



THOMAS P. MILLER & ASSOCIATES

Diversity, Equity, and Inclusion Recruitment Toolkit | 2021

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The American workforce is a diverse collection of individuals with various attributes that make them unique, such as their gender, religion, age, race, and sexual orientation.

This toolkit will provide an overview of the importance of Diversity, Equity and Inclusion (DEI), especially in the workplace; and has several themes:

- The importance of DEI
- An understanding of how you benefit from DEI, and cultural awareness.
- Ways to positively impact your organization's culture by implementing successful strategies to recruit and retain a diverse workforce.



Our Approach

Building on 30 years of national consulting experience, **Thomas P. Miller & Associates** (TPMA) designs comprehensive DEI and cultural initiatives that optimize processes and build cultures that empower diverse employees and populations. We develop strategic DEI plans, review and revamp organizational policies and programs, facilitate workshops and training sessions, and advise executive leadership on increasing cultural competence among staff and stakeholders.

We bridge essential DEI, culture, training, and implementation strategies using a customized, data-driven approach to support organizations of all sizes moving towards a workplace that reflects the innovative potential of all employees, understands implicit bias, and strives for equitable outcomes.

TPMA values participatory approaches, engaging stakeholders, and those affected most by policies to ensure their voices are heard. With this, TPMA believes it imperative to approach every project with a lens of diversity, equity, and inclusion, and engage diverse groups to understand and incorporate different perspectives into all project activities and deliverables.

This is especially important for project design and planning activities as it promotes buy-in, generates understanding, ensures inclusion, and leads to comprehensive DEI plans that address the needs of stakeholders.



What is Diversity, Equity, and Inclusion?

Educators, business managers, and community leaders have all tackled the topic of diversity. This quote by American entrepreneur Malcolm Forbes fits eloquently: “Diversity is the art of thinking independently together.”

More than just buzzwords, the topic of diversity, equity, and inclusion in the workforce, has never been as prominent as it is today. With the pandemic caused by Covid-19, companies have turned to the global workforce and started hiring more diverse teams while working remotely. Moreover, a diverse workplace can better align an organization’s culture with the demographic make-up of America.

For an organization looking to cultivate a more diverse, equitable, and inclusive workplace, it is important to understand what constitutes workplace diversity, equity, and inclusion.

Workplace diversity refers to the variety of differences between individuals in an organization. Diversity not only includes how individuals identify themselves but also how others perceive them. Diversity within a workplace encompasses race, gender, ethnic groups, age, religion, sexual orientation, citizenship status, military service, and mental and physical conditions, as well as other distinct differences between people.

Equity ensures everyone has access to the same treatment, opportunities, and advancement. Equity aims to identify and eliminate barriers that prevent the full participation of some groups.

Barriers can come in many forms, but a prime example can be found in this [study](#). In it, researchers asked faculty scientists to evaluate a candidate’s application materials, which were randomly assigned either a male or female name. Faculty scientists rated the male applicant as significantly more competent than the identical female applicant, offered a higher starting salary and more career mentoring to the male applicant.

What is Diversity, Equity, and Inclusion?

Inclusion refers to how people with different identities feel as part of the larger group. Inclusion doesn't naturally result from diversity. Having a diverse team does not mean everyone feels included.

Diversity, Equity, and Inclusion are mutually reinforcing principles within an organization. A focus on diversity alone is insufficient because an employee's sense of belonging (inclusion) and experience of fairness (equity) are all important.

What is the difference between equal employment opportunity and affirmative action?

Equal Employment Opportunity attempts to ensure all applicants have a fair consideration in the hiring process, in competing for promotions, and in equal access to opportunities.

Affirmative Action is a remedy to address past practices of discrimination. The former is proactive, and the latter is reactive.

Equal Employment Opportunity is the policy of treating all employees without discrimination, especially on the basis of their sex, race, or age.

Compare

Affirmative Action is an action or policy favoring those who tend to suffer from discrimination, especially in relation to employment or education.

A **Stereotype** is a widely held, but fixed and oversimplified image or idea of a particular type of person. A **Bias** is a strong inclination or preconceived opinion about something or someone. A bias can be either favorable or unfavorable.

