Strategies to Achieve a Diverse Workplace –

A

BUSINESS TOOLKIT

"You're going to have to work with people who are different from you. You're going to have to sell to people who are different from you, and buy from people who are different from you, and manage people who are different from you.
This is how we do business. If it's not your destination, you should get off the plane now.**"**

Ted Childs, Jr., VP of Global Workforce Diversity for IBM

Creating a Culture of Inclusion

Managers and supervisors have the ability to institute change through hiring practices. Leaders must clearly communicate the importance of working in diverse populations as the medium promotes innovation and creativity along with broader perspectives – LEDA

• **An important first step for companies is to publicly commit themselves to valuing diversity.** Ideally, this statement should not be forced upon the company, rather it should be something the firm regards to be part of its own mission.
Thompson, L. L. Making the Team: A Guide for Managers, Prentice Hall.

We believe that promoting diversity is a strong component in maintaining our mission to the community. Our team values and respects the diverse culture of both our employees and contractors – **Chesapeake Bank and Trust**

• **Top management has to fully endorse inclusion.** Employees follow the norms at work.
(Blanchar, F.A., Lilly, T. & Vaughn, L.A. Reducing the expression of racial prejudice. Psychological Science 2, 1001-105.)

• **Publicize equal opportunity commitment and policies** inside and outside the company, especially during the hiring process and periodically thereafter.

Diversity means creating a community of inclusion. We honor, respect, embrace and value the unique contributions and perspectives of all employees. Diversity maximizes our true potential for creativity, innovation and outstanding service – **OHSU**

• **Publicize the credentials and accomplishments of diverse employees.** Coworkers can wrongly assume that diverse hires had low qualifications when Affirmative Action programs were advertised in their company.
(Heilman, M.E., Block, C.J., & Lucus, J.A. (1992). Presumed incompetent? Stigmatization and affirmative action efforts. Journal of Applied Psychology, 77 (4), 536-544.)

• **Changing people's behaviors can help change their attitudes.** We internalize the messages we hear and behaviors we show, accepting them as our own.
(Guidmond, S. Group socialization and prejudice: The social transmission of intergroup attitudes and beliefs. European Journal of Social Psychology, 30, 335-354.)

"The implicit associations we hold do not necessarily align with our declared beliefs or even reflect stances we would explicitly endorse." **Kirwan Institute**

• **Employees stay at companies that value their inclusion.**

• **Research shows that ethnically diverse workgroups** (slightly heterogeneous) **are more creative and productive** than same-groups and purely mixed heterogeneous groups.
(Aamodt, M.G., Freeman, D.M., & Carneal, D.H. Effects of group homogeneity on group performance: Two studies and a meta-analysis.)

• **Examine your own subtle biases while interviewing.** People are more comfortable with similar others and subtly treat dissimilar others more coldly, which hinders the applicant's performance in the interview. White interviewers who consciously denounced racism yet unconsciously favored whites over blacks showed cold nonverbal behaviors to black (but not white) applicants during the interview process. These white interviewers also rated black applicants more negatively when the racist motives of whites could be disguised.
(Dovidio, J.F. & Gaernter, S.L. On the nature of contemporary prejudice: The causes, consequences, and challenges of aversive racism. Confronting Racism: The Problem and Response)

"You need people at the table who can actually say: 'I know those people, I know the history of that community.' Organizations seeking to effectively embrace inclusion make sure they have those diverse perspectives – not merely the appearance of diversity, not just the numerical appearance of difference, but rather the reality of experiential breadth extending beyond their own identity group or class." Emmett D Carson

An Inclusive Culture

Establishing a culture of inclusion within an organization requires intentional strategies and internal resources that anticipate challenges, explore solutions for change and promote a culture of inclusion. **Organizations must have a clear understanding of who is doing what and why.**

In-and-Out Groups

Although most companies do not intentionally engage in discriminatory hiring practices, their reliance on **personal networks benefit those in the in-group at the expense of those in the out-group**, often without employers even noticing the racial uniformity of their in-group and the impact of implicit biases

Expanding the Network

Expansion of networks can be found in **local universities, including historically Black Colleges and Universities, Hispanic serving institutions, and community based organizations**.

