

DIVERSITY, EQUITY, INCLUSION, and BELONGING TOOLKIT FOR BUSINESSES

BUSINESS GROWTH THROUGH DEIB

Welcome to our diversity, equity, inclusion, and belonging (DEIB) toolkit for business owners and managers. We hope that the ideas presented here will provide *a starting point* to help your organization's efforts toward welcoming **diversity** in people and perspective, **equity** in policy, practice, and position, **inclusion** through voice and organizational structure, and **belonging** that centers around the employee feeling accepted in the workplace.

This toolkit was originally developed by our colleagues at the Greater Phoenix Chamber in Arizona and adapted by the Billings Chamber of Commerce in Montana. As with most efforts to improve lives and support thriving communities, community and chamber leaders are quick to share best practices. We are grateful to our friends in Phoenix and Billings for allowing us to share their hard work that resulted in this document.

A handwritten signature in blue ink that reads 'Jaime'.

Jaime Schmeiser
President

Sullivan County Chamber of Commerce

A handwritten signature in blue ink that reads 'Ray'.

Ray Pucci
President

Delaware County Chamber of Commerce



This toolkit is provided by Delaware County and Sullivan County chambers of commerce as a resource and is not a substitute for legal advice when considering hiring or other employment practices.





DIVERSITY, EQUITY, INCLUSION, and BELONGING TOOLKIT FOR BUSINESSES

INTRODUCTION

DIVERSITY, EQUITY, INCLUSION, and BELONGING (DEIB) in the workplace have become increasingly important to both small and large employers, and both locally as well as across the nation. Having a diverse workforce brings new perspectives and ideas to your business, and prioritizing DEIB concepts can help attract top talent to your company.

So, how do you get started?

Embarking on this journey isn't easy. Implementing sustaining DEIB strategies takes time and effort. The good news, though, is you don't need to be a large company with dedicated staff to get started. You need buy-in from your leadership, and at least one team member willing to learn best practices and begin implementing them in your organization.

Ready to get started?

Great! The Implementation page walks you through some initial thoughts to begin.

- Review the full toolkit to gain a better understanding of what is included.
- Share the information with key members of your team who will be part of the process.
- Pick ONE area to begin your focus. Read through that section and, with your team, develop a plan to incorporate those practices into your business.

We're here to help!

Through this collaborative effort, our Chambers will host virtual forums during which tips and best practices will be shared. These forums will also allow you to ask questions and discuss challenges and successes with other business owners and managers.

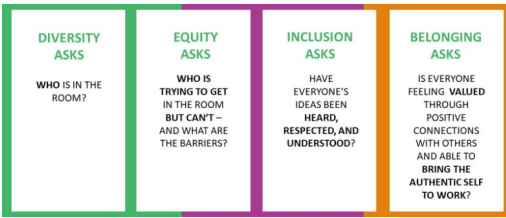
WHAT IS THIS TOOLKIT?

This DEIB toolkit is ...

- **Designed to be a starting point for your company.**
- **Meant to be an ongoing process and engage your entire team.**
- **Intended to promote awareness through relevant examples**
- **Likely to help you improve your workforce and your bottom line.**

This toolkit is not...

- **Completely turnkey. The concepts will enable you to begin the process, but you'll need to do the work to implement new practices.**
- **Meant to be tackled all at once. Pick one area and begin integrating it into your company.**
- **Going to change your business overnight. There is no checklist for DEIB, but it will get you started with one positive change at a time.**



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IMPLEMENTATION

THE PROCESS

Defining your company's current status is key to choosing your priorities and customizing your implementation strategy.

COMPANY CULTURE ASSESSMENT

Assess your current status on the diversity, equity, and inclusion matrix to analyze your company objectively.

CHOOSE YOUR PRIORITIES

Use your current status on the DEIB matrix to define where you want to be within a reasonable timeframe.

IDENTIFY RESOURCES

Identify the toolkit components you need to achieve your goals and assign roles for implementation of each component.

DEFINE YOUR TIMELINE

Define an achievable timeframe for implementation, evaluation, monitoring, and measuring success.

