Expo

Enhancing Workforce Diversity

Our Diversity Recruitment Efforts

Formal partnerships between Employee Resource Groups (ERGs) and Recruiting Team members were established, **identifying six objectives for joint recruitment and employment branding efforts to:**

- 1 Increase knowledge of AIR's recruitment strategy and tactics
- 2 Train to become AIR brand ambassadors
- 3 Partner with Recruiting to identify and coordinate support that ensures a positive experience for candidates
- 4 Recommend recruitment sources and conferences
- 5 Partner with Recruiting to help identify value propositions for joining AIR
- 6 Partner with Recruiting to improve the cultural competence of recruiters and hiring managers

Additional efforts include the identification of pathways to employment for members of underrepresented groups and ensuring that the Recruiting Team has increased cultural competence.

AIR's leadership has continued developing and supporting partnerships to house fellows with the aim of eventually hiring selected participants.

Improving Retention

AIR collected more robust feedback from departing employees by replacing the internal exit interview process with a new exit survey conducted by a third-party vendor.

Supporting Employee Engagement through ERGs

What is an Employee Resource Group (ERG)?

ERGs are voluntary, employee-led groups that support a diverse, inclusive workplace aligned with an organization's mission, goals, business practices and objectives. ERGs also facilitate leadership development, increased employee engagement and expanded marketplace reach.

At AIR, we currently have six ERGs addressing the following populations listed below. On the following pages, you will find each employee resource group's mission and leadership team, and highlights of their 2016 activities.



Membership in all ERGs is open to any AIR staff member.

AIR Asians in Motion



Mission

Asians in Motion (AIM) identifies and promotes opportunities to enhance the success of employees of Asian descent at AIR and welcomes everyone who supports their success.

AIM aspires to achieve this mission by

- 1) increasing awareness of diverse Asian experiences in the workplace;
- 2) providing professional development opportunities for employees of Asian descent; and
- 3) promoting and advocating for employees of Asian descent to participate in decision-making processes and leadership positions.

Leadership

Executive Sponsor: Steve Kromer

Chair: Jiao Yu

Vice Chair: Vaibhav Jain

Treasurer: Ahtisham (Shan) Sohail

Site Liaisons:

– **Naperville:** Hao-Yuan Ku

– **San Mateo:** Anlan Zhang

2016 Highlights

- Received official approval to be an official AIR ERG
- Asian Heritage Celebration in May (300+ participants)
- Lunar New Year and Diwali display in Georgetown office
- Attended ERG and Council Annual Conference in Las Vegas
- Coordinated an Immigration webinar with Immigration Support Service for AIR staff



Access AIR



Mission

The mission of the Access AIR ERG is to promote a work environment that is inclusive of and responsive to AIR staff and family members, clients and visitors with disabilities and/or who benefit from accommodations, as well as the communities that AIR impacts.

Leadership

Executive Sponsor: Dwayne Norris

Chair: Cynthia Overton

Vice Chair: Mariela Goett

Recorder: Amina Ghannam

Treasurer: Pakethia Harris

Location Leads:

– **Austin:** Joann Starks

– **Chicago:** Jayne Sowers

– **Remote:** Amber Hammond

2016 Highlights

- Created three resources to support disability access and inclusion in the workplace and on projects
- Hosted three events to recognize National Disability Employment Awareness Month
- Organized a pipeline recruiting event for American Association of People with Disabilities (AAPD) interns, which involved representation from Access AIR and HR delivering a presentation at AAPD
- Attended a recruitment event with HR Careers and the disABLED Magazine Career Expo
- Identified and coordinated a webinar on accessible application processes for HR Recruitment and other interested parties
- Continued collaboration with Facilities, which has provided significant support to Access AIR
- Represented AIR at the USBLN conference
- Represented Access AIR at the ERG and Diversity & Inclusion Council conference, which led to interest among the conference organizers in increased attention to disability and inclusion issues



AIR BLAAC Diaspora Network



An Employee Resource Group at
American Institutes for Research

Mission

The mission of the AIR BLAAC Diaspora Network is to promote a work environment that is inclusive of AIR employees who identify as Black, Latino, African, African American and/or Caribbean (BLAAC), fosters professional mobility, and engages in practices that are culturally responsive.

