

DIVERSITY TOOLKIT

GBR SHRM





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INTRODUCTION

This tool kit is designed as a guide to create all-inclusive workplaces which will assist you in assessing hidden pools of talent based on proven models and research. You will find tips on how to strengthen, enhance, and diversify your workplaces through Diversity, Inclusion, and Equity practices. In addition, this means that organizations that already have Diversity and Inclusion committees/groups, or want to establish one, can easily integrate these tool kit suggestions within their frameworks.

This tool kit is to provide diversity-related research, professional development opportunities, applicable tools and materials based on three objectives:

- 1. To develop framework(s) that supports diversity, equity, inclusion, and cultural competence; and builds capacity to address and reduce the unintended barriers and disparities within organizations.**
- 2. To provide guidance and encourage ongoing diversity, equity, and inclusion training.**
- 3. To create and promote a safe and inclusive environment in all settings.**

Our communities and demographics are changing and will continue to evolve. Therefore, it is imperative that committees and programs reflect the diverse interests of the people being represented and/or employed.

Thank you for your commitment to growing your business through diversity.

Sincerely,

GBR SHRM Diversity Committee

DIVERSITY, EQUITY, AND INCLUSION (DEI)

What is Diversity?

Diversity is the presence of differences between people, which includes: race, ethnicity, gender, age, religion, disability, and sexual orientation. It also includes and is not limited to the differences in social class, national origin, education, political belief, personality, skill set, and experience.

What is Equity?

Equity is a method that ensures all members and/or employees have access to the same opportunities. It recognizes that advantages and barriers exist, and that, as a result, we all don't all start from the same place. Equity is a process that begins by recognizing that unequal starting place and continues to correct and address the imbalance.

What is Inclusion?

Inclusion is the alliance, respect, and support that is provided to individuals with different identities. This helps increase involvement and contribution of all members or employees as they feel more welcomed and valued.

Together...

Diversity, Inclusion, and Equity are means that ensure all members and/or employees have access to the same opportunities. It recognizes that advantages and barriers exist, and that, consequently, we all do not start from the same place. Equity is a process that begins by recognizing that unequal starting place and continues to correct and address the imbalance or inequality.

UNDERSTANDING THE FACTORS OF DIVERSITY

Why diversity matters, and how does your organization benefit?

- 1. It builds the organizations brand.** Having a diverse workforce makes your company more interesting, people can expect to learn more from your employees, and you can attract better talent from around the world. With a diversified workforce, you stand a better chance of attracting different types of people that wouldn't normally apply for positions at your company. An organization that has a strong diversity program will usually have a good reputation because it will seem as if they have fair employment practices.
- 2. It increases creativity and effective problem solving.** When you bring a variety of different people from various backgrounds together, you will end up getting better solutions to business problems. Their different backgrounds give them unique problem-solving skills. If you don't have a diverse workplace, you might not be able to tackle problems the best way.
- 3. It encourages personal growth.** Employees, especially younger ones, are striving to use their work experience to learn and grow their careers. This is a major advantage to workplace diversity because it can help employees learn new ideas, perspectives and connect intellectually and personally to different people. This encourages employees to become more well-rounded and have a better sense of the working world.
- 4. It makes employees think more independently.** If you have similar people at a company, it will be harder to solve complex problems as they are typically looking through one point-of-view or seeing things one way. One study by Katherine Phillips, a professor at Kellogg, shows that by even adding one employee from a different background can get people out of their comfort zones and thinking different about a situation.
- 5. It increases recruiting opportunities.** When organizations have a solid reputation for hiring across all cultures, it opens opportunities to connect with the best. When workers or members know an organization values both talent and diversity, they want to be a part of your success.
- 6. It encourages better employee relationships.** When you hire people with diverse cultures and lifestyles, you give them the opportunity to know each other as individuals instead of members of a specific group. As they work with and learn from each other, colleagues build mutual respect that eliminates divides based on race, religion, sexual orientation, age and education.

