



ReachOut e-Diversity News

An Electronic Publication of the Ohio Developmental Disabilities Council

Welcome Back! New This Month:

1. New Rules
2. Inclusion and Employee Experience
3. Infrastructure Solutions
4. Technology Tools

June 2018 Edition | Volume 12 Issue 3

Read, Pass on to Friends,
Family Members, Colleagues
& Constituents



Don't
Miss an
Issue!

It is the policy of the Ohio Developmental Disabilities Council to use person-first language in items written by staff. Items reprinted or quoted exactly as they originally appear may not reflect this policy.

Welcome! This is your June 2018 edition of Reach Out e-Diversity Newsletter!

This month we focus on diversity and inclusion in the workplace.



Inclusion In The Workplace

Diversity and inclusion is now seen as a comprehensive strategy woven into every aspect of the talent life cycle to enhance employee engagement, improve an organization's brand, and drive performance. A growing body of research indicates that diverse and inclusive teams outperform their peers. Without a strong culture of inclusion and flexibility, the team-centric model comprising diverse individuals may not perform well.

This month's newsletter builds a case for diverse teams in the workplace and introduces you to new rules, solutions, and tools that will assist your organization in building diverse teams that will drive inclusion, innovation, and extraordinary results.

Join ODDC
in promoting
Diverse
Teams in the
Workplace!



NEW RULES

Research by Deloitte and other academic institutions demonstrates that diverse and inclusive teams are more innovative, engaged, and creative in their work. The research also indicates that people must feel included in order to speak up and fully contribute. The most popular solution today is training. While such interventions are helpful, it appears that making people aware is not enough. A set of "new rules" is being written that demand a focus on experiential learning, process change, data driven-tools, transparency, and accountability.



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Inclusion and the Employee Experience



“Diversity is being invited to the party. Inclusion is being asked to dance.”

As soon as a candidate says “yes” to an offer, the employee experience begins. That experience can start with the new employee wondering if her compensation is fair because she was not inclined to ask for more. It can

start with silent stares from people in the office or warm outreach and greetings. It can start with confidence that this job is an opportunity to advance a career or merely a simple hope that the job works out. The experience grows every day. The culture of the company will either make the diverse employee feel included as a part of the organization, or it will make the employee feel separated from social interaction and advancement opportunity. [-READ MORE-](#)

Infrastructure Solutions

Organizations are moving beyond training to solve issues related to identifying and building diverse teams. In addition to training, these organizations are focusing on removing bias from systems and processes. .

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Technology View: Bias-Killing Innovations Are Taking the Stage



As part of its commitment to innovation, Allegis Group is a major investor and supporter of Talent Tech Labs (TTL). TTL is the only incubator and co-working space hyper-focused on technological development in talent acquisition. At TTL, staying ahead of innovation, both within and beyond our portfolio startups, is a core part of our mission, and advances are seen on many fronts, including Diversity and Inclusion.

[-READ MORE-](#)