Leadership

Executive Sponsor: Michael Kirsch

Chair: Darlene Brown

Vice Chair: Arayle Freels

Recorder: Krissy Zeiser

Treasurer: Deeza-Mae Smith

Logistics: Josiah Labala

Webmaster: Karla McKenzie

Parliamentarian: Kendall Holley

2016 Highlights

- Co-sponsored the Hispanic Heritage Month Event
- Partnered with D&I Office to host three Community Conversations for AIR BDN and D&I Council members
- Sponsored Black History Month Celebration display and activities
- Attended "In Solidarity: The Role of Public Health in Social Justice" web-based lecture
- Increased AIR BDN membership/representation across more AIR offices by 10%
- Coordinated recruitment activities
- Attended Women of Color STEM Conference, 9th HBCU Career Develop Marketplace and 44th Annual Conference of the National Alliance of Black School Educators



AIR CREW



Collaborative Remote Employee Workforce
An Employee Resource Group at
American Institutes for Research

Mission

In support of AIR's corporate mission, the Collaborative Remote Employee Workforce (CREW) employee resource group (ERG) will leverage and strengthen – strategically and with a data-based decision model – connections between employees, managers, leaders and clients to create and ensure that the company's culture extends beyond the office walls.

Leadership

Executive Sponsor: Cheryl Vince (incoming)

Chair: Amber Hammond

Vice Chair: Nicol Christie

Recorder: Kimberly Adams

Treasurer: Rami Levy

2016 Highlights

- Chair represented AIR CREW at the 2016 ERG & Council Conference (October 2016)
- Chair served as remote employee liaison to Access AIR ERG (January–December 2016) and supported the ERG's annual event programs at the Chicago and Austin sites through remote facilitation, including serving as the point of contact for remote staff, identifying the best technology platform to use for remote broadcast, providing access information to remote participants, making recommendations for maximizing remote engagement and monitoring the remote sessions (October 2016)
- Organized and hosted the first annual AIR CREW ERG organization-wide event with the theme "Off Balance... On Purpose?"
- Received nine registrations for the social/professional development opportunity (book club), which kicked off with a discussion of the keynote video during the annual event (November 2016)
- In collaboration with Remote Site leadership, revised format and served as panelists for Remote town hall meetings to increase interactivity and amplify the remote employee "voice"
- AIR CREW Executive Committee continued discussions and prototype testing of a geo-map of remote employee locations, exploring privacy implications, features and cost.



AIR Pride



Mission

AIR Pride's mission is to support and engage employees who identify along the spectrum of sexual orientations and gender identities, as well as allies who are not lesbian, gay, bisexual or transgender (LGBT) but who want to support their LGBT colleagues, friends and family. We bring greater attention to the experiences of LGBT individuals and their families and work to enhance the quality of AIR's workplace, reputation, growth and impact.

Leadership

Executive Sponsor: Johannes Bos

Chair: Suzanne Claussen

Vice Chair: Ben Kalina

Recorder: Hank Heflin

Treasurer: Randy Sanders

Location Leads:

– **Chapel Hill:** Adair Smith

– **DC:** Benjamin West

– **DC:** DeWan Lee

– **DC:** Mel Kutner

– **DC:** Melody Thomas

– **Remote:** Ben Kalina

– **Rockville:** Tom Workman

– **San Mateo:** Christian Rummell

– **Waltham:** Karen Melchior

2016 Highlights

- Participated in developing AIR's first formal transgender transition plan
- Held an AIR-wide Pride Month event
- Developed, disseminated and analyzed survey administered to all members
- Displayed two rainbow flags in the lobby of 1000 TJ for first time in AIR history for two weeks in June 2016 to honor the tragedy in Orlando and LGBT Pride Month
- Influenced AIR's decision to begin offering transgender medical benefits effective January 1, 2017



AIR VIVA



Mission

AIR VIVA (Latino, Hispanic, Chicano ERG) contributes to AIR's mission and business by representing and supporting the development of Latino, Hispanic and Chicano employees and allies across AIR by promoting a culture of inclusion and providing a professional and collegial space to have a dialogue about the diversity and richness of the Latino, Hispanic and Chicano cultures.

