



Effective Diversity Recruiting: Building a Workforce for Today and Tomorrow



Washington State Department of
Enterprise Services

Section 1: Introduction

Welcome

- Emergency Exits
- Restrooms
- Food/Drink
- Behavioral Agreement
- Etc. etc. etc.



Learning Objectives

- Why is diversity recruitment important?
- Understand elements for broad, outreach and recruitment.
- Develop comprehensive recruitment plans.
- Tools for effective retention.
- Leverage inclusion to improve service and program delivery

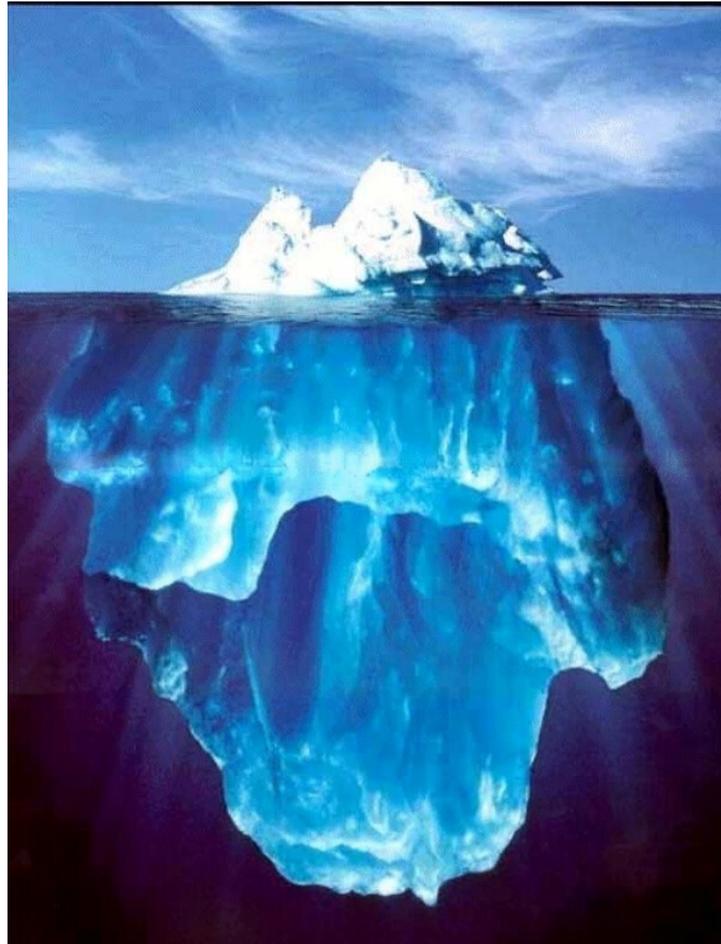


Section 2: Dimensions of Difference

Diversity: Creating Synergy in the Workplace

Dimensions of Difference

Visible and Hidden



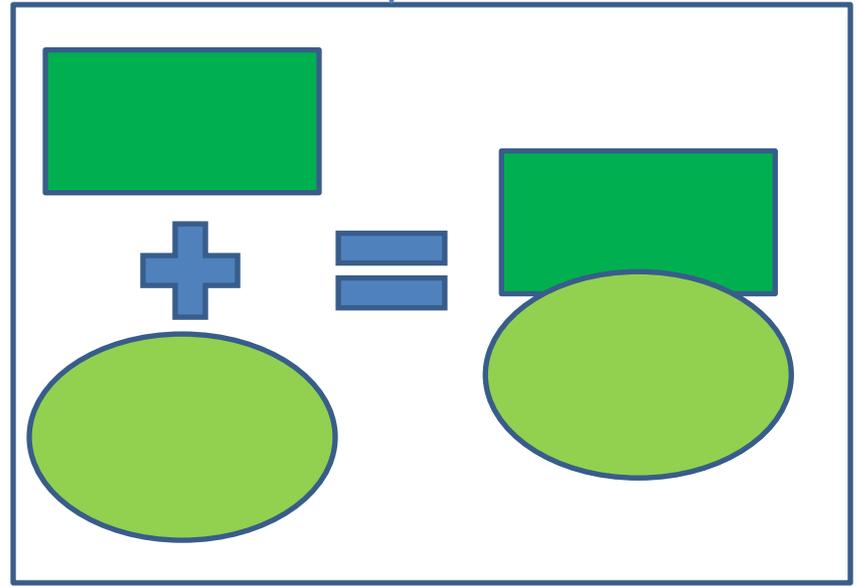
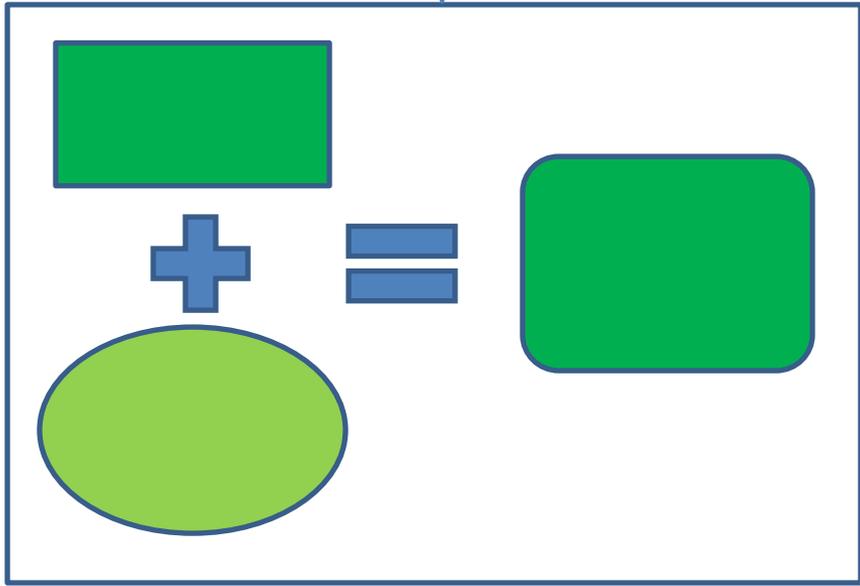
Diversity vs. Discrimination