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- 7. It promotes productivity amongst teams.** By focusing diverse talents on production, you blend a vital range of skills and creativity into a goal-oriented team. Everyone commits to working together and staying on the same page. Production goes up, business grows, and your employees take real pride in the success of their hard work.
- 8. It extends your market reach.** It is not always easy to identify outside of your own demographic. Even your best marketing plans become better focused when you have a diverse group identifying your client base and planning effective sales strategies. Therefore, it is helpful to hire individuals who understand cross-cultural marketing and speak across language barriers. Employee diversity greatly increases your ability to rise above the competition.
- 9. It endorses fewer litigation liabilities.** The number of workplace discrimination lawsuits currently considered actionable by the U.S. Equal Employment Opportunity Commission shouldn't be so high. While these cases are valid, many businesses could have avoided litigation by simply opening their doors and minds to diversity.
- 10. It promotes a stronger company culture.** Uniting diverse individuals with different backgrounds pools their strengths into a common company culture. Employees value the confidence and trust that you put into each one of them every day. That diverse group becomes a strong team with a commitment to doing their best and securing company success.



DIMENSIONS OF DIVERSITY

The dimensions of diversity include but are not limited to the following:

Age	Family Status	Place of Origin
Ancestry	Gender/Sex	Pregnancy/Maternity
Assumptions	Gender Expression	Race
Beliefs	Gender Identity	Record of Offenses
Citizenship	Geographic Region	Refugees
Color	Indigenous People	Religion
Communication Style	Language/Fluency	Seniority
Creed	Learning Style	Sexual Orientation
Disability	Literacy Level	Socioeconomic Status
Education	Location	Unionized
Employment Status	Marital Status	Values
Ethnic Origin	Personality	Work Location



Dimensions of Diversity (continued)

Understanding the Dimensions of Diversity:

Age

Age refers to a person belonging to a certain age group, which can include people of the same age and people of a certain range of ages. Age also refers to the intergenerational differences among people.

Ancestry

Family descent or ancestral lineage.

Assumptions/Beliefs

Beliefs are ideas that people hold to be true; they are the filter through which they understand the world. Assumptions are ideas that people have learned, either through their upbringing or society, which they do not question. Beliefs and assumptions are used to make judgements and interpretations about life experiences. From an equity perspective, our unconscious/ conscious beliefs and assumptions may impact the way in which we examine differences, and it is important to assess them critically.

Citizenship

Refers to the place or places where a person has status as a citizen, vested with the corresponding rights, duties and privileges.

Color

Pigmentation of the skin, especially as an indication of race.

Communication Style

Refers to the unique way individuals verbally and non-verbally articulate information. Communication styles can be impacted by many factors including upbringing, culture, personality, life experiences, and disability/ability level. For instance, some people may be passive communicators whereas others may be more direct. Some may be more vocal, some quiet. One of the keys to a positive work environment is understanding that communication styles vary. We should strive to listen to and communicate with others inclusively by respecting differences.

Creed/Religion

Refers to religious practices such as religion, denomination of a religion, and philosophical beliefs. Creed may also include non-religious belief

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systems that, like religion, substantially influence a person's identity, worldview and way of life.

Disability

Refers to someone who has a physical or mental impairment. The impairment has a substantial and long-term adverse effect on the person's ability to carry out normal day-to-day activities. Refers to past, present and perceived disabilities. Covers a broad range and degree of conditions, some visible and some not visible. A disability may have been present from birth, caused by an accident, or developed over time. There are physical, mental and learning disabilities, mental disorders, hearing or vision disabilities, epilepsy, mental health disabilities and addictions, environmental sensitivities, and other conditions.

Education

Refers to a person's formal education and the level in which it was obtained, including primary, secondary, vocational, college, university, and apprenticeship.

Employment Status

Refers to whether a person is employed or unemployed. It can also include whether a person works full-time, part-time, or casual, and/or is a permanent, temporary or fixed-term employee, contractor, summer student, co-op student, or intern.

Ethnic Origin

Refers to classifying or grouping people together based on commonalities in their social, cultural, language or religious background.

