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
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
Historical Evolution

Equal Employment Opportunity

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

Anti-Discriminatory Focus
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.
Historical Evolution

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

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

- FY09: 3.7%
- FY10: 3.4%
- FY11: 3.3%
- FY12: 3.4%
- FY13: 3.1%
- FY14: 2.9%

* Benchmark: 2008-2010
American Community Survey
Percentage of Veteran Hires

Post Vietnam Era Veteran levels have remained constant

- **All Veterans**
  - FY09: 11.8%
  - FY10: 11.5%
  - FY11: 11.1%
  - FY12: 10.5%
  - FY13: 9.9%
  - FY14: 9.5%
- **Post Vietnam Era Vets**
  - FY09: 6.6%
  - FY10: 6.7%
  - FY11: 6.7%
  - FY12: 6.6%
  - FY13: 6.6%
  - FY14: 6.7%

Total Veterans Benchmark: 9.1%
Post Vietnam Era Veterans Benchmark: 6.1%

*Benchmark: 2010 - 2012 American Community Survey*
Percentage of Persons of Color

<table>
<thead>
<tr>
<th>Workforce Diversity Profile</th>
<th>FY09</th>
<th>FY14</th>
<th>Change from FY09 to FY14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Persons of Color</td>
<td>18.0%</td>
<td>18.7%</td>
<td>0.7%</td>
</tr>
<tr>
<td>Persons with Disabilities</td>
<td>3.7%</td>
<td>2.9%</td>
<td>-0.8%</td>
</tr>
<tr>
<td>Female</td>
<td>51.0%</td>
<td>51.4%</td>
<td>0.4%</td>
</tr>
<tr>
<td>All Veterans</td>
<td>11.8%</td>
<td>9.5%</td>
<td>-2.3%</td>
</tr>
<tr>
<td>Post Vietnam Era Veterans</td>
<td>6.6%</td>
<td>6.7%</td>
<td>0.1%</td>
</tr>
<tr>
<td>Vietnam Era Veterans</td>
<td>5.2%</td>
<td>2.8%</td>
<td>-2.4%</td>
</tr>
<tr>
<td>Disabled Veterans</td>
<td>1.6%</td>
<td>1.4%</td>
<td>-0.2%</td>
</tr>
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Exploring the Links

Diversity Policy provides Clarification of:
- EEO
- AA
- Diversity
- Inclusion

Key Business Goals

Changing Workforce Demographics
Section 5: 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…

- Respect
- Rewards
- Inclusion
- Voice
- Recognition
- Development
- Flexibility
- Safety
- Compensation and Benefits

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**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?

Organizational Environment + Assumptions → Workplace Behavior & Culture

What can be done to create an inclusive organization?
Section 8: Getting to Equity & Inclusion
How to Get to Inclusion and Equity?

The Answer: Relationships

Real and meaningful relationships require hard work, commitment and courage.
## Strategic Planning Process

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<tr>
<th>STAGE</th>
<th>ACTIONS</th>
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<tr>
<td>Current State</td>
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<tr>
<td>Desired State</td>
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<tr>
<td>Gap Analysis</td>
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<tr>
<td>Plan</td>
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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.