Equal Opportunity
Regardless of
Differences

Unjust and Unfair
Treatment Based
on Differences



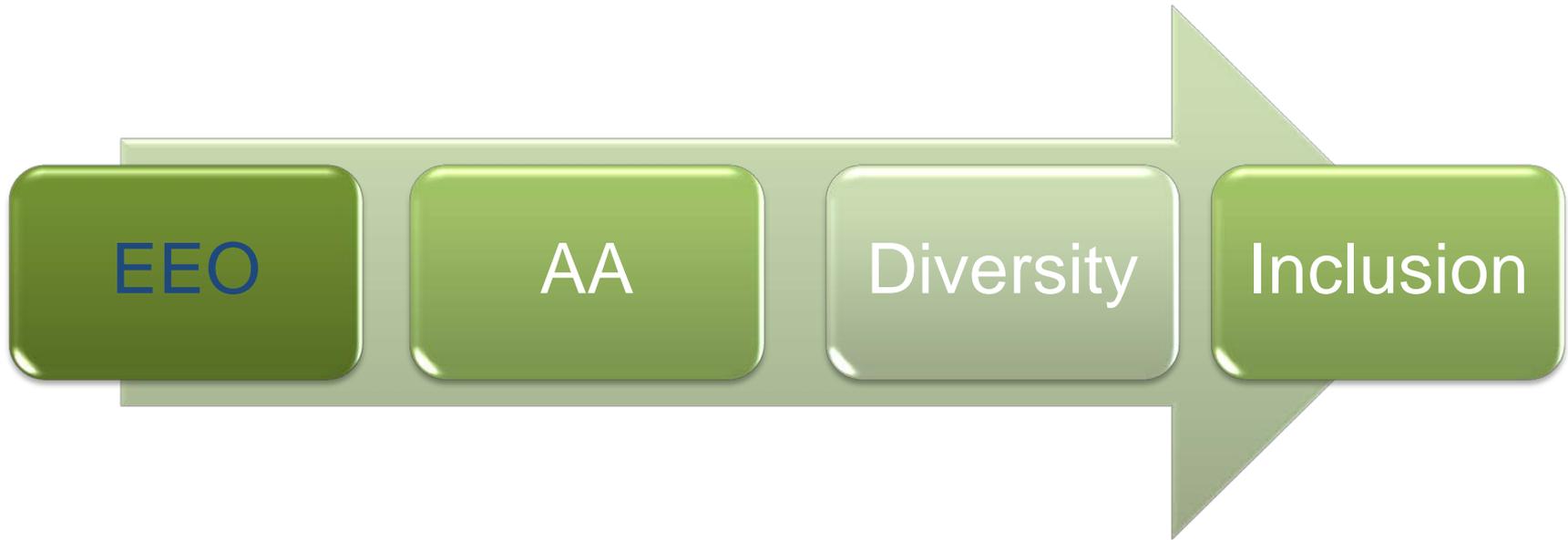
Assimilation vs. Acculturation



Section 3: Historical Evolution

Diversity: Creating Synergy in the Workplace

Historical Evolution



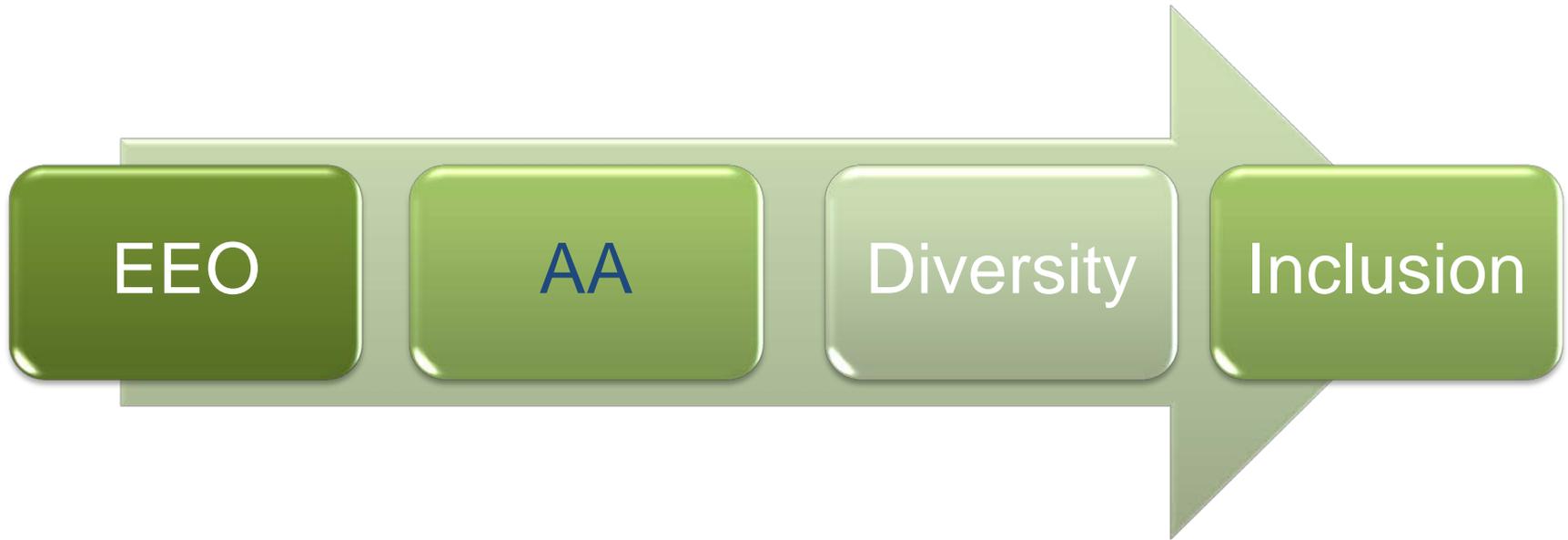
Equal Employment Opportunity

A set of laws that prohibit organizations from discriminating against employees in protected classes.