Family Status

Refers to a parent and child "type" of relationship, embracing a range of circumstances without blood or adoptive ties but with similar relationships of care, responsibility and commitment (i.e. guardians, foster parents, stepparents). This includes same-sex parents, opposite-sex parents, and lone parents. Includes caring for children, parents and/or other dependent relatives.

Gender/Sex

Refers to the classification of people as male, female or intersex. Sex is usually assigned at birth. It is based on an assessment of a person's reproductive or sexual anatomy, hormones, chromosomes, and other physical characteristics. Additional categories of gender include:

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	agender, bigender, gender-fluid, polygender, pangender, gender non-conforming, transgender, transsexual, and two-spirit.
Gender Expression	Refers to how a person publicly presents their gender. This can include behavior and outward appearance such as dress, hair, make-up, body language and voice.
Gender Identity	Refers to each person's sense of being a woman, a man, both, neither, or anywhere along the gender spectrum. A person's gender identity may be the same as or different from their birth-assigned sex.
Geographic Region/Location	Refers to where someone lives or comes from (country, state, city, town or neighborhood).
Indigenous People	Refers to people who inhabited a land before it was conquered by colonial societies, and those who consider themselves distinct from the societies currently governing those territories are called Indigenous Peoples. The word indigenous refers to anything that is native to a specific geographical region, which includes people, cultures, languages, or species of plants or animals.
Language/Fluency	Refers to a person's spoken, written and reading characteristics and abilities, including accent, vocabulary and syntax
Learning Style	Refers to the unique way individuals take in and process information. People learn in different ways which can include one or more of the following dimensions: visual (sight), auditory (listening), musical, tactile/kinesthetic (physical), logical (mathematical), spatial, interpersonal/ social, and intrapersonal/ solitary. Because of this diversity, it is best to teach inclusively using different methods. This will extend accommodations when needed and maximize learning potential.
Literacy Level	Ability level with respect to reading and writing.
Marital Status	Refers to the status of being married, common-law, single, widowed, divorced or separated and includes the status of living with a person in

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a conjugal relationship outside marriage, including both same-sex and opposite sex relationships.

Personality

Refers to individual differences in the ways that people think, feel and act. This can be impacted by a person's values, ideas, attitudes, memories, relationships, habits and skills. The workplace is made up of people with diverse personalities and it is important to learn how to work together inclusively across differences.

Place of Origin

The place where someone was born or previously resided.

Pregnancy/Maternity

Pregnancy refers to women who are pregnant, whilst maternity covers a period of 26 weeks after birth.

Race

Race is a protected characteristic that refers to an individual's race, color, nationality and ethnic or national origins.

Record of Offenses

Refers to whether a person has been convicted and pardoned for an offense under a federal law or convicted under a local (state) law. For human rights purposes, employers must look at a person's record of offenses and consider whether the offense would have a real effect on the person's ability to do the job and risk associated with them doing it. Employers can only make employment decisions related to record of offenses if it is a reasonable and bona fide qualification.

Refugees

Refugees are people that have immigrated to a country and are new to making that country their home on the grounds that Refugees may have come to the new country in order to flee from actual or potential persecution in their place of origin on the basis of grounds such as race, religion, nationality, social/ political affiliations, etc. When seeking employment and the use of services, Refugees may face barriers and stigma associated with the fact that they are new to the country.

Seniority

Refers to an employee's length of service. Whether an employee has a lengthy record of service or a shorter one, each employee's experience should be viewed through an equity perspective.

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Sexual Orientation

Refers to the sex or gender of those to whom one is romantically or sexually attracted, and covers the range of human sexuality from lesbian, gay, bisexual, heterosexual, pansexual/polysexual, and asexual. LGBTQ+ is an acronym that stands for Lesbian, Gay, Bisexual, Trans, Two-Spirit, Queer and Questioning. The Plus (+) sign inclusively represents the broad and evolving communities within the umbrella of the acronym LGBTQ and the new ways people are self-identifying.

Socioeconomic Status

Refers to the position of an individual on a social-economic scale based on such factors as education, income, type of occupation, place of residence, and, in some populations, heritage and religion.

