



**AMOPPORTUNITIES**

# **Diversity, Equity, and Inclusion Strategic Roadmap**

February 2021

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# Executive Summary

The following report presents information on the current state of diversity, equity, and inclusion within AMO opportunities. The DEI Committee initiated this process with Phase I, which included the distribution of surveys, feedback from team meetings, and weekly research over a three-month period.

The strategic plan offers initiatives focused in five core areas: commitment & consensus, recruitment, retention, infrastructure, and progress. We hope that the company treats this as a living document that initially represents only three months of work—work that must be ongoing.

By recognizing diversity, equity, and inclusion as intellectual and social values at the heart of our company identity and mission, we believe we will create a space that is welcoming and beneficial for all.

This document lays the foundation for AMO's future planning and implementation of diversity, equity, and inclusion initiatives.



# Inaugural DEI Committee



**Kyle Swinsky, CEO**



**Benjamin Bradley, President & COO**



**Donielle Alicea, Director of Marketing**



**Daniela Ortiz, UX/Product Designer**



**Antoine Foggs, Lead Sales Advisor**



**Melanie Krauss, Director of HR**

# Mission and Vision

The mission of our DEI Strategic Plan is to guide us all in the pursuit of a more diverse, equitable, and inclusive community. AMO's vision is to create a better future for students globally, which requires us to represent, champion, and incorporate the entire community we serve.

Process in formulation and execution often separates an effective DEI strategy from an ineffective one. Effective DEI strategic plans arise from a shared vision, are formulated inclusively, and are executed in a transparent and consistent manner; all together opening the box to new ideas. To solve this, we need to be all in together. We need to define our success, measure, and continue to evolve based on our results.



## OUR VISION IS:

**A company** that welcomes each person to be fully and uniquely themselves.

**A place** where people from all backgrounds, religions, sexual orientations, ethnicities, and heritages are free to express their individuality.

**A culture** that creates opportunities for all its team members, providing accessible training and education to cultivate a more diverse, inclusive, and equitable culture.

**A diverse team** that is reflective of the medical trainees that we serve and united in the objective of creating a healthier world, where global citizens have access to healthcare.

## TO ACHIEVE OUR VISION, WE POSITION DEI AS:



### Diversity:

to advance the cause of diversity beyond just surface-level quantitative metrics. By advancing initiatives affecting hiring, diversity of ideas, education on the importance of diversity, and diverse teams, we hope to continue to build a community of people from many different backgrounds while educating team members about the benefits of diverse teams for personal and team success.



### Equity:

to remove and proactively defend against any inequality of opportunity throughout the hiring, promotion, team contribution, and decision-making processes. To promote impartiality and fairness within the procedures, processes, and distribution of resources.



### Inclusion:

to encourage and empower team members to contribute and foster a culture where team members know their contribution will be valued. From that empowerment, contributions will increase, and innovative ideas will emerge to the benefit of the entire team. We hope to increase the communication channels available for new ideas, increase opportunities for team members to access information, and decrease siloing of information.

## Our Responsibility

It is the responsibility of all within AMO to build consensus and share commitment to a DEI Strategic Plan. We must all together identify the needs, set our goals, and create actions to progress diversity, equity, and inclusion internally within our team and externally among our stakeholders. Once the plan has been created and actions have been taken, we must perform our due diligence to measure our efforts, determine the impact, and constantly evolve.



# DEI Strategic Framework



Our framework is centered around five core strategies that the company believes can affect DEI change within.

Starting in 2021, we will initiate each core strategy individually with the intent of building holistically and improving continuously.

**Consensus & Commitment** – Our responsibility is to share this commitment to DEI. We must all come to a consensus that diversity, equity, and inclusion are mission critical to AMO. This will include efforts to improve well-being as well as education initiatives around DEI and why it adds value.

**Recruitment** – Our hiring is how we create our company; people create businesses and team culture, establishing a feedback loop that affects how AMO interacts with the world. We will work to improve our recruitment processes to attract top talent with diverse perspectives and experiences. This will bring new and innovative voices to the table.

**Retention** – We must ensure that the AMO culture is inviting to all. Our goal is that our culture should empower our current and future team members to feel welcomed and comfortable sharing new ideas. To leverage the highest potential from our team, we are dedicated to supporting personal and professional growth within the DEI framework.

**Infrastructure** – As we scale our business, it is critical that everyone has the tools within the company to succeed. Our DEI efforts will assess our existing tools, incorporate new tools and strategies, and build on transparency, communication, and decision-making. It is a critical time to create processes to onboard new employees with our DEI tools to enable them to continue our forward DEI momentum.