GET YOUR TEAM ONBOARD

Leadership buy-in is crucial for employee participation and achieving your goals.

JOIN THE CONVERSATION

Participate in knowledge-sharing sessions to learn best practices and secrets to success.

MEASURE YOUR SUCCESS

Choose achievable key performance indicators (KPIs) to measure your progress based on your goals.

THE FORMAT

Each toolkit component contains a standardized, easy to follow format for defining the principle (WHAT?), explaining the rationale behind its importance (WHY?), how to implement the principle (HOW?), and measure the outcomes.

RESOURCES | TOOLKIT COMPONENTS

IMPLEMENTATION AND ASSESSMENT

Process overview and how to define where to start.

ROLE OF CULTURE

Company culture is often described as "the way we do things around here."

UNCONSCIOUS BIAS

Self-awareness is the key to avoiding stereotypes

ROLE OF EMPLOYEES

Employees need a clear understanding of diversity goals as well as an inclusive mindset to learn and practice inclusive behaviors.

RECRUITING

Develop an intentional and holistic strategy including attracting, hiring, promoting, and retaining diverse employees.



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THE ROLE OF CULTURE

WHAT?:

UNDERSTANDING CULTURE

Company culture is often described as “the way we do things around here”. While culture is invisibly shaped by the collective values of company members who keep social norms in place, it can also be observed in everything from employee attitudes, business policies, decision making, and leadership style, to performance measurement, Rewards, use of language, dress code, business hours, company structure, and more.

Culture is worth our attention, it is the number one enemy of business success. It can break or fuel your company's strategy.

At the root of any company culture are the values held by its members. These values often manifest in observable employee behaviors and artifacts (such as office layout, decor, and dress code). every company has a culture, either by Design or by default. If your company has not purposefully defined, established, and nurtured a desired culture, then an unintentional “way of doing things” has developed.

Having a culture that values diversity and inclusion ensures employees are valued, respected, accepted, and encouraged to fully participate in the company. Employees in diverse and inclusive environments feel appreciated for their unique characteristics and are therefore comfortable sharing their ideas and other aspects of their true and authentic selves.

KEY ATTRIBUTES OF CULTURE

- SHARED** -- Culture is an attribute of a whole group, not of an individual or collection of individuals. It’s all about the unwritten, shared values, rules, and assumptions that guide how organizations behave.
- PERSUASIVE** -- Culture applies broadly throughout an organization, permeating all levels and functions.
- ENDURING** -- Culture has a major influence over the long-term mindset and actions of an organization. It includes the shared rituals, stories, Legends, and experiences that typically define the organization. It plays a major role in determining those who fit in and stay and those who don't intend to leave, thus becoming self-reinforcing and resistant to change over time.
- IMPLICIT** -- People are hardwired to instinctively recognize and respond to culture, serving as a kind of organizational silent language. Research has shown that the human capacity for culture is universal, having been shaped by evolutionary processes.



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THE ROLE OF CULTURE

ORGANIZATIONAL CULTURE DESIGN

Organization design is a process that aligns core components of the company's system to solve business problems, enable performance, and Define culture. The following determine an ideal culture, including employee and internal customer experience, to enable a future state.

- STRATEGY -- Refresh Mission, Vision, guiding principles, and strategic roadmap.
- STRUCTURE -- Determine Structure including core functions/work, roles, responsibilities, decision rights, and governance.
- PROCESS AND TECHNOLOGY -- Determine new operating model, core Business processes, and how technology could support.
- PEOPLE -- Understand capabilities needed for the future, existing capabilities, and strategy to fit the right people into the correct roles.
- REWARDS -- Determine compensation and performance goals, create meaningful rewards and recognition to reinforce new behaviors.
- DATA -- Understand breadth and depth of what's possible with data analytics.

ARTICULATE THE ASPIRATION

Cultural transformation is not unlike defining a new strategy for the organization. They both must be openly discussed and understood throughout the company. Leaders must understand how the new culture aligns with market and business conditions. Since culture is a somewhat ambiguous and Abstract subject, it's important to use real, concrete business challenges and opportunities to help people better understand and connect to the need for change.