Anti-Discriminatory Focus



Historical Evolution



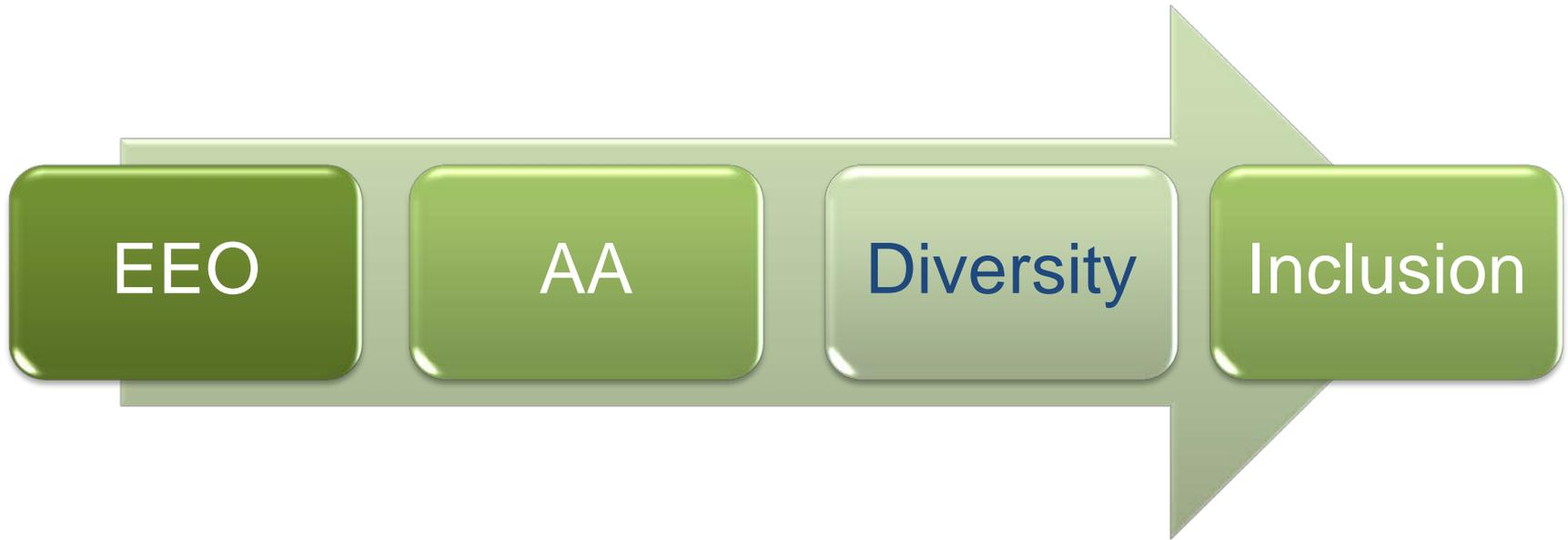
Affirmative Action

Government Contractor required programs and policies that are designed to increase the representation of women, minorities, disabled employees and veterans by taking proactive steps to recruit, hire, train and promote individuals from historically underrepresented groups.

Representative Focus



Historical Evolution



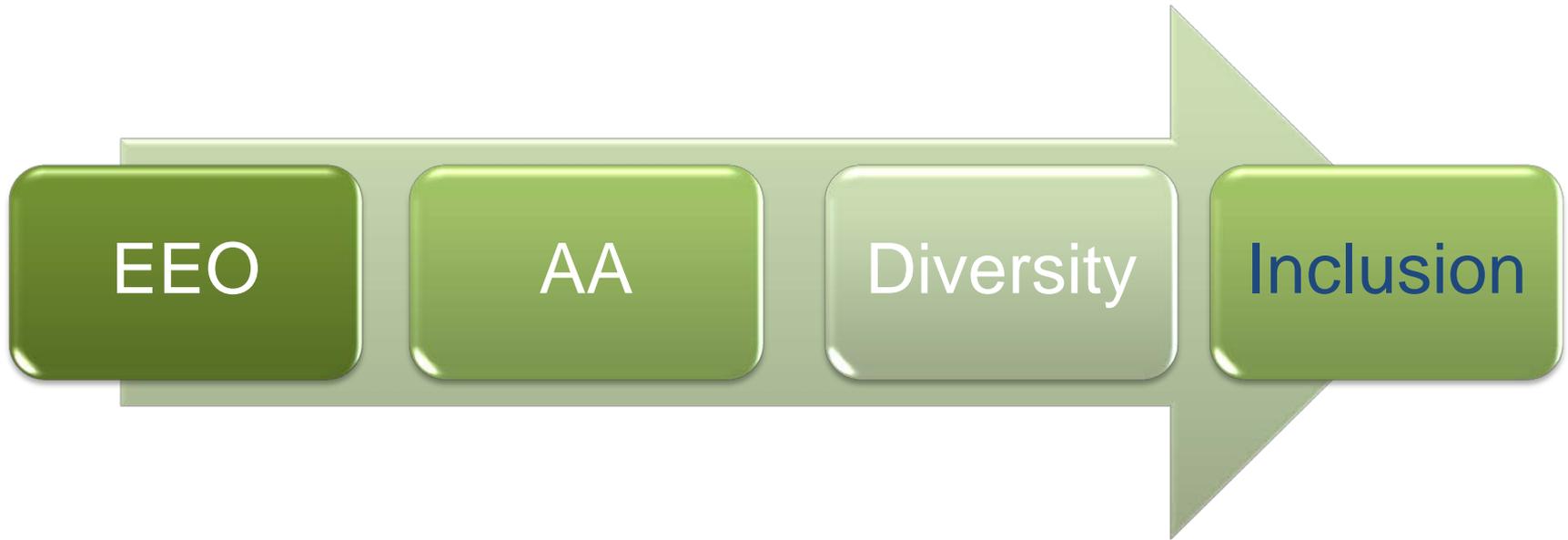
Diversity

Encouraging people to bring their unique differences, voices and perspectives into problem-solving, decision-making and creativity.

Perspectives Focus



Historical Evolution



Inclusion

Creating a culture that encourages collaboration, learning from differences, flexibility, fairness and equal opportunity and where structures, policies and practices enhance organizational effectiveness.

Systemic Focus



Federally Protected Classes

- Race
- Color
- Religion
- National origin
- Age (40 and over)
- Sex
- Sexual orientation
- Pregnancy
- Citizenship
- Familial status
- Disability status
- Veteran status
- Genetic information



Section 4: Diversity

Diversity: Creating Synergy in the Workplace

Why Diversity?

What is driving the focus on diversity and generational difference?	What are the implications?
Demographic changes	Composition of the workforce, workplace, and marketplace.
Technology	How work gets done, where work gets done, social media, how we communicate.
Competition	For talent, resources, market share, revenues, and customers.
Globalization	Understanding culture, cross-cultural communication, and need for cultural competency.
Company Reputation	Employer of choice, industry leader, corporate responsibility, and reputation management.