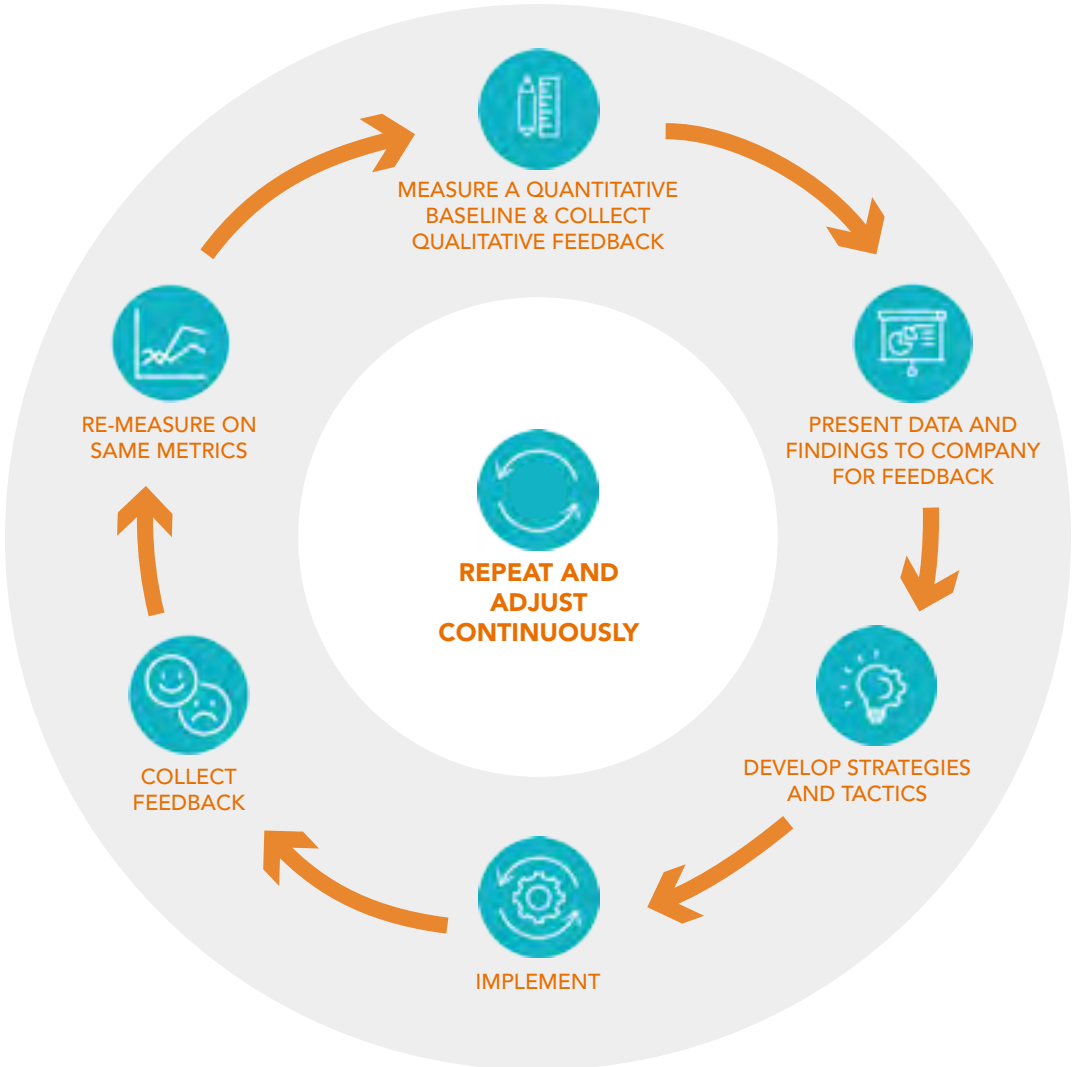
**Progress** – This is the glue of our DEI Strategic Plan, ensuring we are continuously moving forward. This is in our company's DNA, and our framework must focus on tracking success.

# Methodology and Data Findings

Within each strategy, we will work to systematically affect change that includes all stakeholders.

A sample of a roll-out will look like:

- 1. Measure a quantitative baseline & collect qualitative feedback
- 2. Present data and findings to company for feedback
- 3. Develop strategies and tactics
- 4. Implement
- 5. Collect Feedback
- 6. Adjust
- 7. Re-measure on same metrics
- 8. Repeat and adjust continuously



The DEI committee aims for average ratings of 4 or higher

Our first baseline measurements are shown on the directly subsequent pages.