USE ORGANIZATIONAL CONVERSATIONS ABOUT CULTURE TO UNDERSCORE THE IMPORTANCE OF CHANGE

It's important to discuss the desired culture change throughout the organization so that people can viscerally understand both the challenges and opportunities for the change as employees start to recognize that their leaders are talking about new business outcomes and Innovation instead of quarterly earnings for example, they will begin to behave differently themselves, creating a positive feedback loop.

REINFORCE THE DESIRED CHANGE THROUGH ORGANIZATIONAL DESIGN

When a company's structure, systems, and processes are aligned and support the aspirational culture and strategy, instigating new culture styles and behaviors will become far easier. Cultural changes are generally accompanied by changes in the way employees are paid, evaluated, and promoted. These are visible, concrete ways of reinforcing the desired evolution of the organization.



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THE ROLE OF CULTURE

WHY?

A company's culture acutely impacts business results, from customer loyalty, to Innovation, to achieving strategic financial goals. Culture can be a relatively cost-effective way for a company to differentiate itself as an employer and retain and engage top talent to support and achieve its most strategic goals.

HOW?

DEFINING CORE VALUES

Core values are the highest values that guide a company's actions, unite its employees, and define its brand. Company culture gives everyone in the organization a common platform and approach for their work. The shared outlooks of a company's culture determine employees attitudes, effectiveness, and sense of team. Creating a strong and effective company culture stems largely from the communication strategies of owners and top management. Companies who want a creative and proactive company culture not only have to communicate this to employees, but must reinforce it in their daily communication styles. For example, managers of empowered company cultures often say things like, “Great thinking--can you take the lead on implementing that?”, “How would you solve this problem?”, and “I'd like you to come up with three great ideas and show them to me later.”

Clear core values can help an organization hire the right people, dismiss the right people, secure high-value customers, navigate through crises, remain accountable to commitments, and serve stakeholders better.

BEST PRACTICES FOR CULTURE CHANGE

Consider Cummings and Worley's (Organizational Development and Change, 2004) guidelines for culture change:

1. Formulate a clear strategic vision and values. This Vision gives the intention and direction for the future change.
2. Display top management commitment. The top of the organization must favor the culture change in order to actually implement the change in the rest of the organization.
3. Model culture changes at the highest level. The behavior of the management team needs to symbolize the kinds of values and behaviors that should be realized in the rest of the company.
4. Modify the organization to support organizational change. This includes identifying what current systems, policies, procedures, and rules need to be changed.
5. Select and socialize newcomers. Encouraging employee motivation and loyalty to the company will create a healthy culture training should be provided to all employees to help them understand the new processes, expectations, and systems.
6. Develop ethical and legal sensitivity. This step can identify obstacles of change and resistant employees, and acknowledge and reward employee improvement, encouraging continued change.



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THE ROLE OF CULTURE

MEASURES OF SUCCESS

MANAGING AND MEASURING CULTURE

When culture is not measured and managed, it can influence the behaviors of employees and unplanned ways-- often devastating employee engagement and retention, obstructing corporate strategies and goals, and ultimately a rotating the bottom line.

Culture has proven time and again to be a powerful force that can either accelerate, or topple, the most well thought-out corporate strategies. Companies tend to focus only on what they can tactically measure, and companies have learned to expertly analyze financial metrics, competitor performance, and operational efficiency.

It is important to translate your desired values into behaviors, processes, and artifacts that drive your company to literally live the values that are written on the wall. Using real data allows you to measure progress as your organizational culture begins to transform.

Set targets by reviewing past company performance (no financial) and internal conditions, as well as external benchmarks (other competitors). Determine success of diversity strategies in recruitment, retention, development, training, and succession planning. tools and resources to understand and improve your company culture includes:

- Track legal complaints or HR complaints
- Track retention rate
- Employee surveys, exit surveys
- Client service
- Culture parity-- Workforce mirrors customer base
- Increase in diverse candidates applying for positions

DEVELOPING A CULTURE STATEMENT

- No more than 20 to 75 words
- Written at an 8th to 11th grade level
- Include “positive words” that signal inclusion, such as “inclusive”, “celebrate”, “grow”, “experiences”, etc.