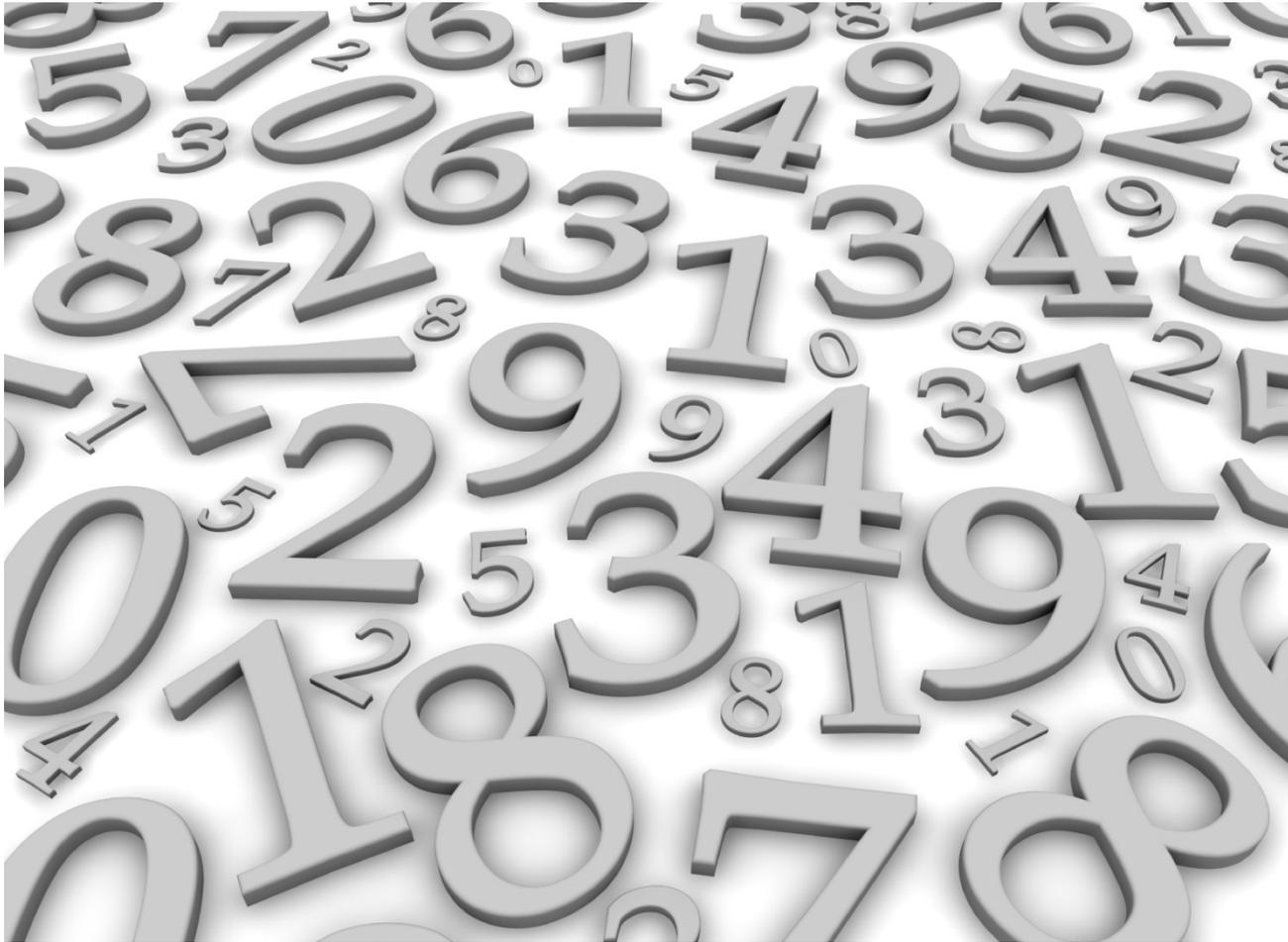
Diversity in Washington

Executive Orders:

- 12-02 Workforce Diversity and Inclusion (2012)
- 13-01 Veterans Transition Support (2013)
- 13-02 Improving Employment Opportunities and Outcomes for People with Disabilities in State Employment (2013)