Leadership

Executive Sponsor: Cheryl Vince (2016);
Irma Perez-Johnson (incoming)

Chair: Ken Martinez

Vice Chair: Delphinia Brown

Recorder: Deeza Mae Smith

Treasurer: Brenda Arellano

Site Leads:

– **Austin:** Brenda Arellano

– **Chicago:** Patricia Garcia-Arena

– **Rockville:** Delphinia Brown

– **Waltham:** Jessica Hinkson

2016 Highlights

- Hosted a Cinco De Mayo Celebration
- Hosted a Hispanic Heritage Month Event
- Participated in the National ERG and Council Conference
- Participated in two AIR recruitment activities
- Hosted three professional development activities for members
- Planned webinar on immigration for 2017 in partnership with AIR Asians in Motion (AIR AIM ERG)
- Participated in the development of and planning for the dissemination and implementation of the Culturally and Linguistically Appropriate Standards for Projects, Research and Operations (CLAS PRO)
- Working with AIR Human Resources Director of Recruitment on developing recruitment strategies



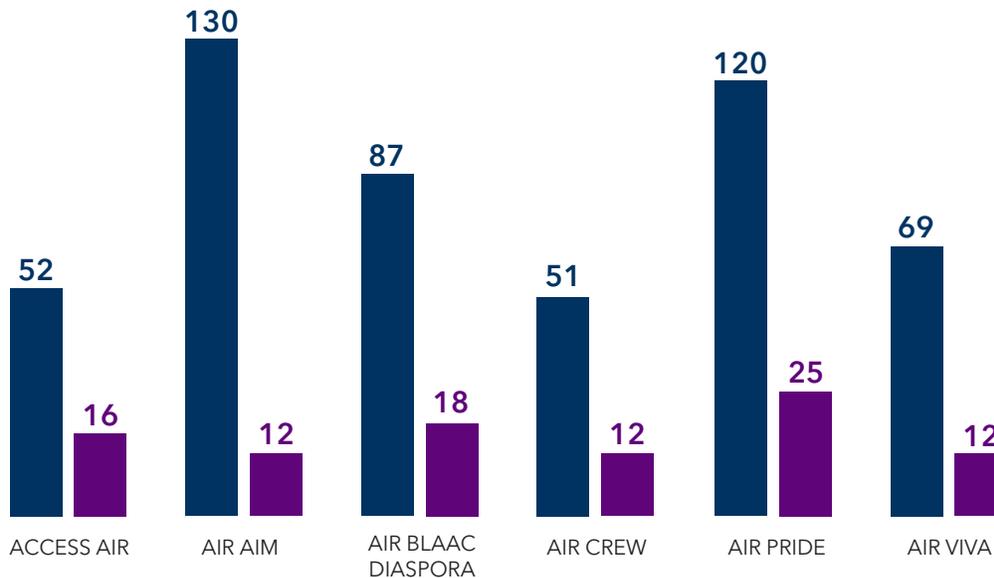
Supporting Employee Engagement through ERGs

AIR Employee Resource Groups: Year-End 2016 Membership

Total of 509 registered members

■ ERG members

■ Active members*



*Active members are considered those on the executive team, those leading committees or special activities, and members who actively participate in membership meetings on an ongoing basis.

2016 ERG Activity

ERG leaders and members worked on a variety of activities in 2016, including several cultural heritage celebrations and informational sessions highlighted on the following pages. ERG leaders held regular meetings and continued recruitment efforts while developing charters and business plans outlining ERG activities for the year.

Description	2016
Number of Employee Resource Groups	6
Number of Active Members	95
Number of Membership Meetings	40
Number of Total Participants in Membership Meetings	500+
Number of Heritage Month Events	11
Number of Heritage Month Event Participants	1100+

Measuring Employee Engagement

Our Engagement Survey results reflect that our staff's perception of D&I at AIR has changed positively in recent years. In the last Engagement Survey, 90 percent of staff felt that D&I was a top priority at AIR and 79 percent of staff felt that D&I was part of their job. D&I was flagged as an emerging area of strength with increases in scores for the 10 diversity-designated questions. The majority of the increases for these questions were statistically significant. (See selected D&I scores below.) We look forward to increasingly positive scores in the 2017 Engagement Survey.