Recruiting and Hiring

Not only is diversity recruitment the right thing to do, it is the smart thing to do. Different backgrounds and perspectives lead to a variety of ideas, knowledge and ways of doing things. Diversity and inclusion widens the range of perspectives, knowledge and approaches from which decisions are made – **Harvard**

• **Use diverse employees to recruit new employees.**

• **Integrate inclusion at all levels of the organization.**

• **Use search firms that specialize in placing diverse candidates.** Then require those firms to produce.

• **Provide bi-lingual interviewers, translators, interpreters.**

• **Consider the images that are being projected.** Who is represented? Who is missing?

• **Network with local business leaders and organizations.**

• **Contact businesses** that are owned or operated by diverse groups to publicize employment opportunities.

• **Utilize diversity-related websites and national associations** to post openings and/or search resumes of job seekers.

• **Identify colleges/universities and their programs/student groups** that have a large, diverse student body.

• **Develop internship programs with colleges or universities.**

• **Consider implementing an Apprenticeship program.**

• **Advertise with ethnic/cultural publications.**

• **Attend job fairs targeting diverse job-seekers.**

• **Consider developing a Diversity Scholarship Program** to encourage applications to accept employment and remain employed for a minimum period of time.

• **Consider including a "Finder's Fee"** payment for employee referrals that are hired and/or remain employed for a designated period of time.

• **Welfare to Work and Work Opportunity Tax Credits** can reduce an employer's cost of doing business by providing tax credits to employers who hire long-term welfare recipients.

• **Promote diversity in your business plan.** And review your Equal Employment Opportunity Plan annually. Consider adopting a diversity statement along with your company mission statement.

Target Recruitment

1. Use search firms that specialize in place diverse candidates.

2. Network with local business leaders and organizations.

3. Utilize diversity-related websites and national associations.

4. Develop internship programs with colleges and universities.

5. Advertise with local community organizations.

6. Review job descriptions to ensure unnecessary requirements are removed.

7. Demonstrate commitment to diversity by offering incentives for specialized skills (e.g., second language)

Websites & National Associations

• American Indian Science & Engineering Society
• DiversityJobs.com
• DiversityWorking.com
• EmployDiversity.com
• HireDiversity.com
• National Association of Asian Am. Professionals
• National Association of Black Accountants, Inc.
• National Black MBA Association
• National Society of Black Engineers
• National Society of Hispanic MBAs

Recruiting and Hiring

• **Utilize local faith-based communities** that provide resources and/or or services to diverse congregations.

• **Advertise with local community organizations.**
Many of organizations have reoccurring newsletters, publications and/or a website page to post your employment opportunity.

• **Develop a Diversity Council** within your organization.

Local Community Organizations – Humboldt

• **Equity Alliance of the North Coast** (www.equitynorthcoast.org)
• **True North Organizing Network** (www.truenorthorganizing.org)
• **Multicultural Center, Humboldt State University** (https://mcc.humboldt.edu)

Resources for Diversity, Equity and Inclusion

• Racial Equity Tools
• Race Forward
• ColorLines
• Showing Up for Racial Equity
• Racial Equity Institute
• PRRAC
• The National SEED Project
• AWARE-LA
• Equity and Inclusion Network
• LEDA

Expanding the Pool of Applicants

Organizations must revise the job description to ensure unnecessary barriers are removed:
• Ensure minimum qualifications relate to the job function
• Focus on the position not the former incumbent
• Factor in the training and experience a new hire will receive on the job
• Avoid requirements that are too restrictive
• Minimum qualifications must be written clearly and transparently

Retention

• **Develop a Professional Mentoring Program.** *(management-mentors.com)*

• **Include company diversity information** during employee orientation. A statement from the CEO that discrimination and harassment have no place in the company sends a very important message.

• **Sponsor/promote events** throughout the year that celebrate diversity. Events can be designed as internal employee mixers or they may include outside professional groups, vendors, or customers.

• **Publicly reward employees for achieving diversity goals** and/or promoting diversity.

• **Utilize Interpreters/Translator support services.**

• **Become a member of and/or support local diversity-related organizations.**

• **Who holds positions of power?** What does your Board of Directors and Management Team look like? Do individuals at these levels openly support and promote diversity? How is this support demonstrated?