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UNCONSCIOUS BIAS

WHAT IS UNCONSCIOUS BIAS?

SELF AWARENESS IS THE KEY TO AVOIDING STEREOTYPES

Unconscious bias refers to the attitudes or stereotypes that affect our understanding, action, and decisions in an unconscious manner. It means that we often end up treating people and situations based on unconscious generalizations and preconceptions rather than using a set of objective qualitative and quantitative parameters. In many cases, unconscious bias is expressed as a prejudice in favor of or against a person, a decision, or group compared to another, in a way that is often considered unfair. Unconscious biases are influenced by how people were raised, cultural environment, and personal experiences. People tend to mirror their natural environment. This can be the community in which they live, the hobbies they enjoy, or how they were raised, educated, and disciplined growing up.

RECRUITMENT CAN BE HEAVILY AFFECTED BY BIAS

Research shows that recruitment and selection decisions are heavily influenced by unconscious bias. This is not surprising when everything in life begins with selection. This is why a person's biography or validated resume provides an insight into selection, training, mentoring, and development. Recruiting happens naturally within a person's comfort zone. People active in their communities will have more diverse pools of candidates than those with limited hobbies or lacking any community involvement.

IT STARTS WITH THE LEADERSHIP TEAM

Hiring those who look like us, think like us, talk like us, and share our personal interest, political views, or habits will ingrain unconscious biases in your organization. Having a leadership team that mirrors the overall organization, or the community they service, is crucial to productive, diverse growth. Diverse viewpoints and differences of opinion are healthy for an organization's growth and development and promotes an equal voice to everyone seated at the table. Conscious diversity needs to be incorporated into every aspect of an organizational plan to avoid enhancing unconscious bias and leading to growth and profitability challenges.

WHY IS UNDERSTANDING UNCONSCIOUS BIAS IMPORTANT?

Unconscious bias in the workplace can impact diversity, recruiting, employee retention, and unknowingly shape an organization's culture. Unconscious biases are unknown drivers that can destabilize organizations. For example, recruiting efforts driven by internal referrals when there is unconscious bias in an organization could easily create a compounding negative effect making an organization look the same. Other potential factors may include staff cloning, limited decision making capabilities, or lack of innovation/creativity. Increasing self-awareness, including understanding our unconscious biases, allows us to implement tactics/ programs to be more intentional about inclusiveness.



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UNCONSCIOUS BIAS

HOW TO PROMOTE AWARENESS

FROM THE TOP DOWN

There are also several steps leadership can take to eliminate unconscious bias. Vanderbilt University recommends:

1. Learn as much as possible about unconscious bias...and ways to combat it.
2. Tell your story...and listen to the stories of others.
3. Avoid stereotypes and over-generalizations.
4. Separate feelings from facts
5. Have a diverse group of people around the decision making table.
6. Engage in self-reflection to uncover personal biases
7. Develop safe and brave spaces to discuss unconscious bias
8. Be an active ally
9. Don't expect a quick fix
10. Practice empathy

EXERCISES FOR TRAINING

Below are some examples of how other companies have approached unconscious bias training. The material is presented here as a baseline to guide you:

- GOOGLE'S UNCONSCIOUS BIAS @ WORK: WORKSHOP VIDEO TRAINING
<https://rework.withgoogle.com/guides/unbiasing-raise-awareness/steps/watch-unconscious-bias-at-work>
- GOOGLE'S UNCONSCIOUS BIAS @ WORK: WORKSHOP SLIDES
https://docs.google.com/presentation/d/1DKPcq3sK90dUx_ubIHN5WLFYQKjVr3deBUXZEH0j3a8/edit
- GOOGLE'S UNCONSCIOUS BIAS @ WORK: WORKSHOP FACILITATOR GUIDE
<https://docs.google.com/document/d/1DR0SQP3-dDT1ZQnhlG7BhrmLdMLRzDAz426-NLgFZpg/edit>

EXAMPLES OF UNCONSCIOUS BIAS

Gender Bias

A female colleague raises a good point in a meeting with her male and female colleagues. She is subsequently ignored. A male colleague then raises the same point, and is not only acknowledged, but praised as well. You may be thinking "Oh, the boss maybe didn't hear her," but more often than not this can come down to unconscious gender bias. Sometimes male members of senior management will automatically take advice from colleagues that remind them of themselves.