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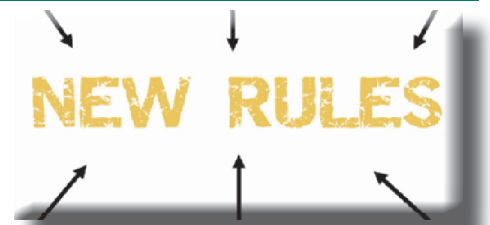
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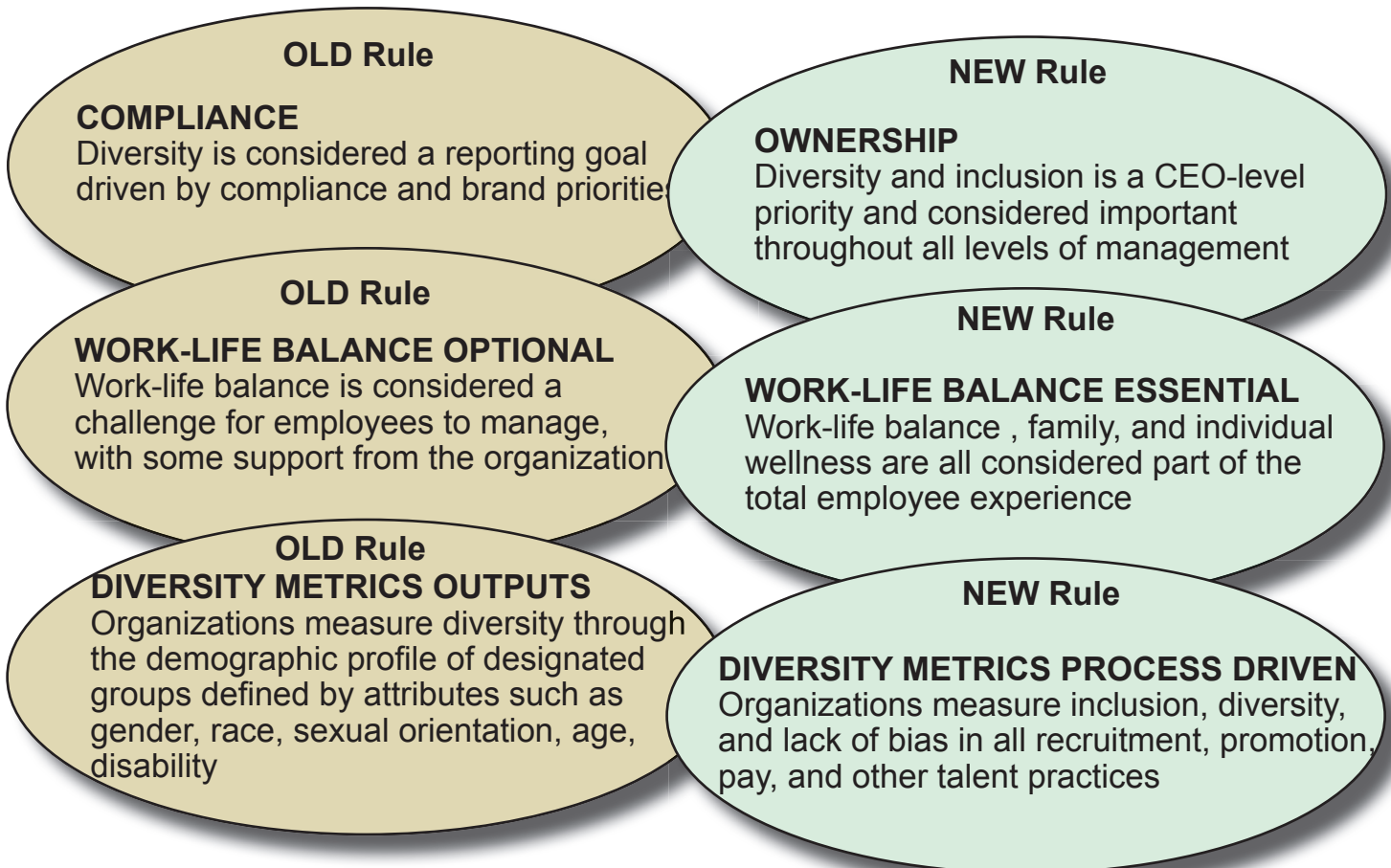
NEW RULES

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Diversity and Inclusion: Old rules vs New Rules



OLD Rule
DIVERSITY DEFINED BY DEMOGRAPHICS
Diversity is defined by gender, race, and demographic differences

NEW Rule
DIVERSITY BROADLY DEFINED
Diversity is defined in a broader context, including concepts of “diversity of thought,” also addressing people with autism and other cognitive differences

OLD Rule
PROMOTION ON MERIT & EXPERIENCE
Leaders are promoted on “merit” and experience

NEW Rule
PROMOTION ON LEADING INCLUSIVELY
“Merit” is unpacked to identify built-in-biases; leaders are promoted on their ability to lead inclusively

OLD Rule
DIVERSITY & INCLUSION A PROGRAM
Diversity and inclusion is a program of education, training and discussion

NEW Rule
DIVERSITY & INCLUSION BEHAVIORS
Diversity and inclusion goes beyond education to focus on de-biasing processes and holding leaders accountable for inclusive behavior

OLD Rule
DIVERSITY MEASURES REPORTED
Organizations regularly report progress on diversity measures

NEW Rule
DIVERSITY MEASURES USED
Organizations hold managers accountable for creating an inclusive culture, using metrics to compare them against each other

DISCUSS at least 1 OLD and NEW Rule with your team. What does the rule mean inside your organization?

From the conversation, determine if you are operating under the old or new rule. If your team is following the old rule, identify ways you can move to the new rule. If your team is following the new rule, identify what changes have occurred, what still need to change.

