Diversity and Inclusion –
More Than Just Buzz Words

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Objectives

- To understand barriers to creating a diverse workplace.
- To understand barriers to creating an inclusive workplace.
- To help attendees look at ways employers can break down barriers and cultivate and embrace diversity and inclusion in the workplace within the legal framework of affirmative action and anti-discrimination laws.
Overview of Presentation

- Buzz Words Yesterday: “Affirmative Action”
- Buzz Words Today: “Diversity and Inclusion”
- Striking a Balance: Tips for Creating and Maintaining a Diverse and Inclusive Workforce
Buzz Words Yesterday: “Equal Opportunity” and “Affirmative Action”
Pre 1964: Legal Inequality
“Equal Opportunity”

- 1963 Equal Pay Act
- 1964 Civil Rights Act
- 1973 Rehabilitation Act
- 1990 Americans with Disabilities Act
“Affirmative Action”

- 1961 Executive Order 10925 made first reference to “affirmative action.”

- 1965 Executive Order 11246 enforced affirmative action for the first time.
Post 1980: Stalled Progress in Equal Employment

- National efforts to pressure firms to regulate equal opportunity:
  - Court decisions regarding affirmative action and “reverse discrimination” in education and employment.
  - More narrow interpretations of equal opportunity legislation.
- Employers shift away from “affirmative action” to “diversity management.”
- Diversity management not enough, progress in racial and gender integration and employment opportunity stalls.
The Most Recent Message: Fisher v. University of Texas

- U.S. Supreme Court affirmed (4-3) the constitutionality of an affirmative action program at the University of Texas to increase diversity among its student body.

- Survived strict scrutiny review:
  - Program used race as a factor of many.
  - University had concrete and precise goals to provide academic environment that offers robust exchange of ideas, exposure to differing cultures, preparation for challenges of increasingly diverse workforce, and acquisition of competencies required for future leaders.
  - Court gave deference to Universities.
Buzz Words Today:
“Diversity” and “Inclusion”
Finding a Balance = Inclusion and Equity

DIVERSITY

EQUAL EMPLOYMENT OPPORTUNITY

INCLUSION

AFFIRMATIVE ACTION
Understanding “Equality” vs. “Equity”
Tips for Creating and Maintaining a Diverse and Inclusive Workforce
Creating a Diverse Workforce

- Define Your Values
- Develop Your Image
- Build Your Network and Relationships
Define Your Values

- The Value (i.e. Worth) of Diversity
  - Internal
  - External

- The Values (i.e. Principles) of Diversity
  - Definition of “Diversity”
  - Striking a Balance
  - Organizational vs. Individual
Develop Your Image
Build Your Network and Relationships
A *diverse* workforce is not automatically an *inclusive* workforce.
Creating an Inclusive Workforce

- Understand Cultural Competence
- Beware of Unconscious Bias
- Understand Microinequities
- Promote Equal Value and Opportunity
- Provide a Voice
Understand Cultural Competence

- Concepts of Time
- Physical Contact and Personal Space
- Styles and Patterns of Communication
- Self-Identity or Self-Orientation
- Dealing with Conflict
Group Discussion

- Examples of Cultural Competence Issues in the Workplace
Beware of Unconscious Bias

Who is more trustworthy?
Beware of Unconscious Bias

Who is more trustworthy?

Ex-Galveston judge arrested, charged with online harassment
Dupuy accused of placing fake hooker ads for ex-girlfriends
Harvey Rice | July 2, 2015

Eddie Huang Against the World

Photo by Nathanael Turner for The New York Times
Understand Microinequities

"That's a very good suggestion, Miss Wilson - perhaps one of the men would like to make it?"
What Are Microinequities?

- Apparently small events which are often fleeting and hard-to-prove;

- Events which are covert, often unintentional, frequently unrecognized by the perpetrator; and

- Which occur in circumstances where, consciously or not, people are perceived to be ‘different.’
Types of Microinequities

- Slights
- Exclusion
- Recognition
- Isolation
Group Discussion

- Identify Examples of Microinequities
Promote Equal Value and Opportunity

- Recognize Diversity
- Input and Decision Making
- Training Opportunities
- Reward Significant Contributions and Performance
- Mentoring
- Look for Leadership Opportunities
Provide a Voice

- Employment Resource Groups
- Confidential Advisors
- Exit Interviews
Scenarios and Group Discussion

1. One of your managers is in the process of hiring a subordinate management position that she supervises. The deputy director or the company (who is her superior), who is a white male, gives her the resume of an acquaintance of his. He asks the manager to look the resume over and also comments that the acquaintance looks like a good fit for the position. What are some fair ways for the manager to move forward with handling this resume and the process for hiring for the position?
2. Your organization has initiated efforts to include more people of color in the workforce, but you have noticed that some managers do not show much support. Some of them have complained that it takes extra work to include people from under-represented groups in the workforce. Others have expressed the belief that this may be a type of reverse discrimination against qualified candidates from the majority population, and that it will result in less qualified people as part of its workforce? What can you do to address such reactions and attitudes?
Contact

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Thank you.