Unionized

Refers to whether employees belong to and are represented by a bargaining association (unionized) or not. These distinctions can create differences in the workplace, and an employee's union membership or lack thereof should not impact the need to create an equitable workplace for all employees.

Values

Refers to the ideas, beliefs, and principles that guide a person's behavior and decisions. Values help an individual determine what they think is good/bad, positive/negative, and their life priorities. Examples of values are achievement, self-fulfillment, relationships, freedom, etc.

Work Location

Refers to the area(s) in which an employee performs work. This can include single locations, multiple locations, and work environments including office buildings, vehicles, stations, maintenance garages, outdoors, etc. It can also refer to the geographical location where an employee works.



HOW TO GET STARTED

There is no particular way to get started implementing on a diversity initiative. It all depends on current resources, partnerships, initiatives, and other considerations of the organization. However, there must be preparation. The key participants in all phases should include the following:

- An organization's leader/director/CEO for acceptance and to be the spokesperson.
- The board of directors (if any) to be involved from the beginning.
- The diversity program coordinator(s) should be selected and given direct access to top management.
- The diversity committee should be established with representation that reflects the diversity of the organization and as many levels of the organizational structure.
- At least one representative of each of the various groups served by the organization to join the diversity committee to add dynamic perspectives.
- The organization may also consider hiring a consultant to assist with further planning and implementation.

Every person that is involved is expected to:

1. Commit to the process.
2. Determine the best place to start based on current resources, partnerships, initiatives, and other considerations. (See Appendix G for possible assessment questions)
3. Create and review objectives.
4. Create a plan for implementation.
5. Execute implementation.

HOW TO GET LEADERSHIP'S COMMITMENT

An organization's leadership is the most powerful ally when it comes to Diversity and Inclusion (D&I). The sole purpose of any D&I initiative is to first, and foremost, promote an atmosphere of mutual respect, support and recognition of all individuals. When gaining leadership's commitment creating the business case is foundational.

There is a wealth of compelling statistics out there that show D&I's strong impact on bottom-line results. In short, it's not just good policy; it's good business. In a recent study, according to Symphony Talent, Boston Consulting Group concluded that companies with diverse management teams, openness to contributions from lower-level workers and an environment in which employees feel free to speak their minds are crucial in fostering innovation.

Leveraging diversity and inclusion benefits the organization in several ways:

1. A pathway to create a better organization
2. Access to the best and the brightest
3. Opportunities to new partnerships
4. Fully participating in a changing marketplace
5. Additional ways to make a difference and earn respect
6. New ways to fulfill your vision



HOW TO ASSEMBLE A DIVERSITY COMMITTEE

A Diversity Committee should consist of designated members of an organization whose responsibility is to guide, oversee, and champion the organization's Diversity and Inclusion initiatives. Depending on the size of the organization, committees can have different branches or departments (such as subcommittees, diversity councils, employee resource groups (ERGs), and local community outreach groups) within their structure. Here are several recommendations:

- The committee should physically meet quarterly.
- The committee should have monthly/bi-weekly WebEx meetings, phone calls, etc. to stay current on the initiatives and provide consistent communication of goals and efforts.
- The positions must be rotational. For example, D&I Committee director must be elected/recommended for the role and cannot be in the role for more than 2 years.
- The members must be diverse.
- All levels of associates must be involved. This is to ensure the entire organization has representation of diverse levels and can participate, embrace, and take ownership of the Diversity and Inclusion initiatives and values.
- The committee must provide inclusion measuring tools. For example, it must be able to quantify their initiatives by using an equity scorecard. (<https://cue.usc.edu/tools/the-equity-scorecard/>).
- The committee should help develop Diversity and Inclusion Best Practices for the organization. For example, create a series of workshops to contribute to the success of the Diversity and Inclusion initiative – dialogue education, promotion of partnerships amongst employee resource groups (ERGs), team building efforts, etc.
- The committee should be responsible for creating/assisting with all Diversity and Inclusion training initiatives.

