Logic Model: Workforce Development

**Audience:** Sponsors/CROs, sites/investigators

**Purpose:** To provide a sample of activities, linked to their intended effects (outputs, outcomes and impact), that might be included in a **workforce development strategy** within any organization. The “Measurement Mapping” schematic provides a detailed flow for translating particular activity outputs into both performance and process indicators. A non-exhaustive sample of key performance indicators for such a strategy is also provided in order to demonstrate how this logic model can be used to construct performance metrics.

**Considerations for use:**

- See *Introduction to Logic Models* for detailed instruction on the use of logic models in general and as related to the *Achieving Diversity, Inclusion, and Equity in Clinical Research Guidance Document*.

- This logic model and associated schematic captures the process that can be used to translate any of the activities from any generic logic model into specific indicators (either performance or process) and can be used for reference when adapting these tools to a particular stakeholder organization.
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**INPUTS**
- Value for resources
- Staff time

**ACTIVITIES**
- Create and endorse guiding workforce Diversity & Inclusion (D&I) principles
- Assemble a multi-stakeholder council for D&I priority-setting, strategy and governance
- Implement comprehensive diversity trainings
- Create employee resource groups, focused on the diverse identities held by employees
- Ensure career development for people with diverse backgrounds

**OUTPUTS**
- Public endorsement of workforce D&I principles available
- D&I council established within organization
- Comprehensive diversity trainings available
- Employee resource groups available
- Career development programs focused on underrepresented groups available

**OUTCOMES**

**SHORT**
- Employees are aware of cultural humility, their social identity and implicit biases
- Workforce D&I initiatives active at multiple tiers of organization

**MED/LONG**
- Increased proportion of leadership from under-represented backgrounds
- Workforce development materials and company plan created and available for future use
- D&I is a driving principle of commercial activity at company

**IMPACT**
- Widespread understanding of heterogeneity of effect of marketed drug
- Decrease in health disparities for disease area (aspirational)
Measurement Mapping: Workforce Development

**OUTPUTS**

- Public endorsement of workforce D&I principles available
  - Ex: Principles publicly available on company website

- D&I council established within organization

- Comprehensive diversity trainings available
  - Ex: Groups available for employees of various social identities (Black, LGBTQ+, veterans, etc.)

- Employee resource groups available
  - Ex: Mentoring program available for underrepresented minority employees

- Career development programs focused on underrepresented groups available

**PROCESS**

- What indicators can I use to measure the process or implementation of these outputs?
  - 1. Principles have received internal legal review (yes/no)
  - 2. Principles have received significant employee feedback (yes/no)

**PERFORMANCE**

- What indicators can I use to measure the performance of these outputs?
  - 1. Public statement endorsing workforce D&I principles available (yes/no)
  - 1. D&I council composed of employees from diverse backgrounds (yes/no)
  - 1. D&I council established within organization (yes/no)
  - 1. Comprehensive diversity trainings available within organization (yes/no)
  - 1. Number of employees that received a comprehensive D&I training annually
  - 1. Formation of groups defined by company-wide interest survey (yes/no)
  - 1. Employee resource groups are available at organization (yes/no)
  - 1. Employees feel their community is represented at the company, based on self-report
  - 1. Focus groups conducted with underrepresented minority employees to help define program (yes/no)
  - 1. Career development programs for underrepresented groups available at organization