POST on at least 1 ODDC social media platforms your discovery about the OLD and NEW rules.

SHARE the newsletter with colleagues and peers.



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Inclusion and the Employee Experience

Verna Myers | Author, Consultant and Cultural Innovator

This article represent excerpts from

Talent, Business, and Competition: A New World of Diversity and Inclusion (Allegis Group)



“Diversity is being invited to the party. Inclusion is being asked to dance.”

As soon as a candidate says “yes” to an offer, the employee experience begins. That experience can start with the new employee wondering if her

compensation is fair because she was not inclined to ask for more. It can start with silent stares from people in the office or warm outreach and greetings. It can start with confidence that this job is an opportunity to advance a career or merely a simple hope that the job works out. The experience grows every day. The culture of the company will either make the diverse employee feel included as a part of the organization, or it will make the employee feel separated from social interaction and advancement opportunity.

Fair compensation, employee engagement, and career opportunity: each of these results is an important ingredient in an inclusive company culture that delivers a positive employee experience. Each aspect takes time to build and requires continuous effort to maintain and improve. Together, they add up to a talent advantage in terms of worker productivity, retention, and talent attraction.

COMPENSATION

Identifying pay gaps and correcting them will not necessarily yield long-term results if the cultural factors behind those gaps are ignored. Nevertheless, directly tracking compensation and opportunity (and fixing the gaps) is essential. The process involves key steps to boost visibility and take action, including:

Auditing Compensation Rates

Conducting an audit to reveal apples-to-apples comparisons



of job roles and pay rates is not a simple task. Factors include consistency in role definitions and workload, and corresponding titles and compensation rates. A thorough and objective audit, conducted at regular intervals (commonly two or three years) is central to achieving transparency and revealing discrepancies.

Correcting the Gaps

Based on the audit results, organizations may find they need to directly raise salaries in order to balance pay. Beyond the salaries themselves, other considerations such as job categories and employee classification in relation to those categories may need to be adjusted. For example, a female employee may be stuck in a job title (e.g., director) that limits her pay range while a male doing similar work may find himself in a different category (e.g., senior director or vice president) that commands a higher compensation range.

Measuring and Monitoring Results

There is no one-time fix for pay inequality. Periodic audits ensure a continuous view into the issue, and if an organization is to benefit from improved employee engagement, a policy of sharing results can help build trust. Compensation is a delicate subject, but a positive impact can be made through a communications approach that is honest (with legal guidance) and reinforces the organization's commitment to fair pay.



ENGAGEMENT

Employee engagement makes business sense. According to a Gallup study, employees who are engaged with their work are 17 percent more productive than those who are less engaged. Improved engagement can reduce turnover rates by up to 59 percent. Profitability in highly engaged businesses averages 21 percent higher, and absenteeism is 41 percent lower than in companies with less engaged workers.

Employee engagement boosts productivity and accelerates innovation. It creates a culture that can strengthen a company's employer brand and improve candidate attraction. And, in the case of diverse employees, inclusiveness is a key contributor to engagement. Today, talent and business planners benefit from the availability of expertise and proven best practices that can help them create a workplace that is highly inclusive. An example of an engagement strategy is the establishment of employee resource groups.

Employee Resource Groups (ERGs)

Also known as affinity groups, employee networks, or business resource groups, ERGs are devoted to bringing together workers of common backgrounds, along with supporting allies outside of their group, to share and address challenges, raise awareness, and contribute to the business.



ERGs can help refine how an organization reaches out to talent. They can also help new hires adjust quickly and become engaged as part of the organization.

Related to ERGs are employee councils. These groups may be smaller than ERGs and focus more on being the voice of the diverse group to the executive team. Both ERGs and employee councils can identify issues, contribute to strategy, and act as watchdogs for identifying issues and improving inclusiveness. ERGs may also conduct community outreach that helps to strengthen the organization's employer and customer brand.

Keys to an effective ERG include an executive sponsor, a charter with established goals, regularly scheduled meetings with senior management, and measurement and tracking of members in areas such as promotion and engagement. The executive sponsor helps to raise the voice of the ERG, but that sponsor is not the leader of the group. Leadership should come from within the group and foster grassroots connections with the employee population.



ADVANCEMENT

Organizations depend on workers to perform well in pursuit of new opportunities — to advance into new roles, to receive a raise, and to take on new challenges.