BEST PRACTICES

Diversity Inclusion Best Practices / Key Principles:

Key Diversity Inclusion Principles	Explanation
Establish a sense of belonging for everyone.	For each individual to bring their best self forward, a sense of belonging must first be established. Having a connection to an organization or group of people that makes you feel you can be yourself not only results in greater engagement and creativity in the workplace, it's a psychological need.
Empathetic leadership is key	Diversity and inclusion are often treated as a single initiative owned exclusively by HR. But for real change to happen, every individual leader needs to buy into the value of belonging both intellectually and emotionally.
A top-down approach isn't enough	Top-down approaches drive compliance, not commitment. From senior leaders to frontline employees, every individual must see and understand their role in company culture.
Quotas don't automate inclusion	Too often, leaders focus diversity and inclusion efforts disproportionately on the employee pipeline, but the employee experience continues far beyond an offer letter. To retain and nurture top talent, it's critical to take an honest look at the end-to-end employee experience, with an eye toward creating conditions that promote inclusion daily and designing ways to measure the impact.
Inclusion is ongoing — not one-off training	Like any form of behavior change, inclusion requires individuals to identify key moments in which to build new habits or "micro-behaviors" (daily actions that can

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	be practiced and measured). And when these habits are put into action in an environment that supports honest conversations and healthy tension, real change becomes possible.
Maximize joy and connection, minimize fear	People are wired to react with fear and distrust when their beliefs are challenged. While fear can be a powerful motivator, it also encourages people to narrow their perspective the opposite desired effect for creating a more inclusive workplace. Finding ways to frame challenges through a lens of possibility and elevating the power of shared experiences and storytelling to do so creates greater potential for positive change.
Forget 'fit' and focus on helping individuals thrive	The norms, power structures, and inequities in society can easily become embedded in an organization — optimizing to hire, train, and reward people who “fit.” Creating a culture where every individual can contribute their full potential requires investigating the systems and processes in your organization to uncover sore spots and blind spots, and then finding ways to reimagine them.
Consider your brand	As in any transformation effort, brand and culture are intimately connected. The products and services you put into the world reflect your values — and your biases.



KEY STRATEGIES FOR MULTICULTURAL GROWTH

As organizations are shifting to a more diverse workforce, it is critical for teams to create an inclusive culture which is welcoming and supportive of individual differences. To prepare and adapt, the workplace must provide a shift on how to become aware, adjust, and adopt the perspectives reflective of the unique team. Moreover, acceptance for promoting diversity and inclusion must be modeled from top management to frontline employees. Below are some strategies and best practices for multicultural growth in the workplace.

1. Recruiting a Diverse Workforce

- Create a community that embraces and supports diversity amongst individuals and the workplace
- Commit to building awareness, knowledge, and communication across teams
- Create organizational policies and programs that demonstrate and promote diversity and inclusion
- Encourage constant learning of social issues that may affect individuals and perspectives in the workplace
- Attend community events to show organizational support and openness to diversity
- Establish diverse hiring committees and interview panels
- Provide hiring managers with implicit bias training and best practices for recruiting diverse talent

2. Retaining a Diverse Workforce

- Provide training and development opportunities that focus on educating employees about diversity and inclusion
- Offer Employee Resource Groups that are reflective of the workforce to ensure ongoing support and education
- Create a Diversity Committee within the organization to meet, discuss, and track initiatives (highly encouraged to be outside HR and Compliance offices)
- Provide hiring managers with implicit bias training and best practices for recruiting diverse talent
- Recognize campaigns that encourage diverse and inclusion employment, e.g. National Disability Employment Month

- Establish a toolkit and/or other resources to maintain diversity initiatives in the workplace

DIVERSITY & INCLUSION AWARDS

Examples of Diversity & Inclusion Awards are listed as follows:

1. Power of the Future Award

The Power the Future Award goes to an individual who:

- Effectively leads from their current position by consistently demonstrating innovative, future forward, visionary thinking.
- Rallies, engages and inspires others around imagining and investing in future state possibilities.
- Leads by example demonstrating a commitment to bold exploration, risk taking, and learning from both failure and success.

