

Diversity in the Workplace



October, 2009

Isaac E Dixon, MA, SPHR

Regional Director Office of Diversity

Providence Health and Services

Agenda for Today



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- ❑ A Business Case for Diversity
 - ❑ What Does Diversity Mean for Your Organization
 - ❑ Blueprint for Diversity
 - ❑ A Word About Vendors
 - ❑ Metrics/Scorecard Example
 - ❑ Summary
 - ❑ References
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Definition of Diversity

*The belief in the inherent value
of every person
demonstrated by our behaviors of
humility,
listening,
openness,
willingness to change, and
inclusion
resulting in
successful relationships*

A Business Case for Diversity

- ❑ The American business, political and social landscape has changed considerably in the last 24 months.
 - ❑ Chief among these changes are the financial changes but demographic cannot be overlooked
 - ❑ The data is irrefutable, in terms of what it means to US businesses of all kinds.. The markets and employees of tomorrow will not look like they do today.
 - ❑ 12.7% of Multnomah County population is foreign born.
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A Business Case for Diversity

- ❑ 16.6 % of the county's population speaks a language other than English at home (Mult. Co. Quick facts)
- ❑ Between 1900 and 2000, the US population grew from 76 million to 281 million people
- ❑ The growth of US population by 32.7 million people in the 1990's represented the largest single period of population growth in US history
- ❑ From 1900 to 2000, the number of non-southern states with populations that were at least 10% other than white grew from 2 to 26.

Source: US Census Bureau: Demographic Trends in the 20th Century

A Business Case for Diversity

- While the Hispanic population gains were concentrated in the West, the percentage Hispanic increased in every region from 1980 to 2000.
- This population trend may accelerate as social and economic changes buffet Mexico and much of Central America
- During the 20th century, the age distribution of the U.S. population changed from relatively young to relatively old.
- The population age 65 years and older increased tenfold between 1900 and 2000.
- With the run off of assets from retirement plans and personal savings does anyone believe that the retirement age for Americans won't increase?

Source: US Census Bureau: Demographic Trends in the 20th Century

What Does This Mean for Your Organization?

- ❑ Sourcing talent will become more difficult as talented knowledge workers are seen as a global commodity. Sourcing out of US schools will increase
- ❑ Developing relationships with promising candidates for your organization must start earlier than they do now (internships and fellowships?)
- ❑ Greater concern among younger talent prospects about business ethics, corporate social responsibility and a life that is more than work
- ❑ Delivering services to your clients in ways that are culturally appropriate will become what is expected (look at healthcare as an example of what is coming)



What Does This Mean for Your Organization?

- Communicating with a new constituent base? Non traditional ways of marketing will gain greater importance (viral marketing, community based marketing will be more important) There are currently 2500 social networking sites
 - Greater expectations among community based businesses for access to contract participation
 - More concern with social responsibility as it relates to what businesses bring to the community
 - Much more discussion regarding the role of ethics in business decision making
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What Does This Mean for Your Organization?

- More opportunities to apply diverse thinking to solve business/government problems
 - New approaches to issues and greater acceptance of generational differences in problem solving
 - More dialog with employees and associates around designing and delivering services in ways that are culturally competent (do citizens from different ethnic backgrounds want to be communicated with in the same way as everyone else?)
 - Are you having conversations with diversity involved at the outset of product or service design?
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Blueprint for Diversity



- ❑ Ensure that everyone in the organization understands your mission, vision and values
 - ❑ Leaders must have accountability for diversity in the organization. Without senior level executive sponsorship most diversity efforts fail.
 - ❑ Implement a recruiting and retention program which focuses on candidates from diverse backgrounds as an integral part of who you are.. Not an after thought or add on
 - ❑ Are ethics, diversity awareness part of your leadership IQ, a necessity for promotion or tied to bonus payments?
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Blueprint for Diversity



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- Create partnerships with high schools, colleges and universities
 - Offer scholarships to under represented students in your field (People hire people that they either know or are familiar with)
 - Provide workplace internships focused on under represented students
 - Work more closely with community based organizations or professional organizations
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Blueprint for Diversity

- Establish ongoing diversity training for leaders in your organization**
Ensure diverse representation on boards, advisory groups or committees
 - Establish and inclusive, welcoming work environment**
 - Have senior leaders communicate regularly about organizational progress with both internal and external stakeholders**
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Blueprint for Diversity

- Set goals and metrics for supplier diversity with your organization!**
 - Establish Diversity metrics and integrate them into your organizations overall performance scorecard**
 - Conduct regular climate surveys which will help identify issues that may be impacting employee retention and job satisfaction**
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Blueprint for Diversity

- ❑ Ensure that the diversity champion role is one that is coveted by high achievers throughout your firm
 - ❑ Diversity is the business of everyone in your firm. Seek broad participation at civic events, volunteer opportunities and community interaction
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A Further Word About Diversity and Vendor Relationships

- Providing female and minority owned businesses with a seat at the table for business opportunities is critical to developing strong community partnerships
 - Prime vendors and contractors can be asked to develop relationships with qualified and capable minority or women owned suppliers. These suppliers in turn provide greater economic horsepower to their communities!
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A Further Word About Diversity and Vendor Relationships

- At our organization, we track our progress and hold quarterly meetings with our prime and general contractors on our projects. We work hard to ensure that qualified and capable MBE/WBE's get a fair shot at working on our projects and acting as vendors for our organization.
 - These businesses can also be great referral points for future employees!
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Metrics Scorecard Example

- 4. Diversity:** Achieve inclusive organizational environment and **increase** cultural competency care giving “ *My work environment is accepting of individual differences (religion, cultural background, ethnicity, lifestyle, gender, etc.)*”
- a) Survey Question Combined Top Box Score - 83%
 - b) Including the above survey questions these additional 4 areas impact manager and leader incentive pay
 - c) EEO1# =6%
 - d) Vendors =6%
 - e) Contractors =10%
 - f) Mktg/Comm =14%

OUTSTANDING: Target + Achieve 5 of 5

TARGET PLUS: Target + Achieve 4 of 5

TARGET: Achieve 3 of 5

SUMMARY

- Diversity is directly related to the bottom line impact of any business/governmental entity
 - Seek a more expansive definition of diversity for your organization
 - Approach diversity from a perspective which drives culturally competent delivery of your services to your citizens.
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References

- ❑ Business Case for Diversity- Partners in Diversity, Portland, Oregon
 - ❑ Beyond Race and Gender: Unleashing the Power of Your Total Workforce by Managing Diversity in Your Organization, Thomas, R, 2000
 - ❑ Diverse Teams at Work, Gardenswartz and Rowe, McGraw-Hill, 1994
 - ❑ US Census Study on Demographic Trends in the 21st Century
 - ❑ The Post American World-Fareed Zakaria
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