And for diverse workers, bias often stands in the way of opportunity. Diverse workers may find themselves working for bosses who are less forgiving of weaknesses and less appreciative of their

strengths compared to non-diverse employees. They may also find themselves shut out of the conversations that can put them on track for promotion. Once again, unconscious bias is a major culprit in limiting career advancement for diverse employees. Often, bias is hidden in situations or practices that are generally accepted by employers and employees alike.

Organizations are beginning to recognize bias in the high-potential (Hi-Po) concept that determines succession planning.

The Hi-Po label can be subjective, and it often leans toward people that leaders already know. If diverse employees are not already in the leadership fold, they are not likely to have the opportunity to be in the succession planning discussion. Organizations can mitigate Hi-Po bias by evaluating all employees against an





objective set of criteria, from hard skills and aptitude to problem-solving and communications. Likewise, measuring and tracking targeted diverse groups and their inclusion in succession planning can reveal where opportunities are being limited. This approach can help to improve access to leadership opportunities for diverse workers, and it can boost compensation potential and diversity at C-suite levels.

An Inclusive Culture is a Performance Advantage

Fair compensation, employee engagement, and career opportunity: each of these results is an important ingredient in an inclusive company culture that delivers a positive employee experience. Each aspect takes time to

build and requires continuous effort to maintain and improve. Together, they add up to a talent advantage in terms of worker productivity, retention, and talent attraction.

JOIN ODDC in promoting Diverse Teams in your workplace!



For more information about how you can create an inclusive culture, [click here](#)



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Infrastructure Solutions

Organizations are moving beyond training to solve issues related to identifying and building diverse teams. In addition to training, these organizations are focusing on removing bias from systems and processes. The following are examples of some solutions being tried in a variety of workplaces.

#1 Recruitment Practices

According to Rebecca Knight (June, 2017) a vast body of research shows that the hiring process is often biased and unfair. Unconscious racism, ageism, and sexism play a big role in whom we hire. Because these biases are unconscious, many organizations do not know how their hiring process is being impacted. The following are 3 solutions that are relatively easy to implement.



Eliminate identifying information for resume review. Have someone that won't be involved in the hiring process eliminate names, pronoun references, and other demographic information that may signal an identity such as race, ethnicity, gender, disability, etc.

Did You Know?

In Orchestras, when companies switched from auditions where they could see the candidate to blind auditions, the percentage of women members in the orchestra jumped from 5% to 25%. Similarly, institutions using a double-blind method to review scientific studies have similarly increased the number of women who get published in journals.



Establish a structured interview process.
Develop a standard set of questions that each interviewee will be required to answer. Your interview comparisons then will be based upon looking at responses to the same questions across candidates.

Did You Know?

African Americans are 16% less likely to get invited to job interviews.



Require completion of a work sample test.
Identify an activity or simulated case that reflects an example of performance expectations. This activity results in the quality of work performance being judged and comparisons made about work performance versus.

Did You Know?

Work tests have fairly high validity between 40-50%. Because they involve practical application of skills, that can be useful in providing objective information to balance the subjective experience of the interview.

#2 Leadership Assessment & Development

For diversity and inclusion to become embedded in the organization, leaders must own ensuring the organization's culture embraces diversity and inclusion as a fundamental value.



Ensure your organization's leadership performance assessment tools assess traits of inclusive leaders.
Augment your leader assessment with leadership development plans that identify "how to" develop, recognize, and maintain inclusive leadership traits.

Did You Know?

Six traits of an inclusive leader are: commitment, courage, cognizance of bias, curiosity, cultural intelligence, and collaboration.

#3 Mentoring

The one relationship that has the most significant impact upon the rate at which change occurs is having a mentor.



Reverse Mentoring. The goal of this program is to educate leaders about the challenges that employees of different groups face in the work place and to create an inclusive culture where all have the ability to contribute.

Did You Know?

Proctor & Gamble developed a reverse mentoring program that enables senior staff to understand the daily challenges some of their colleagues face. As a result, funding accommodations is now allocated to a central budget to ensure that all P & G facilities worldwide have the resources needed to accommodate all workers.

#4 Metrics

That which gets measured and managed gets results.



Integrate diversity and inclusion metrics into organization's accountability system. Increase accountability at all levels by linking compensation to diversity goals.

Did You Know?

Proctor & Gamble instituted an executive compensation system that directly linked the executive's compensation to the department's diversity goals (for example, in areas of promotion, hiring, compensation, supplier diversity, cultural mentoring, etc.) Hence, pay/merit increases, bonuses, incentives, and stock options were linked to diversity results.