# DIVERSITY SURVEY

- 18 out of 26 team members responded (69% response rate)
- November 2020
- 5 quantitative questions
- 5 follow-up qualitative questions
- 2 independent qualitative questions

Questions were based on a scale of 1-5, asking team members how much they agree or disagree with the following statements:

## 1. People of all cultures and backgrounds are respected and valued at AMO

**4.75 average rating**

The team sees respect and inclusion and acknowledges that the company is moving in the right direction.

## 2. Education about diversity will enhance the company's performance

**4.5 average rating**

Overall, the team sees the value in education. Education will boost morale and strengthen the company as well as help understand where others are coming from and the people we are serving.

## 3. Management shows that diversity is important through its actions

**4.125 average rating**

Team members want AMO to be more outspoken about what's going on in the world regarding diversity but overall AMO is taking the right steps and moving in the right direction.

## 4. I believe the company will take appropriate action in response to incidents of discrimination

**4.6875 average rating**

Team members say AMO respects and cares about their people as well as takes discrimination seriously and will not tolerate it.

## 5. I feel that my compensation is fair, relative to similar roles at my company

**3.125 average rating**

The team is looking for a more transparent pay scale as well as how to move up in salary and/or title.

## 6. What do you think when you hear diversity in the workforce? What does a diverse team look like to you?

Our team considered diversity in the workforce and diverse teams as essentially the same ideas. They are both associated with a group of people with different ethnicities, religions, ideologies, ages, genders, expertise, and perspectives, working toward a similar goal that can learn from one another. This group has balanced representation of individuals that fosters an environment of collaboration, open discussion, and is welcoming to all. Happiness, connectivity, synergy, productivity, inclusion, discussions, and friends are other words that come to our team's mind when discussing diversity.

# EQUITY SURVEY RESPONSES

- 17 out of 27 team members responded (63% response rate)
- December 2020
- 6 quantitative questions
- 6 qualitative

Questions were based on a scale of 1-5, asking team members how much they agree or disagree with the following statements:

## 1. My job performance is evaluated fairly

**4.53 average rating**

Job performance is based on results and not methods. We need to standardize our KPIs. Things can change quickly in a startup but shouldn't impact results.

## 2. Everyone has the same access to resources to grow internally and interpersonally at AMO

**4.176 average rating**

More clarity on how individuals can grow in their roles, especially for new and future employees.

## 3. AMO is committed to equity in the workplace

**4.588 average rating**

The DEI committee uses the data collected to develop the 2021 DEI Strategic plan and action items to increase diversity, equity, and inclusion at AMO.

## 4. AMO's senior leaders act consistently around racial equity

**4.588 average rating**

More education is always helpful.

## 5. I am satisfied with how decisions are made at AMO

**3.94 average rating**

Request more transparency around advancement/promotions and salary structures. More delegation of responsibility to leaders outside Ben and Kyle. Ensure the right people are at the table.

## 6. I have the tools to address when I see/hear inequities in the workplace

**4.41 average rating**

The team shared that not everyone has a clear understanding about the processes currently in place to address inequities that can be found in the AMO Handbook under the internal complaint procedure.

# INCLUSION SURVEY

- 18 out of 26 team members responded (69% response rate)
- September 2020
- 6 quantitative questions
- 6 qualitative questions

Questions were based on a scale of 1-5, asking team members how much they agree or disagree with the following statements:

## 1. I feel like I belong at AMO

**4.66 average rating**

Team members feel valued and comfortable contributing, but want to hear more about how feedback is utilized.

## 2. When I speak up in my small team/department, my opinion is valued

**4.61 average rating**

Overall, opinions are valued, increased focus on feedback has been positive, but remote work makes communication more challenging.

## 3. I feel like my manager makes an effort to understand what I mean

**4.55 average rating**

Management is understanding and team members want transparent information from managers—no need to sugar coat.

## 4. I feel respected and valued by my cross-functional colleagues

**4.33 average rating**

The team feels respected but requests more effort to listen during meetings and for co-workers to try to independently find the information when resources are available before asking others.

## 5. I feel like there are silos at AMO which affect my productivity

**2.5 average rating**

Some departments are less interactive due to the nature of their work and the virtual working environment. There have also been challenges when not all stakeholders are included in the conversations which can impact other departments' workflow.

## 6. I have someone to talk to when I have concerns

**4.33 average rating**

People identify a mix of individuals that they can go to, including their supervisors and colleagues.