How does unconscious bias impact the workplace?

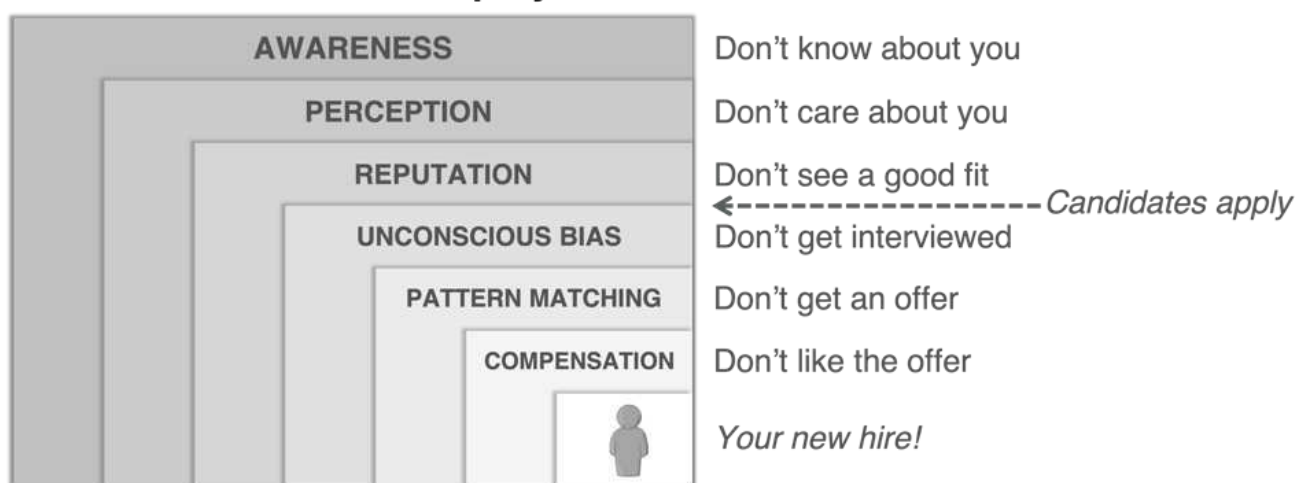
Studies have shown that biases affect hiring decisions, salaries, and ultimately, career advantages. For example, "the glass ceiling" is a well-known business term that describes "an unofficially acknowledged barrier to advancement in a profession, especially affecting women."

The Benefits of Workplace Diversity, Equity and Inclusion

- According to a [survey](#) conducted by Glassdoor, 67 percent of job seekers said a diverse workforce is important when considering job offers and 57 percent of employees think their companies should be more diverse.
- Future students will be increasingly and majority Hispanic/Latinx.
- By 2045 [Census Projections](#) predict that the US will have a more racially diverse population where white people will no longer be in the numerical majority.
- Racially and ethnically diverse companies are [35% more likely to outperform](#) their competitors, and those with gender diversity are 15% more likely to outperform their competitors.
- A diverse workforce leads to increased creativity, higher innovation, better decision making and more. Read about the many benefits of a diverse workplace [here](#).

Research indicates companies that create and retain a diverse workforce are more successful. However studies also find that people with diverse identities feel excluded, unwelcome, or outright terrorized in the workplace. This causes disengagement which ultimately leads to turnover or loss in productivity. Highly engaged teams show 21% greater profitability and the cost of turnover ranges from 10-30% of EACH lost employee's annual salary. The lack of diversity in your organization can affect your bottom line. See the diagram below of the [six stages of recruiting](#) by P. Gaudiano.

Potential Successful Employees



How to Support and Cultivate a Diverse, Equitable, and Inclusive Workforce

Organizational and Self-Assessments

This article in [Forbes](#) talks about strategies to overcome challenges to support and maintain a diverse workforce. One of the first things mentioned is aligning organizational diversity practices with organizational goals. The next step for organizations wanting to improve their diversity and inclusion efforts is to complete an organizational assessment. These assessment tools allow for organizations to examine where they are and then strategize for how to improve in the future.