2. Winds of Change Award:

The Winds of Change Award goes to an individual, organization or group that:

- Has demonstrated sustained support for advancing diversity and inclusion in the workplace.
- Has raised awareness if workplace diversity and inclusion issues.
- Has been a catalyst for change regarding workplace diversity and inclusion and/or has impacted change within an industry, organization or local community.

(See [Appendix C](#) for Sample Award Application)

FAQ'S

Frequently Asked Questions

1. What is diversity?

Diversity in the workplace means that a company's workforce includes people of varying gender, age, religion, race, ethnicity, cultural background, sexual orientation, religion, languages, education, abilities, etc.

2. Why is diversity important to me and my organization?

Companies with more diverse workplace outperform its competitors and achieve greater profits. Companies with diverse workforce make better decisions faster, which gives them a serious advantage over their competitors. As a result, companies with diversity in the workplace achieve better business results and reap more profit.

3. What is the role of diversity?

The concept of diversity encompasses acceptance and respect. It means understand that each person is unique and recognizing our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. It is the exploration of these differences in a safe, positive, and nurturing environment. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each person.

4. Isn't diversity just another name for Affirmative Action of Equal Employment Opportunity?

No. Affirmative Action is a legally driven mandate that government contractors take positive steps (affirmative action) to ensure the recruitment and advancement of qualified minorities, women, persons with disabilities, and covered veterans, as in education and employment. Equal Employment Opportunity (EEO) is employment practices that ensure nondiscrimination, fairness, and equity in the workplace.

5. Do all differences matter?

The relevance of differences varies depending on a multitude of factors, like context and situation. Individuals could be of the same ethnicity and gender, yet their creed, age, family status and perhaps the country they are from may differ significantly. These dissimilarities may impact how the individuals relate to one another. Indeed, all differences matter, and everyone is diverse.

APPENDIX A: ACTION PLAN

Form an Inclusion Council

1. Make sure company leaders understand that inclusion is about ensuring that everyone's voice is heard, opinions are considered and value to the team is evident.
2. Train managers—and hold them accountable—to show that inclusivity is a core competency.
3. Form an inclusion council with genuine influence and power.
4. Value differences and create an environment where people can feel comfortable bringing their “full selves” to work.
5. Identify underrepresented groups' needs and give them necessary support and resources.
6. Provide workers with a safe space to voice their concerns.
7. Benchmark key aspects of your organization's culture—and understand the employee experience—before making changes to promote inclusivity.
8. Remember that daily interactions are the most telling sign of whether your company has an inclusive culture.

Holding Effective Meetings

1. Distribute meeting materials in advance and share questions to be discussed. This is helpful for workers for whom English is a second language and for introverted employees who function better when they are given time to process information before reacting to it.
2. Reach out to teleworkers. Make sure you have the right technology for virtual meeting participants to have a meaningful experience. Welcome them to the meeting, ask them questions and pause to be sure they are given the opportunity to take part in the conversation.
3. Rotate meeting times if you have remote workers in different time zones.
4. Give credit where it's due. When someone is recognized for an idea that someone else put forward earlier in the meeting, point out who shared the idea originally.

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5. Be conscious of your communication style. Don't assume you know more than others by explaining concepts they may already understand—a behavior sometimes referred to as “mansplaining” when done by men to women.
6. Promote active debate and be courteous. If one colleague interrupts another, call attention to it to underscore the importance of letting everyone be heard.

Communicate Goals and Measure Progress

1. Conduct a full audit of your people processes—from recruiting and hiring to developing and retaining employees. Couple the data with engagement and other workforce survey data to gain a full measure of your climate.
2. Identify any shortcomings and measurable discrepancies around inclusiveness in your organization.
3. Instill rigor into inclusion strategies with data-driven plans and measure the results.
4. Establish a clear business case for how the company will benefit by having a more inclusive culture by asking:
 - What are our inclusion goals?
 - What are the reasons for those goals?
 - How do we quantify inclusion?
 - How will inclusion impact our mission, brand or bottom line?