> **"Committing to Diversity in the Workplace: A 10 Step Process to Creative an Effective Diversity Plan within Your Company or Organization"** excerpt from materials created by the Grand Rapids Area Center for Ecumenism.
> • Step One: Promote Diversity as a Priority
> • Step Two: Secure Top Level Buy-In
> • Step Three: Communicate the Business Imperative
> • Step Four: Form a Multi-Level Diversity Action Team
> • Step Five: Assess the Current Status
> • Step Six: Write a Diversity Initiative Plan
> • Step Seven: Provide Education and Training to Employees
> • Step Eight: Measure the Impact
> • Step Nine: Monitor Performance and Accountability
> • Step Ten: Review and Revise

• **Review policies and procedures** to determine whether they create and barriers.

"Our communities live racially and residentially segregated which make the creation and sustenance of diversity and inclusion issues that require intention, attention and time" **LEDA**

• **Ensure all business gatherings are inclusive.** Do not hold business meetings or events at locations that discriminate membership on the basis of race, gender, religion, etc.

Diversity of Holidays
• Global Family Day, *Jan 01*
• Martin Luther King, Jr. Day. J*an*
• Black History Month, *Feb*
• Women's History Month, *March*
• Asian American Month, *May*
• Cinco de Mayo, *May 05*
• Juneteenth, *June 19*
• National Hispanic Month, *Sept 15– Oct 15*
• International Week of Peace, *Third Week of Sept*
• Ramadan & Eid, *Changes yearly, based on lunar cycle*
• LGBT History Month, *Oct*
• Diversity Awareness Month, *Oct*
• American Indian Month, *Nov*
• Day of the Dead, Nov 02
• Day of Tolerance, N*ov 16*
• Bodhi Day, *Dec 08*
• Human Rights Month, *Dec*
• Human Rights Day, *Dec 10*
• Hanukkah, *Dec 12 – Dec 19*
• Christmas Eve, Christmas Day, *Dec 25, Dec 26*
• Kwanza, *Dec 26 – Jan 01*

Advancing Racial Equity
To advance racial equity at the organizational level, conversations about race must take place along with the implementation of strategies to create and sustain diversity and inclusion

Retention (continued)

• **Offer Diversity** for all employees. Or sponsor/attend diversity workshops seminars

• **Offer English as a Second Language (ESL) and/or Spanish as a Second Language (SSL) classes** to employees. Develop the training to be workplace specific. Investigate grants, which may cover the cost for internal language training for employees to attend during work time.

• **Maintain a strong anti-harassment policy**, enforce it, and provide training for all employees, especially top management. Develop and promote an environment where there is no tolerance for any type of harassment.

• **Consider implementing a "buddy system"** for all new hires either for a given period of time or on an on-going basis.

• **Allow time off or provide flexible scheduling** for employees to handle immigration issues, to return trips to their native country, and/or special observances or holidays.

• **Interview employees to find out why they chose your company;** why they stay; ask for their input, ideas, and suggestions on improving diversity within the workplace.

• **Have your cafeteria serve various ethnic foods on a rotating basis.**

• **Feature articles on diversity in your company newsletter.** Articles could correspond with special events, such as Black History month.

• **Subscribe to and display diverse publications in the company lobby or waiting area.**

• **Develop a recognition program** for employees which celebrate diversity achievements.

• **Conduct exit interviews** with persons leaving the organization to determine if there are issues or problems related to diversity that need(ed) to be addressed.

• **Make bilingual training videos and materials available.**

Commitment to Change

Making a commitment to racial equity requires intention, attention and time to outline clear objectives, goals and measurable outcomes. *Without strategic planning and intervention, institutions will continue to perpetuate racial inequities.*

It is important to deconstruct what is not working, support what is working and shift the ways we have worked in the past to effectively transform our structures and ourselves.

To measure, monitor and evaluate progress through a racial equity framework, *the following steps are required:*

1. Identify desired results and outcomes.
2. Use data that states community indicators, desired results and specific outcomes.
3. Outline those who benefit from your proposal.
4. Set strategies to avoid unintended consequences and advance racial equity.
5. Describe your plan for implementation.
6. Measure, monitor and evaluate progress.