Source: <https://images.app.goo.gl/ADqwGdDGXt5UoBRG9>

Preparation: For organizational change to occur, organizations first need to be in the right mindset. Successful organizations are aware that:

- Change is a process
- Progress occurs in stages
- Change is not linear –organizations can and will move in a variety of directions while working through the process of change.
- Organizations must assess their current inclusion stage and preparedness for change

Assessing the organization's current stage is best served when teams work to capture the following:

- A survey of as many employees as possible
- Interviews with key informants (leadership, management, and stakeholders) which sometimes include outside constituents who can give you an external perception of your organization or what it is like to work with you
- Focus groups with members of various departments and units within the organization
- Using a checklist developed by an initial steering committee

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Stages of Inclusion (Sourced from DTUI.com): Many assessments will provide a categorization of where an organization is after they complete their assessment. Having this organizational awareness AND accepting it allows the group to begin to plan for actual change and identify areas of growth.

The following is a sample of different stages of inclusion an organization could be in related to intercultural competencies. Read prior to completing an organizational assessment and see if you can self-assess where your group could be.

- 1. Conventional (Stage 1):** The primary view of an organization in this stage is that only those who fit into the traditional norms and values will succeed.
- 2. Defensive (Stage 2):** The leadership understands that the organization must work to make others feel included but continue to resist changing the culture.
- 3. Ambivalent (Stage 3):** The Ambivalent stage is present when historically excluded group members represent 15% to 25% of the institution's population and diversity best practices are being put into place to include them.
- 4. Egalitarian (Stage 4):** Cultural differences are embraced yet there is resistance against putting efforts into make further changes to create a level playing field.
- 5. Integrative (Stage 5):** The high performing organization actively includes and utilizes the wide range of skills and perspectives of its identity groups. There is fairness and equity in the organization that promotes diversity with little effort.

Free Resources:

Here are several resources with brief descriptions to begin assessing your organization.

National Association of Colleges and Employers (NACE), 2013

- A self-assessment tool that helps you identify goals, track milestones, and self-construct a plan to achieve goals. Organization should already have some context related to goals and be able to motivate themselves enough to create internal change. This tool is brief and not as comprehensive.

Mental Health Commission of Canada, 2017

- While this assessment focuses on how to create an inclusive workplace for employers with an emphasis on mental health, the organizational assessment found on page 14 is still a comprehensive tool. Organizations would need to be aware of their own strengths and weaknesses, current policies, and have a representative group of people to share input on status. The tool is lengthy but open ended.

How to Support and Cultivate a Diverse, Equitable, and Inclusive Workforce

D5 DEI Self-Assessment

- D5's self-assessment is a tool for identifying areas of work that your foundation is already engaged in and opportunities for growth. This assessment will capture your foundation's current situation, spark conversations about DEI and what is possible, and help identify tangible action steps that will improve your foundation's effectiveness and strengthen its relevance in our increasingly diverse society. This assessment focuses on underrepresented identity populations that you may or may not be serving in your organization.

These are just a sampling of a few of the assessment tools that exist to help your organization evaluate your current diversity, equity, and inclusion processes. There are many other resources available as well that may work better for your organization. Regardless of the tool you choose to use, know that assessing where your organization is currently will help you set a solid foundation in being able to move forward and make improvements.

	Recognition	Regulation
Personal Competence	Self-Awareness <ul style="list-style-type: none">• Self-confidence• Awareness of your emotional state• Recognizing how your behavior impacts others• Paying attention to how others influence your emotional state	Self-Management <ul style="list-style-type: none">• Keeping disruptive emotions and impulses in check• Acting in congruence with your values• Handling change flexibly• Pursuing goals and opportunities despite obstacles and setbacks
Social Competence	Social Awareness <ul style="list-style-type: none">• Picking up on the mood in the room• Caring what others are going through• Hearing what the other person is "really" saying	Relationship Management <ul style="list-style-type: none">• Getting along well with others• Handling conflict effectively• Clearly expressing ideas/information• Using sensitivity to another person's feeling (empathy) to manage interactions successfully

Source: positivepsychology.com/emotional-intelligence-frameworks/

Emotional Intelligence

Cultivating Emotional Intelligence is a needed skill in the work environment, especially if you want to foster inclusivity. **Emotional Intelligence (EI)** is the capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically.