APPENDIX B: TRAINING ACTIVITIES

The main goal of Diversity & Inclusion (D&I) training activities is to increase awareness, help build knowledge and skills. By doing so, we can change behavior. Training will not necessarily be immediately successful. Its intention will be to change the organizational culture, if necessary, and that can take some time. Types of training activities allow room for creativity. They will depend on the current D&I state, organization's CSR, mission, vision, strategy. Here are just some examples:

- Organizational workshops
- Seminars
- D&I meetings
- Training opportunities offered by the community
- Diversity awareness / management courses
- Building Community within our teams: Training aspect, when you are in the training together it builds a shared sense of community and purpose.
- Training is best when implemented before starting a job.
- YouTube videos – can find a lot of great resources.
- Inclusive Leadership
- Respect Effect
- Unconscious Bias
- Leadership development
- Compliance training
- Skills development training

APPENDIX C: SAMPLE AWARD APPLICATION

NOTE: dates are based on the 2019 Calendar Year

Applicant Information

First Name _____

Last Name _____

Email _____

Phone number _____

Diversity, Equity and Inclusion (DEI) Award

The Diversity, Equity and Inclusion (DEI) Award recognizes staff, faculty, or teams who demonstrate positive interactions with others and respect for differing backgrounds and points of view within the University community. Nominees should actively promote the concept of diversity, equity, and inclusion by positively enhancing or contributing to the overall environment of the University and by improving cross-cultural understanding.

Criteria

Teams, or individual staff, faculty, and administrators who demonstrate a high regard for diversity, equity, and inclusion through the following:

- A commitment to the spirit of diversity.
- Leadership through positive interaction between persons of different cultural backgrounds.
- Behavior that illustrates commitment to inclusion of persons within the institution who are members of under-represented groups.
- Aligns actions and decisions with the University's strategic goals, mission, and direction.

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Eligibility

All full-time and part-time faculty and staff members are eligible for this nomination. Nomination Process Nominations may be made by staff, faculty, or administrators at any level.

Here are the criteria that demonstrate the individual's or team's commitment to the principles of diversity, equity, and inclusion.

- A commitment to the spirit of diversity.
- Leadership through positive interaction between persons of different cultural backgrounds.
- Behavior that illustrates commitment to the inclusion of persons within the institution who are members of under-represented groups.
- Aligns actions and decisions with the University's strategic goals, mission, and direction. Please attach a typed summary (no more than two pages, double spaced, and 12-point font) explaining how the individual or team has demonstrated the criteria above and why they should be considered for the Diversity, Equity & Inclusion Award

APPENDIX D: TARGETING DIVERSITY MEMBERS & INITIATIVES

NOTE: The information listed below are direct links to trusted resources

U.S. Department of Labor – Office of Disability Employment Policy

- [Building an Inclusive Workforce](#)
- [Inclusive Internship Programs: A How-to Guide for Employers](#)
- [Federal Agency Employment Strategies: A Framework for Disability Inclusion](#)
- [Employer Engagement Strategy: Workforce Inclusion](#)

EARN – Employer Assistance and Resource Network

- [States as Model Employers of People with Disabilities](#)
- [Inclusion @ Work](#)
- [A Toolkit for Establishing and Maintaining Successful Employee Resource Groups](#)

Harvey Nash – The Inclusion Toolkit

- <https://www.harveynash.com/diversity-toolkit/>

Brown University – Office of Institutional Equity & Diversity

- [Diversity and Inclusion Toolkit](#)

APPENDIX E: CROSS-CULTURAL COMMUNICATION

Many organizations have more of a global presence than there was ten years ago. Global presence comes with many challenges such as: different traditions, cultures, laws, language barriers, and physical distances.

Today, a team may be exposed to a culture either through extensive business travel, by the physical presence of a team member, or by collaborating across borders through e-mail, often without any prior exposure or visual clues to help them understand cultural differences. Unexpectedly, there is the need to understand “How do the various cultures on my team perceive one another?” and “How can I improve the collaboration between those cultures in the workplace?”