In 2015, Diversity, Inc. ranked P&G second among the top 10 companies for people with disabilities, seventh among its top 50 companies for diversity overall, and eighth for global diversity.

Together, moving forward

MOVING FORWARD.... Everyone in the organization must own making diversity and inclusion a part of the organization's infrastructure. Don't be a part of the problem. Be a part of the solution

Try it!

MOVING FORWARD...

SELECT Focus Area

IDENTIFY and implement solution

DETERMINE impact: did teams become more diverse? Did team members engage more? Did team perform better?

SHARE your successes on one of ODDC's social media platforms

Focus Area	Solution Implemented	More Diverse Teams	More Engaged	Performed Well
Recruitment				
Leadership				
Assessment & Development				
Mentoring				
Metrics				



SHARE on one of ODDC's social media platforms a solution your organization has implemented that has resulted in teams being more diverse, engaged, and performing well.

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Technology View: Bias-Killing Innovations Are Taking the Stage

Jonathan Kestenbaum Managing Director, Talent Tech Labs

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Skills Assessment

Solutions can now administer anonymous skills based challenges to evaluate candidates on their work performance rather than their background.

GapJumpers is a technology platform for employers to conduct blind auditions in hiring. Initial screening is based on applicants' performance in specific skills or "audition" type tests, helping to avoid biases associated with résumés, initial interviews, or other early areas of the recruiting process.

Blind Screening

Software is now available that hides details on a résumé regarding a candidate's sex, ethnicity, age, socioeconomic status, and educational background.

Blendoor is a hiring technology that reduces unconscious bias by hiding data that's not relevant and highlighting data that is.

Employer Branding

Sites are now highlighting and aggregating company profiles that showcase a firm's commitment to diversity initiatives and a culture of inclusion. New communities or niche sites are emerging that are dedicated to specific diverse groups.

InHerSight, for example, is a forum similar to Glassdoor, where women rate their experiences working for various companies.

Job Advertising

A number of automated tools and services ensure employers attract diverse applicants through text, images, and videos as a part of their job descriptions.

Textio is a simple tool that analyzes job descriptions and instantly identifies terms and phrases that can be improved to boost candidate responses and attract a larger, more diverse candidate pool.



Matching Systems

New platforms are connecting candidates from diverse backgrounds to companies looking to hire diverse talent.

Jopwell connects diverse professionals and students to top companies.

Entelo uses a proprietary algorithm to help companies find candidates from underrepresented groups based on gender, ethnicity, and veteran status.

The Evolution of D&I-Enabling Technology

Today, many new applications are rapidly evolving as niche technologies develop to cover larger portions of the recruiting process or get acquired by talent platforms as part of their broader solutions. A prime example of the changing technology landscape is the re-brand of *Unitive*. Formerly focused on improving job descriptions and advertisements, the company now brands itself as Talent Sonar, a technology that addresses bias across the entire hiring cycle.

For any talent planner, the array of available technologies will continue to change, and it's important to note that technology in the space will never completely eliminate all aspects of bias. Consider that even AI-driven solutions are subject to "algorithmic bias" or a slant in the output based on the weaknesses of human training of the technology. Even considering the rate of change and limitations of D&I-focused technologies, the space provides great promise, and organizations can expect to see many of the applications in wide use across platforms in the future.



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Diversity and Inclusion (D&I): Where Does Your Organization Stand?



Results from recent Allegis Group surveys reveal that when it comes to turning D&I into a business strength, **real action separates leading talent organizations from the rest of the pack.**

The Top Performers

"We made D&I a priority, and we're winning the war for talent."

Only **7.7%**

of employers claim a "high performance" talent acquisition function that delivers quality talent, timely results, and optimized costs.

Those high performers are **38% more likely to emphasize D&I** as a business priority.



The Leading Few

"We have a strategy in place."

Only **37%**

of employers have **diversity hiring goals.**

Only **31%**

of employers have **fair compensation goals.**



The Moderate Majority

"We're doing something, but we could do better."

72%

of companies claim to **make progress on D&I initiatives.**

But **41%**

of organizations claim "**no one**" has **compensation tied to D&I goals.**



The Stranded

"We've done nothing."

27%

of companies have **no D&I practices in place** (e.g., employee resource groups, mentorship programs, compensation tracking, or leadership D&I performance goals).