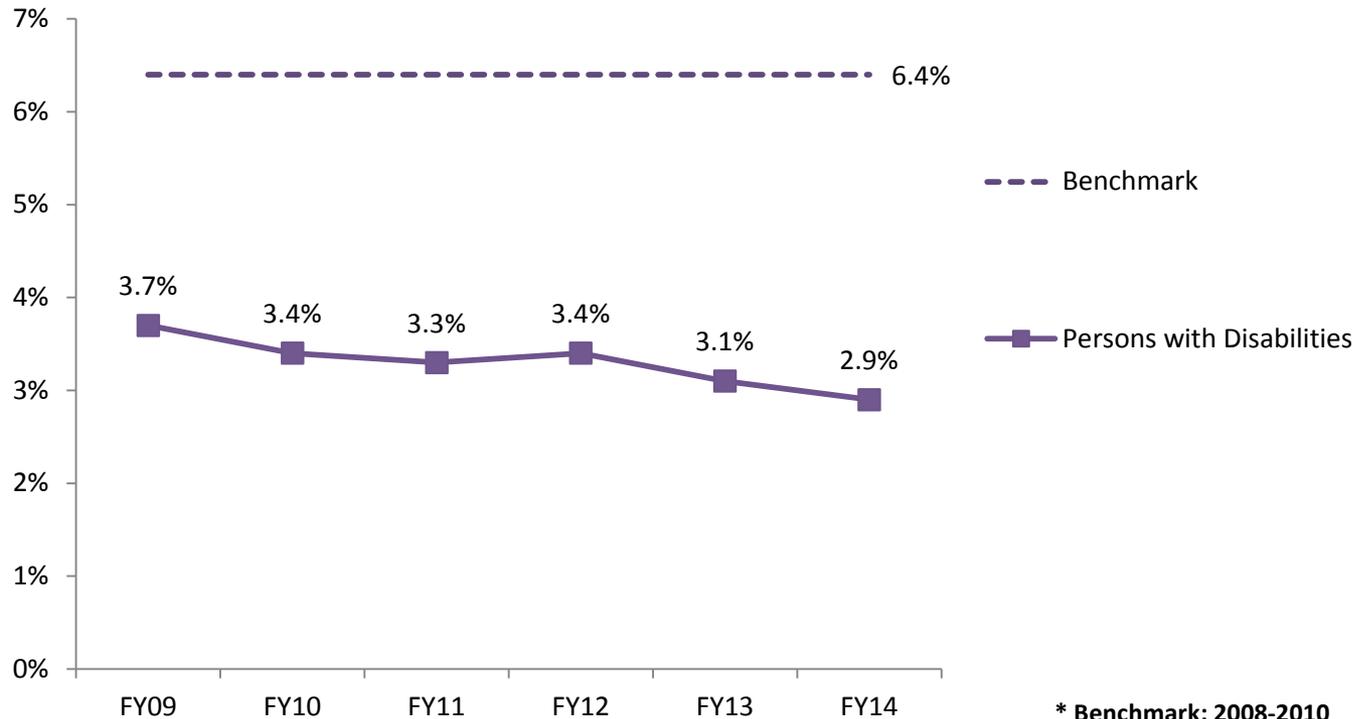


It's all in the numbers....



