BlueCross BlueShield of North Carolina

INCLUSION
CHALLENGE

Background

For the past 12 years, Blue Cross NC has engaged in conversation about the role diversity plays in shaping our culture and enabling business success. Our diversity journey is now focused on inclusion. Inclusive behaviors translate the creativity that comes from engaging our diversity into innovative solutions and ideas. Inclusion promotes the engagement, collaboration and innovation necessary for us to deliver on our strategy.

2019 Inclusion Challenge

The 6-week pilot challenge was comprised of 14 activities:
- Bias Buster (5 activities completed)
- Diversity Dynamo (8 activities completed)
- Inclusion Champion (12+ activities completed)

The activities encouraged self-reflection and discovery, accountability, increased curiosity in the experience of co-workers, and an increased commitment to support inclusion. We designed the activities to be inclusive of all learning styles. Our resources included podcasts, online tests, keynote speakers, employee led panel discussions, other external resources, and conversations at the team and all-company levels.

Logistics
Employees tracked their progress in the challenge through our HRIS system. Employees were awarded laptop clings to display on their computers to demonstrate their level of participation in the program. We recognized their level of completion on their HRIS profiles.

Success Measures
- 700 employees (15% of the company) register
- Have more than 50% of registered participants complete an activity
- Grow employee network membership by 8%

2019 Key Stats

- 22 percent of our company registered for the Inclusion Challenge - 1,033 employees.

- 59 percent of registered participants earned an Inclusion Challenge badge in our HRIS.

- 43 percent of People Leaders at Blue Cross NC participated in the challenge.

- 7,042 activities in total were completed by the company.

- Employee Network membership grew by 12 percent, bringing 260 new members to the program.

- During the Inclusion Challenge, we hit the milestone that more than half of our company is enrolled in an employee network.

- Curated content for 7 social media posts, in total receiving 38,606 impressions to help attract top talent to our company.

Email: diversity@bcbsnc.com

Website: bluecrossnc.com/diversity

Appendix of activities

Visible Commitment to Inclusion & Diversity

1. Register for the Challenge in HRIS
2. Join an Employee Resource Group
3. Take the "I Act On" Pledge

Awareness of biases

4. Participate in custom Blue Cross NC Cultural Competence Webinar
5. Take Harvard's Implicit Association test
6. Podcast: Listen to the Seeing White - Part 2 podcast "How Race Was Made"
7. Podcast: Listen to the MEN - Part 3 podcast "Skeleton War"
8. Fearless Leadership 'People First' Team Meeting: Fearless Leadership is a new initiative to help Blue Cross NC people leaders build habits to live corporate values more effectively. Fearless Leadership was created with vendor support by NeuroLeadership Institute

Curiosity about others

9. Attend an Employee Resource Group event, for example:
   - African-American and Black ERG: "Brushing-off Corporate Norms: Expressing Authenticity through Hair"
   - Multicultural ERG: "Workforce and Culture: Through a Lens of Ethnicity
   - LGBTQ+A ERG: "The ABC's of LGBT"
   - Caregivers ERG: "What to 'Expect' When Your Co-worker is Expecting"
10. Attend a Second Employee Resource Group Event (see list above).
11. Meaningful Conversation with Manager: Discuss what you've learned as a result of your participation in the Inclusion Challenge, especially as it relates to learning about the unique perspectives of others.

Effective Collaboration

12. Attend keynote speech: "Conversation about Race."Special guest John Biewen, creator of the "Seeing White" and "MEN" podcast series, reviews his research on how race was made.
13. Watch "Effective Collaboration: The Impact of Inclusive Behaviors" video: The Director of Inclusion & White" and "MEN" podcast series, reviews his research on how race was made.
14. Share key learnings on social networking tool.