## 7. Additional feedback

Is the committee planning on including initiatives and strategies to hire a more diverse staff?

# Gap Analysis

## DIVERSITY

<b>Strengths</b> AMO does its best to protect employees and treat everyone with the utmost respect. No one feels that anyone is intentionally mistreated.	<b>Weaknesses</b> As a company, there is still more that can be done to address major current events and how it can impact us. Not every situation is an emergency, but more situations can be acknowledged.
<b>Opportunities</b> While people understand DEI initiatives are important and support it, the connection to how it can directly impact company growth may not be fully understood.	<b>Threats</b> Transparency around compensation needs to be better. As it stands, it is confusing for many, and when others learn of discrepancies—without any understanding of how that decision was made—it has the potential to be detrimental to productivity.

## EQUITY

<b>Strengths</b> While still having room for improvement, people feel that they are treated respectfully and are rewarded for the results that they produce.	<b>Weaknesses</b> The team is not aware of what tools exist to address problems, meaning issues for which there may be tools can be exacerbated by the perception of no pathway solution.
<b>Opportunities</b> With our DEI initiatives, we have an opportunity to hold the company accountable to the values we put forth, especially around discrimination and equity during a time where many marginalized groups may feel unsupported.	<b>Threats</b> We need to ensure that there is more transparency, as decisions that are made sometimes seem to be made with no basis, alienating those who are affected without having any contributions—or feeling that their opinions were ignored.

## INCLUSION

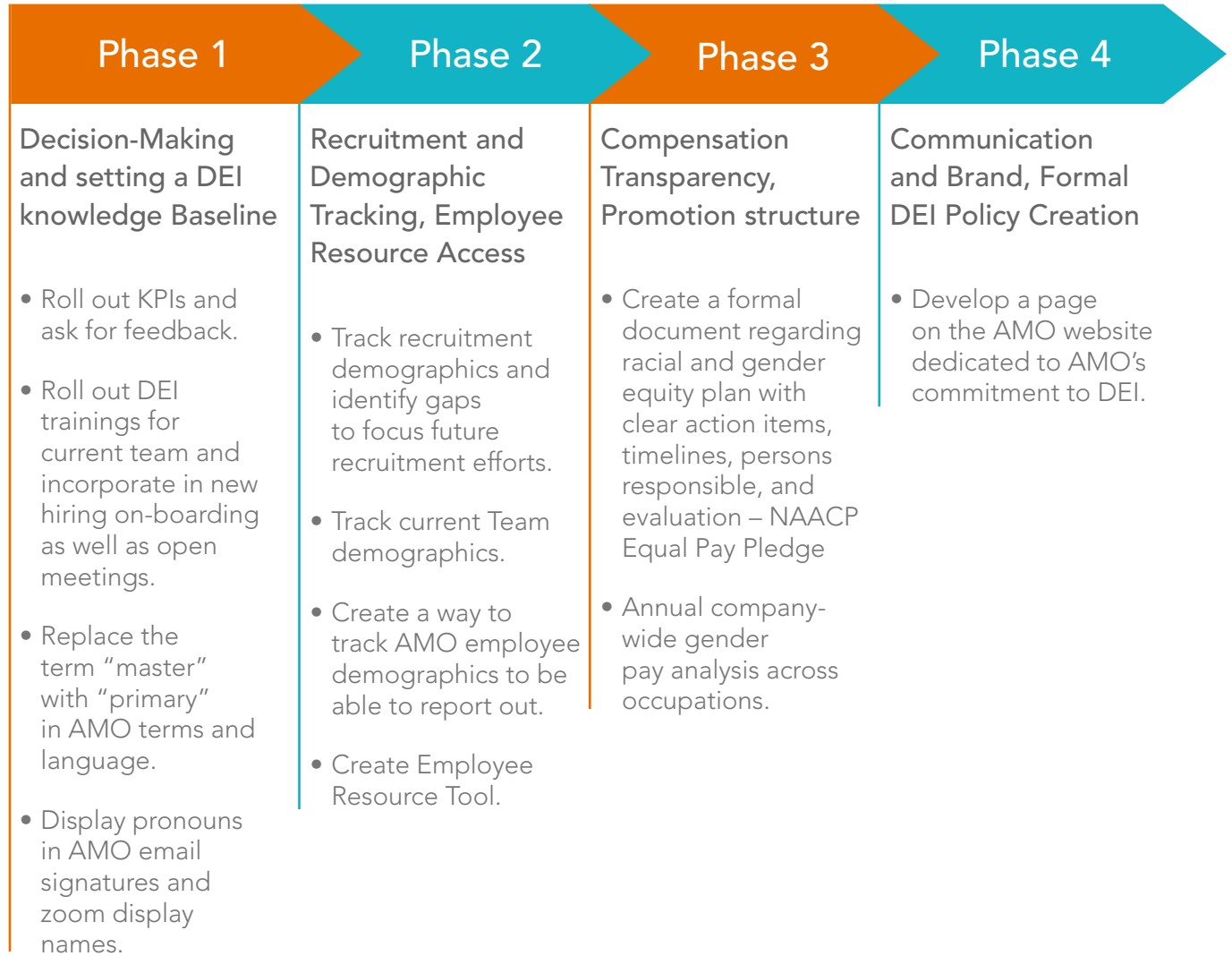
<b>Strengths</b> AMO has a strong culture of belongingness that places value on the opinions of everyone, not just leadership.	<b>Weaknesses</b> The level and methods of information sharing between departments is not where it needs to be due to siloing.
<b>Opportunities</b> With our DEI initiatives, we can ensure that everyone feels comfortable knowing that there is at least one person who they can go to for addressing their concerns.	<b>Threats</b> With a strong culture of belonging we need to be cognizant of cross-functional unity and ensure that departments are able to collaborate together without seemingly dismissing the work that others are doing.