The diagram above shows the four quadrants of emotional intelligence.

How to Support and Cultivate a Diverse, Equitable, and Inclusive Workforce

Measuring your EI

- Mind Tools <https://www.mindtools.com/pages/article/ei-quiz.htm>
- Institute for Health and Human Potential <https://www.ihhp.com/free-eq-quiz/>
- Dr. Daniel Goleman <https://golemanei.com/>
- Recent Interview with Dan Goleman: <https://www.youtube.com/watch?v=9ADA5LcNzIE>.
- Dr. Travis Bradberry <https://www.talentsmarteq.com/>

Developing your EI

- **Self-reflection** – Take the time to get to know yourself, your strengths and weaknesses. This can be done through a personal SWOT analysis or through soliciting feedback from peers. This can uncover personal blind spots. You can also use resources like <https://www.ceoaction.com/resources/education/quizzes/> or <https://opensource.com/open-organization/17/11/privilege-walk-exercise> to reflect.
- **Know what triggers emotions in you** - Consider what are you responding to when you become sad, angry, or frustrated. Pay attention to vocabulary - know the words that incite emotions in you and those you use that may negatively impact others.
- **Empathize with people** – Be willing to see things from a different perspective. This requires getting to know others, practicing active listening, and asking open questions to gather information. You can also pay attention to non-verbal communication to find out more about how someone is truly reacting to a situation.



Reconsider Job Requirements

Job specifications may include equal employment opportunity statements, but people who write them often do not think about factors that influence the chances of certain candidates applying. Consider banning the box or waiving the requirement for an educational credential and consider work experience instead.

Eliminate Bias at the Sourcing Stage

Bias can enter the search and sourcing process whether you are male or female, white or black, Latino or Asian, European or American. Understanding this, implement a sourcing process that can minimize the effects of bias. Ensure your recruiting staff have consistent DEI training and exposure.



Train to Spot Bias in Screening

Research has shown that hiring managers, whether male or female, rate male candidates as more competent and hireable than identical female candidates for STEM positions, according to "[Science Faculty's Subtle Gender Biases Favor Male Students](#)," a study published in Proceedings of the National Academy of Sciences. The study used the exact same resume with randomized male or female names and sent it to hiring managers for a lab manager position. Managers who thought they were looking at "male" resumes rated those candidates more competent, more hireable and even said they would more likely mentor this person.

Work to Ensure a More Balanced Slate

Whether the priority is more diversity based on race, gender, ethnicity, or some other dimension, it is beneficial to have a diverse interview slate.

Set Benchmarks.

What gets measured gets done. Work towards being as inclusive as possible, but also clearly define a strategic plan with SMART goals that lead to measurable outcomes. This will ensure that efforts to cultivate a diverse workforce becomes a priority not an afterthought.

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Make Job Quality the Norm.

When you offer components of job quality such as paid time off, maternity, and paternity leave, flexible working time, accessibility for people with disabilities, and other benefits, you are making yourself more attractive as an employer to a diverse set of candidates.

There are employers who are building onsite care for children and families as well as designing co-living spaces to resolve housing, childcare and transportation issues, which are often a barrier to success. These businesses are doing the right thing to gain access to an inclusive talent pool and increasing its competitive advantage. Aspen Institute's job Quality Library offers a plethora of resources for organizations to embed, replicate and scale: <https://www.aspeninstitute.org/longform/job-quality-tools-library/>



Resources, Best Practices and Tools

Additional resources and best practices to help with recruiting and retaining a diverse workforce:

- https://diversity.berkeley.edu/sites/default/files/recruiting_a_more_diverse_workforce_uhs.pdf
- <https://www.themanufacturinginstitute.org/diversity-inclusion/>

Glossary of Terms

The following is a list of carefully researched and thoughtfully discussed key social justice terms and definitions. It is by no means a comprehensive list as equity, diversity, and inclusion terms are ever-expanding and changing, but it is a good place to start. The list can be found [here](#).