Selected Diversity and Inclusion Engagement Scores

Question	2013	All AIR	% Change
		2015	
At AIR, D&I is part of my job	65%	79%	▲ 22%
At AIR, D&I is a top priority.	83%	90%	▲ 9%
The work environment at AIR actively includes staff differences.	84%	89%	▲ 5%

I really enjoyed the presentation. It's events like these (that emphasize personal growth toward a more inclusive workplace) that make AIR a good place to work.

- D&I Event Participant

Enhancing Awareness

2015-16 D&I Basics Training

D&I Basics training is designed to spark dialogue and:

- foster understanding of AIR's commitment to D&I
- build a vocabulary to support the D&I conversation
- demonstrate the dynamics of inclusion and exclusion that exist in the workplace
- challenge our assumptions

The self-paced web-based training launched in Q1 2016.

While D&I Basics was designed to promote existing staff's shared understanding of our approach and begin exploring the dynamics of inclusion and exclusion in the workplace, a different introductory training is required for newcomers to AIR during New Employee Orientation (NEO). A new one-hour web-based session was developed for new staff and as a prerequisite for D&I Basics.



Training Completion Rates	AIR	AST	PS	INF
D&I Basics Overall	84%	78%	85%	93%
Staff Managers	85%	69%	89%	100%
Staff	84%	80%	84%	90%



Pillar 2

Cultural Competence

- CLC Working Group and CLAS PRO
- Enriching Our Culture



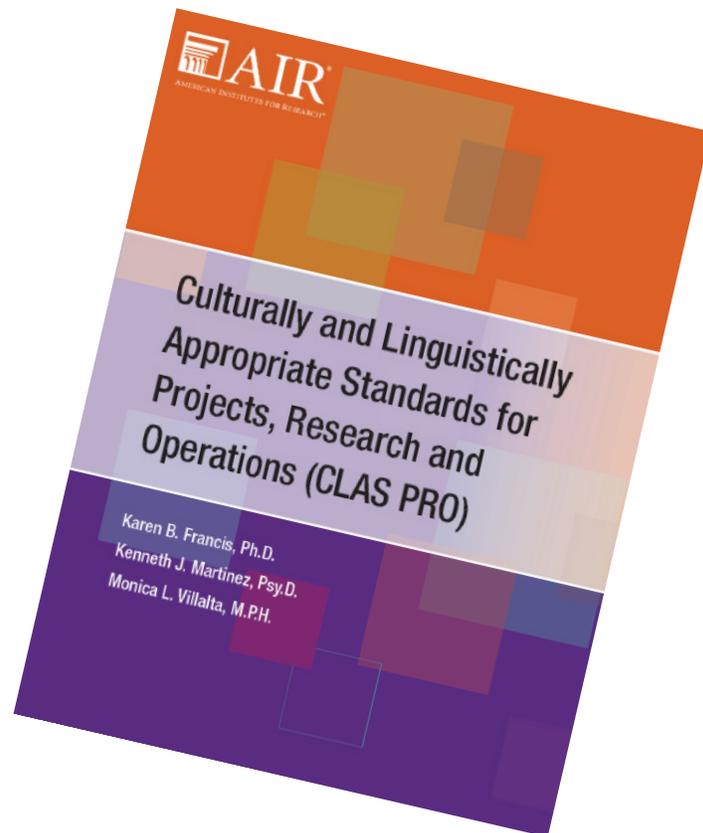
CLC Working Group and CLAS PRO

To build AIR cultural competence, the Culturally and Linguistically Appropriate Standards for Projects, Research and Operations (CLAS PRO) committee was established in 2014. It was sponsored by the D&I office, and later, in 2015, its work was linked to the D&I Council. The D&I Council drafted the original version of the CLAS PRO standards and the beginning of a pilot plan.

Expanding Efforts Around Cultural and Linguistic Competence

In 2016, AIR broadened the work of the D&I Council Committee on Cultural and Linguistic Competence (CLC), which was chartered to develop a set of cultural and linguistic standards. As part of this effort, a new working group was established to identify ways to measurably apply the cultural competence standards, principles and practices within Professional Services and explore whether such work might potentially be expanded into a line of business within

Research and Evaluation and Policy, Practice & Systems Change. Ken Martinez and Karen Francis lead the group. This new working group also started a pilot and will use the learnings to accelerate the implementation of CLAS PRO in Professional Services. Harrison Greene, VP for Survey and Data Science, will continue to serve as Executive Sponsor of this work group.