Percentage of Hires with a Disability

Persons with Disabilities Headcount

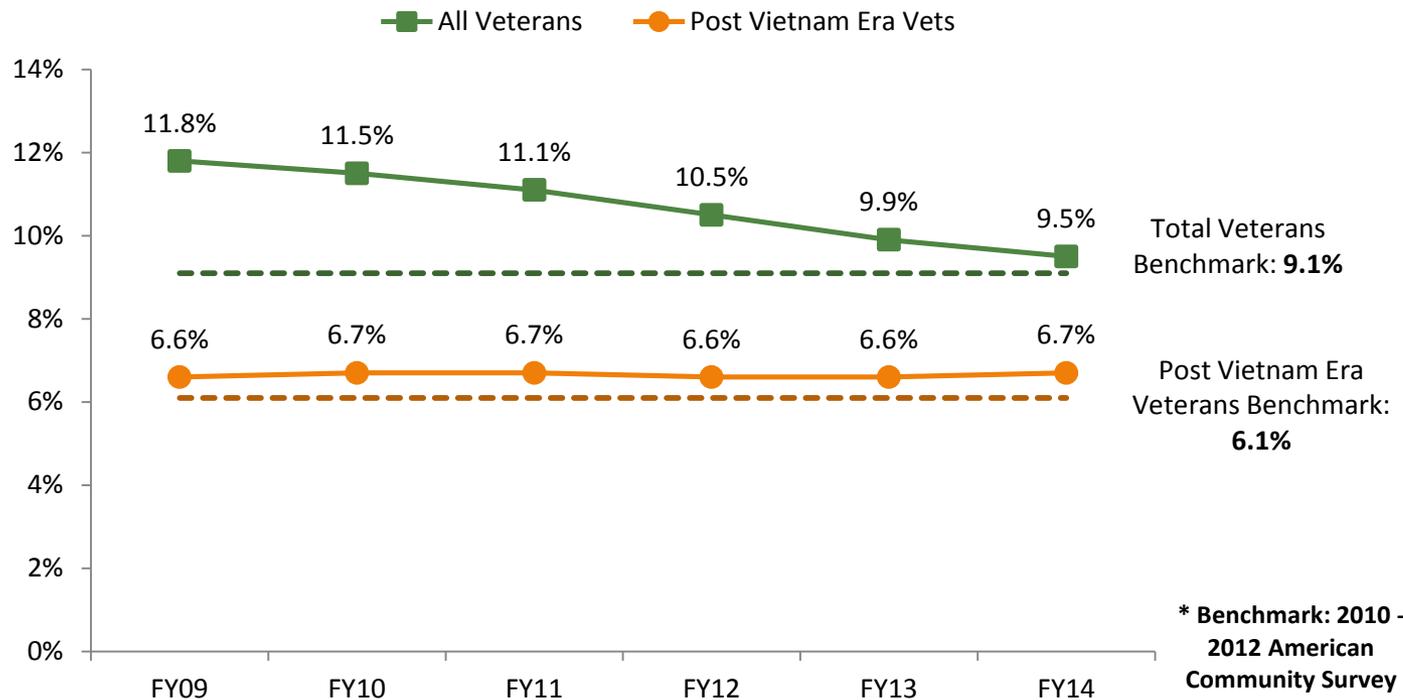


* Benchmark: 2008-2010
American Community Survey



Percentage of Veteran Hires

Post Vietnam Era Veteran levels have remained constant

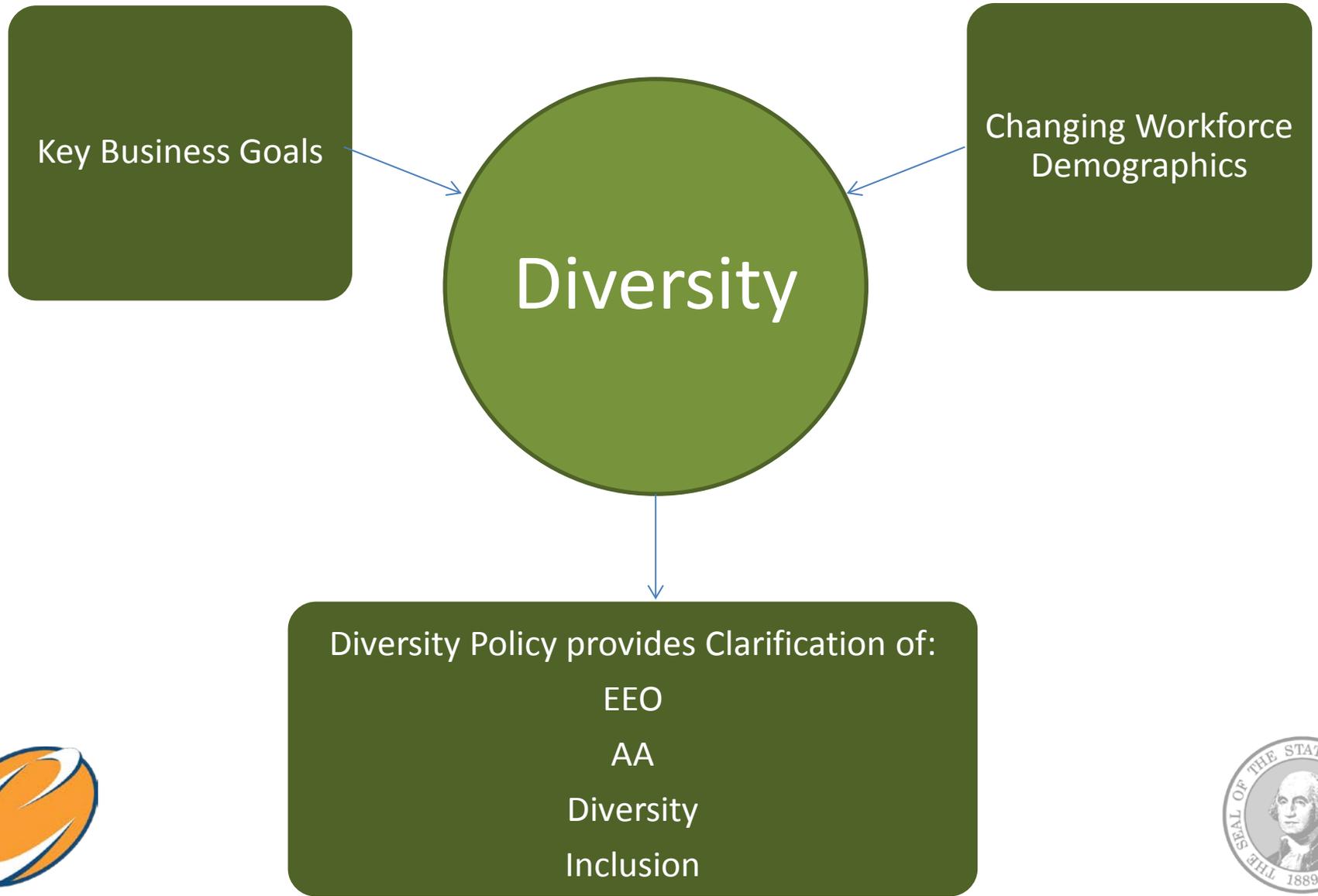


Percentage of Persons of Color

Workforce Diversity Profile	FY09	FY14	Change from FY09 to FY14
Persons of Color	18.0%	18.7%	0.7%
Persons with Disabilities	3.7%	2.9%	-0.8%
Female	51.0%	51.4%	0.4%
All Veterans	11.8%	9.5%	-2.3%
Post Vietnam Era Veterans	6.6%	6.7%	0.1%
Vietnam Era Veterans	5.2%	2.8%	-2.4%
Disabled Veterans	1.6%	1.4%	-0.2%



Exploring the Links



Section 5: Inclusion

Diversity: Creating Synergy in the Workplace

Inclusion

Inclusion describes the way an organization configures opportunity, interaction, communication, information and decision-making to utilize the potential of diversity.



To become a culturally competent organization, you must:

- Implement and maintain equitable policies and practices
- Train and hire culturally competent staff
- Provide programs that are responsive and accessible to all stakeholders in your supply chain
- Make the business case for why diversity matters to you and build that into every area of your operations



To be seen as an employer of choice, your organization must:

- Consistently support inclusive and welcoming working environments responsive to employee needs
- Collectively address systemic inequities
- Express diversity through policies and practices



To keep growing as an inclusive workplace, your organization must:

- Nurture your diverse workforce to grow and thrive
- Partner and empower the talent pools from which you hope to attract future employees
- Provide community support that facilitates and supports the communities from which you'd like to have a presence
- Hold all staff, not just leaders, accountable for maintaining a diverse workforce and supporting an inclusive organization



Section 6: Individuals

Diversity: Creating Synergy in the Workplace

Top 7 Leader Competencies

1. Effective Communication Skills and Reflective Listening
2. Cultural Awareness and Understanding
3. Leadership – Wanting positive change and inclusiveness.
4. Teamwork
5. Conflict Resolution
6. Flexible Thinking and Adaptability
7. Project Management



Employees Want...