Advancement

• **Establish objective standards for promotion,** publicize these standards, measure job performance according to these standards, and make promotion decisions accordingly.

• **Create opportunities to ensure advancement of employees,** such as a Career Laddering Program.

• **Provide Employer-sponsored training opportunities** so employees can prepare themselves for promotional opportunities.

• **Provide a "Learningship Program"** with materials employees can use to get extra training for high level positions.

One-size-fits-all development strategy are ineffective, given the heterogeneity of the workforce. Talent management strategies designed to build leadership pipelines that include people of color must look beyond those already in management positions to acknowledge the stars at all levels.

• **Encourage employees to create and share Individual Development Plans.** These plans address specific knowledge, skills, and abilities necessary to move up within the company. The plan may include technical training and interpersonal skills development.

• **Require managers to determine which employees do not have the skills or experience to be promoted,** then work with those employees to make them promotion-eligible.

• **Utilize formal and informal mentoring** to prepare employees for promotion.

List of Notable Barriers
(Steelcase, Inc)
• Lack of employee mentoring.
• Deficient performance evaluation and promotion process.
• Lack of management training.
• Poor career planning.
• Little or no access to informal networks of communication.
• Inability to get feedback.
• Different standards of performance/treatment.
• Lack of career counseling and exclusion from career ladders.
• Lack of equal access to assignments that provide key career experiences and/or assignments that provide visibility and interaction with senior managers.
• EEO directors are not included in recruitment process.
• Limited pool of target group of persons with required qualifications.
• Failure to post/advertise promotional opportunities.

Suggestions on Barriers
• Develop community sponsors, who are bilingual/bicultural if need be, to assist new hires with transition to the area.
• Encourage newspapers to equally advertise all ethnic events, investigate pay and housing policies.
• Encourage employees to explain *why* it is important to have an ethnically mixed work group.

Leveraging Diversity for Success

Are you, the employer, prepared to answer the question, "Why should I work for your company?" when interviewing talented people of color?

A recent study by Ernst & Young of eight hundred college university students found that two thirds of students believed that **it is important to work for a company that champions diversity**. *(Leveraging diversity to increase profits measurably, Indra Lahiri, Workforce Development Group.)*

As yourself, who are your customers and **how well does your workforce reflect your customer base?**

According to the 2000 census, Ottawa County has experienced at 150% percent growth in blacks, 103% growth in Asians, and 110% growth in Hispanics. Population growth in the US in the next 25 years will be concentrated among people of color, which will impact the diversity of those joining the workforce. *(The Case for Diversity, WICT Foundation)*

Ethnic Marketing: Tapping into Untapped Market Segments
Companies that recognize the changing demographics are the ones reaping the benefits.

Family Fair supermarket in Wyoming is using neighborhood marketing and catering to the cultural blend were 36% of the population around the store is Latino. The diversity of the store will match the diversity of the community. *(MiBiz West.)*

The Cost of Doing Business
Organizational effectiveness: Companies face conflict every day. Sources of conflict arise from the system, the process, the procedures, and people. Customized training programs are available for conflict resolution, supervisor skills, and leadership training. The intent of these courses is to ensure people are performing at 100%. Businesses can expect to spend on average $3,000 a course to reduce conflict between employees. Often overlooked is how an effective diversity program can be included to increase team efficiency, reduce turnover costs, and increase customer satisfaction.

Turnover Costs and Diversity
Direct turnover costs are estimated to run between $500-5,000 depending upon the type of position to be filled. Examples of direct turnover costs include employment advertising, interviewing, hiring, background checks, and drug testing.

Indirect turnover costs include reduced team efficiency and output, higher error and wastage rates, lack of continuity of customer relations, and a loss of customer satisfaction. *(Charlotte Business Journal.)*

10 Steps to Build Inclusive Organizations

Commitment to Diversity from the Top

Demonstration of Diversity in Leadership and Governance

Name Someone Responsible and Accountable for Change

Allow Staff to Participate and Create Opportunities for Ownership

Define and Enforce Clear Non-Discrimination Policies

Educate and Train

Examine Your People Systems

Monitor, Measure and Report

Tie Progress to Rewards

Celebrate Success; Recognize People Performing Well