Enriching Our Culture

Throughout the year, in addition to ERG celebrations and enrichment events, D&I sponsors educational events and celebrations that honor the cultural heritage of members.

“Honoring the Wisdom Keepers”

During 2016 Native American Heritage Month, AIR held a panel discussion on Cultural Competency through an Indigenous worldview. Presenters shared aspects of their life work in developing evidence-based programs to promote and support the health and well-being of Native youth.



Enriching Our Culture

Second Annual Eid al-Fitr Celebration

Also known as The Feast of Breaking the Fast

One of the most joyous days on the Islamic calendar, Eid al-Fitr - also known as Eid ul-Fitr, or Eid - is a celebration that marks the end of Ramadan. Staff members at our headquarters were invited to join the celebration and learn about Muslim culture, food and traditions.





Pillar 3

Identity, Brand and Thematic Research

- Communicating D&I
- Communicating D&I to Our Staff
- Communicating D&I to Our External Stakeholders

Communicating D&I

2015-16 D&I Video

The D&I office partnered with Corporate Communications to develop two promotional videos about D&I at AIR. The internal video describes D&I strategy and initiatives and encourages AIR employees to take an active role. The external video showcases why D&I is important to our organization and our approach. The external video can be found on the D&I external page (www.air.org).



www.air.org/resource/mission-critical-diversity-and-inclusion-air



Communicating D&I to Our Staff

D&I Intranet Site

After developing the D&I website design, we devoted time to maximize the new SharePoint platform, edit previous content, and develop and incorporate new content. The purpose of the D&I website is to house all of the information, resources and tools necessary to implement and advance AIR's D&I agenda in an easily accessible location. The website was developed with input from multiple stakeholders through confidential interviews conducted by an external vendor. As we move forward, this internal site will continue to evolve to meet the needs of users and be adjusted as necessary. The D&I website was launched during the 2016 Annual Appreciation Ceremony.



Communicating D&I to Our External Stakeholders

D&I External Website

In order to inform our external audiences about AIR's commitment to D&I, a page on our external site was created. This page describes why D&I is important, the four pillars of our diversity strategy, our council leadership, and the existing and planned ERGs. The page also includes the president's statement on D&I and links to the career and benefits page and the Mission Critical video.



www.air.org/resource/mission-critical-diversity-and-inclusion-air



Pillar 4

Growth and Sustainability

- Increasing External Visibility and Good Faith Efforts
- Leading the Way in Current and New Markets



Increasing External Visibility and Good Faith Efforts

AIR Diversity Ads

The D&I Office continued to promote AIR and emphasize key messages of inclusion by placing advertisements and promotional items in printed and electronic media. In alignment with our Affirmative Action good faith efforts, we placed recruitment advertisements in publications focusing on Black and Latino professionals, women in technology, individuals with disabilities, veterans, and people in science, technology, engineering and mathematics (STEM). See below for some of the publications that featured AIR and a sample ad.

**WE WORK
BETTER TOGETHER
IN MAKING THE
WORLD A BETTER
PLACE FOR ALL.**

- Quality of service
- Positive work environment
- Mission-driven identity
- Growth

**THEY ARE THE FOUR PILLARS
OF OUR D&I APPROACH.**

AIR is one of the world's largest behavioral and social science research and evaluation organizations. We use the best science available to bring the most effective ideas and approaches to enhancing everyday life. For us, making the world a better place is not wishful thinking. It is the goal that drives us.

With Diversity as a priority, we can achieve our mission. The diversity of our 1,700+ employees is the engine in our search for innovative answers to any challenge.

We offer exciting career opportunities to new and experienced Bachelor's, Master's and Ph.D. holders.

To learn about our jobs and our D&I approach visit www.air.org

AIR is an EEO/AA/ADA employer. Minorities, women, individuals with disabilities and veterans are encouraged to apply.

Leading the Way in Current and New Markets

Sustainability

The D&I office strives to meet and exceed our Affirmative Action requirements to remain compliant in a competitive market. Our D&I efforts allow us to demonstrate compliance for current contracts at the local, state and federal levels. The D&I office works with staff in Professional Services and Assessment to provide the necessary information to win and retain contracts.