The Common Ground



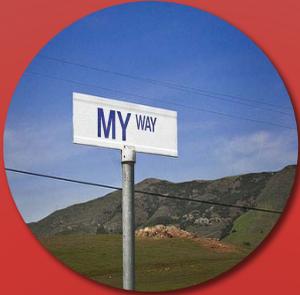
Motivators for Employee Engagement



Section 7: Organizations

Diversity: Creating Synergy in the Workplace

Four Organizational Environments



Mono-culture



Compliant



Multicultural



Inclusive



Coalition Building



Diversity Success Requires...

- Articulation of truths
- Commitment
- Deliberate action
- Investment of resources
- Courage to face change
- Ongoing action
- Accountability



Where is My Agency Now?



What can be done to create an inclusive organization?



Section 8: Getting to Equity & Inclusion

Diversity: Creating Synergy in the Workplace

How to Get to Inclusion and Equity?

The Answer: **Relationships**

Real and meaningful relationships require hard work, commitment and courage.



Strategic Planning Process

STAGE	ACTIONS
Current State	
Desired State	
Gap Analysis	
Plan	





THE END





Chanin Kelly-Rae is the Statewide Diversity Manager for the State of Washington and oversees an array of diversity related projects including development of new affirmative action reporting guidelines, the Enterprise cultural competency strategic framework, Diversity and Inclusion training curriculum, and other initiatives coming from the Washington State Diversity Council and Governor Jay Inslee’s Office. As a nationally recognized subject matter expert in diversity, inclusion and equity policy and strategies, Chanin has also served as Senior Director of Inclusion and Equity, for the National Court Appointed Special Advocate (CASA) Association, and Diversity Manager for Catholic Community Services of Western Washington. Having a strong passion for improving organizational capacity, she has also served as a Community Volunteer for the City of Seattle’s Department of Neighborhoods, City of Seattle School Use Advisory Committee, Partners for Successful Schools, and a host of other schools, Boards, and community based organizations. She completed her studies at the University of Wisconsin – Milwaukee in English and Cultural Studies. She also has a certificate in Diversity Management from Cornell University. Chanin lives in Bothell, Washington with her husband and two sons where she enjoys volunteering in schools and with organizations whose work benefits kids and families, cooking for friends, and spending time making people laugh.