Leaders should be aware of and must learn to manage these cross-border teams in a new way, with techniques in leadership, decision-making, trust, negotiation and communication, which all differ depending on the cultures within a team. According to Erin Meyer, there are eight elements that leaders must understand as they can affect cross-cultural business.

These elements are:

- 1. Communicating:** Explicit versus implicit.
- 2. Evaluating:** Direct negative feedback versus indirect negative feedback.
- 3. Leading:** Egalitarian versus hierarchical.
- 4. Deciding:** Consensual versus top-down.
- 5. Disagreeing:** Confrontational versus avoidance.
- 6. Persuading:** Holistic versus specific.
- 7. Scheduling:** Organized time versus flexible time.
- 8. Trusting:** Task versus relationship.

Global, multi-cultural organizations must be prepared to deal with diversity of thought, business, and culture, and be able to incorporate them into the organization’s business objective. It is recommended that specific international assignments are highly recommended for leaders and project managers to learn different countries, get exposure to different cultures, and become more culturally understanding and adapt.

APPENDIX F: RESPONDING TO DISABILITY

D&I often includes those who have special needs, concerns, and considerations that fall outside those of the larger community. Therefore, it's important that every touchpoint reflects your organizations knowledge and demonstrated support of what matters most to them- and that you're reaching out to them where and when they're ready to see your message.



(Figure 1: From Employer Assistance and Resource Network on Disability)

When it comes to doing business, including workers with disabilities offers a competitive edge. By incorporating people with disabilities into their human capital strategies, employers expand their pool of talent, skills, and creative business solutions. The resources below illustrate how workplace practices that include people with disabilities benefit everyone and make good business sense (see Figure 1 above).

APPENDIX G: ASSESSMENT QUESTIONS

In order to get started, you will need to assess the organization with a series of questions.

Where do the organization stand in terms of REALITY – are we in compliance with current legislation?

- How diverse are we?
- Do we file the annual EEO-1 report?
- What is our current race/ethnicity, gender, and job category representation?
- What is the demographic data for the region?
- Are we in compliance?
 - To check if your organization is EEO compliant, your organization should not make employment decisions based on an applicant's or employee's: race, sex (including pregnancy), ethnicity, national origin, citizenship, religion, age, color, military/veteran status, genetic information, Family and Medical Leave entitlement, disability status, sexual orientation, gender identity, gender expression, and other factors. Your organization's employment decisions must be job-related and consistent with business necessity.
 - Check specifically for any occurrences of unintentional discrimination, or Disparate (Adverse) Impact.
 - Review and stay current on related legislation:
 - EEO
 - Title VII of the Civil Rights Act of 1964, Amendments, and Cases
 - Age Discrimination in Employment Act and Amendments
 - Americans with Disabilities and ADA Amendments Act
 - Genetic Information Nondiscrimination Act
 - Equal Pay Act
 - Workplace Harassment
- What are our current turnover statistics?
- What is our turnover compare to similar organizations in the industry?

Where you stand in terms of CHOICE – what we have consciously done so far to position ourselves as not only diverse, but inclusive employer?

- What are our organization's D&I challenges?
- What are our organization's D&I goals?
- How will we achieve them?

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- Do we have an existing D&I engagement / people / opinion / customer satisfaction survey?
- What is the benefit of D&I for your organization?
- Does your organization see this benefit(s)? Note: This will help you obtain Leadership Commitment.
- That is the cost of D&I for your organization? (will depend on organization size, current D&I situation, types of training involved, etc.)
- Do we currently have Executive Commitment / Support to Diversity & Inclusion?
- Do we currently have D&I Committee?
- Are our D&I goals and activities aligned with our mission, CSR, strategy?

What are your organization's needs?

In order to address your organizations needs you must establish a baseline understanding of where your organization is with respect to creating a culture of inclusion. Once this has been completed you will be able to identify areas for improvement, prioritize needs, and measure success as the initiative moved forward.

If a cultural assessment has not been completed, then review the following:

- Review relevant data/ results from Employee Engagement or Opinion Survey's
- Consider formal or informal methods for collecting data from associates
 - a. See [Appendix A](#)

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