Growth

D&I also promotes AIR's services at a variety of external events. Our reputation as a leader in D&I allows AIR to break into new markets and expand the services we provide. For example, AIR was a sponsor of the Global Diversity and Inclusion Benchmarks launch to set universal standards for diversity and inclusion work across industries.



DIVERSITY & INCLUSION

Commitment to Equal Employment Opportunity, Affirmative Action, and Diversity and Inclusion

On behalf of AIR's Board of Directors and its senior leadership team, I want to affirm AIR's commitment to support equal employment opportunity (EEO), affirmative action (AA), and diversity and inclusion (D&I).

As a mission-driven organization dedicated to providing preeminent behavioral and social science research, we know that our human capital is our greatest asset and the key to our success. In addition to our intellectual diversity, the different life experiences and approaches we bring to our work help us understand our clients and meet their needs and the needs of the ultimate beneficiaries of our work. The rich diversity of our workforce helps us deliver quality products and services that can truly improve people's lives, in particular those who are undergoing difficult circumstances or considered disadvantaged.

Our D&I progress is built on our compliance efforts. As an organization, we are committed to meeting federal and state regulatory mandates and to ensuring nondiscrimination based on race, color, national origin, gender, disability, veteran status, sexual orientation, gender identity and expression, marital status, age, religion, or creed. We expect all staff members and staff managers to fulfill these commitments.

Any employee who experiences unlawful discrimination, sexual harassment, or other unfair treatment in any aspect of employment should—without fear of retaliation—contact his or her Staff Manager or Human Resources Liaison and follow our internal complaint procedures, as detailed in our portal or on the Human Resources webpage.

Acknowledging Different Steps in the Journey

Our formal D&I journey began many years ago with the Staff Council, a subcommittee on Diversity. We then established the Diversity Advisory Committee in 2008. Collectively, these groups deserve many accolades for their valuable contributions of time and energy to this most important effort. We have built on those earlier steps, making significant progress in the following ways:

- Designed a comprehensive D&I strategic approach
- Expanded recruitment postings through jobcasts to more than 200 community sites
- Launched six new multicultural employee resource groups
- Secured resources, including the Web-based diversity calendar and the encyclopedia
- Conducted the first annual D&I recognition ceremony
- Replaced the former Diversity Advisory Committee with a formal Diversity and Inclusion Council
- Developed our new D&I website (Please visit at diversity.air.org)
- Completed our first annual Diversity and Inclusion Report and posted it to our website

Monitoring Our Progress

A measure AIR uses to ensure nondiscrimination in our workplace is to have written AA plans in place. These AA plans, along with our goals and our policies, are available for inspection on request during regular business hours. Any request to review the AA plans must be directed to Human Resources Service Center, 1000 Thomas Jefferson Street NW, Washington, DC, 20007, or by e-mail to HRService@air.org.

I am happy to share that this year, as in the last several years, our AA plans have not required hiring goals mandated by the U.S. Office of Federal Contract Compliance Programs (OFCCP), which enforces the EEO laws. We still have more work to do to meet OFCCP's requirements under the new regulations to attract and hire individuals who ensure their sustainable success.

Together, We Can

I invite everyone at AIR to reflect on ways we can ensure an inclusive workplace. Seasoned employees especially those who can ensure an inclusive workplace. Again, I reaffirm my support for EEO and D&I.

Sincerely,
David Myers

"WE'VE LEARNED WHAT WORKS TO IMPLEMENT DIVERSITY AND INCLUSION SUCCESSFULLY"

Global Diversity & Inclusion Benchmarks

Standards for Organizations Around the World

10TH YEAR ANNIVERSARY EVENT

TUESDAY, DECEMBER 13, 2016
3:00 TO 6:00 PM
8515 GEORGIA AVENUE, SUITE 800
SILVER SPRING, MD 20910

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www.cookross.com

AIR
 AMERICAN INSTITUTES FOR RESEARCH

3:00 Networking • Displays • Refreshments • Book Signings

3:30 Welcome from the Event Sponsor
Howard Ross, Cook Ross Inc.