# Sustainable Transformation- Measuring Success

- Monthly DEI NPS surveys to measure the impact on the DEI Committee and its initiatives. DEI NPS score will be added to the AMO KPIs document.
- When surveying team members, success will be evaluated by a qualitative score with the goal of averaging 4 or higher.
- Ongoing evaluation and measurement of timeline/phase progress (see page 14 for details).
- Project planning and tracking on the 2021 DEI Roadmap Trello Board.
- The committee plans to transition committee members and re-survey the whole AMO team annually to include new voices and perspectives on AMO's diversity, equity, and inclusion initiatives. Committees will continue the work of previous committees building on the groundwork laid by the initial roadmap.

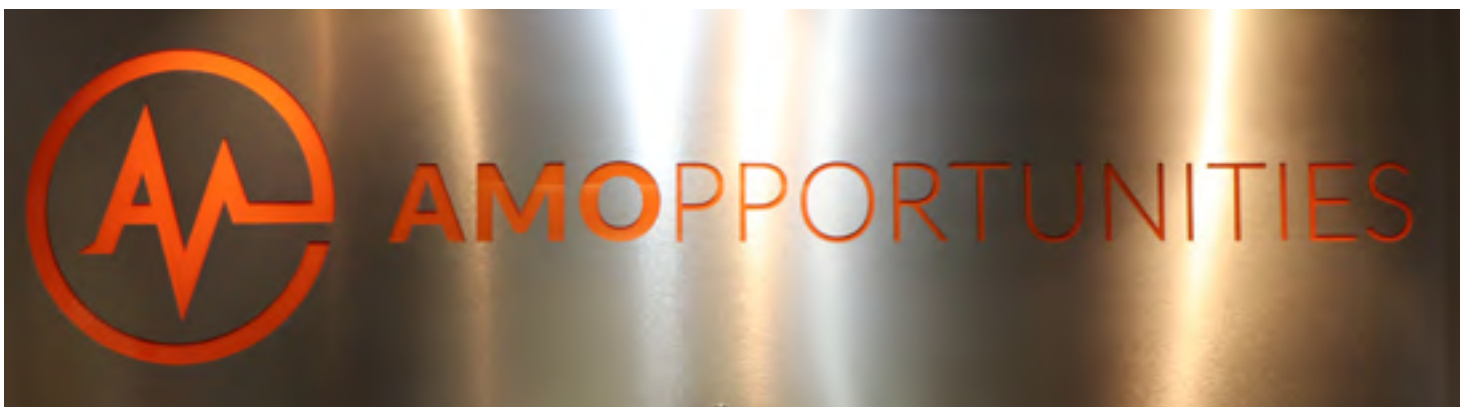


# Timeline



# Conclusion

AMO's DEI strategic plan is setting the baseline for AMO's company culture. While this plan is a living document and will grow as our team and the world around us grows, the strategies developed will facilitate the actions implemented by team members on all levels. This plan, while fluid, above all else aims to set precedent that AMO values a diverse, inclusive, and equitable culture that values all those that come to the AMO table.



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**AM OPPORTUNITIES**