3:45 Opening Endorsements
 • **OFCCP EEO Specialist, Mary Frances Winters, The Winters Group**
Small Group Discussions Facilitated by GDI Users & Panelists:
 • "Lessons, Failures of Our 40-year-old Institution & Why GDI is Important Now in Our History," Cynthia H. Low, Ed.D., ACJW, College Student Educators International
 • "Disproportionate Bias, Racism, and How We Can Pushback: Influence All Lives to Matter," Howard Ross, Cook Ross Inc.
 • "Research and GDI: Open and Opportunities in Our Journey," Monica L. Wilkins, M.Ed., American Institutes for Research
 • "The Affirmative Action of the U.S. Presidential Election: What We've Learned from Recruitment and Training Clients: A Systemic Approach," Christine Cross-Hubbard, Peckert Group
 • "Global GDI: Land and Personal," Nadia Yassari, M.P.
 • "International Leadership: GDI Impacts the Military," Ed.D., The Robert Jamison Consulting Group, Judith Katz, A. Sanje Yungblut, Ph.D., Gene Yungblut & Assoc.

5:30 Networking • Displays • Refreshments • Book Signings
6:00 End

FREE ADMISSION - LIMITED SPACE - REGISTRATION REQUIRED
PLEASE REGISTER HERE: LETTERS.COOKROSS.COM/GO/RSVP/2016

Site is Accessible • Advice on Food Allergies/Restrictions, Accommodations Needed
Transportation & Parking Information on Registration

About the GDI: The GDI, a free downloadable 80-page booklet that helps organizations determine strategy and measure progress in managing diversity and fostering inclusion. Agreed sites by 97 experts around the world, the GDI provides a roadmap for organizations of all sizes, types, industries, sectors and locations, regardless of their approach to diversity and inclusion. For more information, please visit: www.diversityandinclusion.org and navigate to Global D&I Benchmarks.

Thank You!

D&I Council

David Myers (Executive Sponsor)
Michael Baran*
Darlene Brown*
Karen Francis (Council Chair)
Harrison Greene
Amber Hammond
Joan Hobbs
Usman Khan
Young Yee Kim*

Ken Martinez*
Cynthia Overton
Jasmine Park
Reyhan Reid
Fara Tapscott
Nikki Sharan* (Vice Chair)
Mónica L. Villalta
Joseph Wagner

*committee chairs

Cultural and Linguistics Competence (CLC) Workgroup

Michael Baran
Darlene Brown
Tammie Causey
Linda Cavazos
Karen Francis (Co-Chair)
Harrison Green (Executive Sponsor)
Amber Hammond

Wehmah Jones
Robyn Madison-Harris
Ken Martinez (Co-Chair)
Claudette Rasmussen
Christian Rummell
Lisa Tabaku

ERGs, planning task force leaders, executive sponsors and members of each group, including:

Access AIR

Chair - Cynthia Overton
Vice Chair - Mariela Goett
Recorder - Amina Ghannam
Treasurer - Pakethia Harris
Executive sponsor - Dwayne Norris

AIR AIM

Chair - Jasmine Park
Vice Chair - Josephine (Joie) Tolosa
Treasurer - Ahtisham (Shan) Sohail
Executive Sponsor - Steve Kromer

AIR BLAAC Diaspora Network

Chair - Darlene Brown
Vice Chair - Taishya Adams
Recorder - Krissy Zeiser
Treasurer - Deeza-Mae Smith
Executive Sponsor - Michael Kirsch

AIR CREW

Chair - Amber Hammond
Vice Chair - Nicol Christie
Recorder - Kimberly Adams
Treasurer - Rami Levy
Executive sponsor - Cheryl Vince

AIR Pride

Chair - Ben Kalina
Vice Chair - Tom Workman
Recorder - Matthew Shina
Treasurer - Randy Sanders
Executive Sponsor - Johannes Bos

AIR VIVA

Chair - Brenda Arellano
Vice Chair - Delphinia Brown (outgoing);
Melissa Bullerwell (incoming)
Treasurer - Dalia Zabala
Documentarian - Marcela Movit
Executive sponsor - Irma Perez-Johnson

Office of Diversity and Inclusion

Chief Diversity Officer - Monica Villalta
Diversity & Inclusion Program Manager - Zach Thomas
Administrative Associate - Allison Hedrick



For more information about this report, please contact:
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To learn more about AIR's D&I
initiatives and resources, please visit:
www.air.org