A recent study at Yale reveals that the name of the applicant impacts the recruiting decision. While two versions of the same resume--identical, except for the candidates first name--were given to the recruiters, the "male" candidate was regarded as more experienced and gifted, as well as more likely to get hired and given a higher salary. This is implicit sexism, even as we are not aware of it.



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UNCONSCIOUS BIAS

ANOTHER EXAMPLE OF UNCONSCIOUS BIAS

Sexual Orientation Bias

Assuming a preference or skill the person has shown no signs of possessing but is stereotypical of the LGBTQ+ community (like having a good sense of fashion). These might be positive or negative and are often done with good intentions, but they are still treating people differently based on non-verifiable assumptions

RESOURCES

- WHAT IS UNCONSCIOUS BIAS?
<https://www.youtube.com/watch?v=rbe5D3Yh43o>
- CHECK OUR BIAS TO WRECK OUR BIAS
<https://www.nytimes.com/video/us/100000004818668/check-our-bias-to-wreck-our-bias.html>
- ARE YOU BIASED? I AM.
https://www.youtube.com/watch?v=Bq_xYSOZrgU
- CHECKLISTS FOR REDUCING UNCONSCIOUS BIAS IN JOB DESCRIPTIONS/ADVERTISEMENTS
<http://ncwit.org/resource/jobdescriptionanalysis/>
<http://ncwit.org/resource/jobdescriptionchecklist/>

MEASURES OF SUCCESS

APERIAN GLOBAL

www.aperianglobal.com

CROSS-CULTURAL ADAPTABILITY INVENTORY (CCAI)

www.ccaiassess.com

KOLBE CORPORATION

www.kolbe.com

KOZAI GROUP

www.kozaigroup.com



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THE ROLE OF EMPLOYEES

WHAT IS THE ROLE OF EMPLOYEES?

DIVERSITY, EQUITY, INCLUSION, and BELONGING IS A TEAM EFFORT

The best way to develop an inclusive workplace environment is to leverage employee resource groups (ERGs). ERGs are employee lead groups that are formed based on specific traits that group members possess. They can be formed around such factors as race, gender, religion, sexual orientation, or other shared characteristics. Here are some best practices for ERGs to bring employees together in a spirit of inclusion:

- Joint sponsorship of activities
- Equal sharing of opinions
- Soliciting feedback in decision making processes
- Engaging allies
- Leadership sponsor who is not a member of the group

WHY IS UNDERSTANDING THE ROLE OF EMPLOYEES IMPORTANT?

Employees need a clear understanding of diversity goals and vision, and have an inclusive mindset to learn and practice inclusive behavior. Employees who feel they can be their authentic selves at work are nearly 3 times more likely to say they're proud to work for their company and 4 times more likely to say they are empowered to perform their best work.

HOW CAN MANAGEMENT FACILITATE SUCCESSFUL ERGs?

The role managers play as the front-line employees responsible for impacting culture:

1. **LEADERSHIP BUY-IN.** You don't need buy-in from leadership to move forward, but it will make it easier to increase that organization's effectiveness. It's best if the group has an executive sponsor to advocate for them at the leadership level.
2. **ACCESS COMPANY NEEDS AND SET GOALS.** After getting buy-in from leadership, it is necessary to decide which ERGs are needed and which outcomes the organization will achieve.
3. **START SMALL.** It is also beneficial to have allies in the group-- Individuals who do not necessarily share the group's characteristics, but are passionate about the group, want to learn more, and want to show their support.
4. **ADVERTISE THE GROUP.** Make sure people in your organization know about the ERG and have the opportunity to participate. This can be done through the company's intranet or internal communication platforms.

HOW TO ENGAGE EMPLOYEES

Ways for employees to share who they are as individuals:

- Newsletters
- Employee Spotlights
- Sport and hobby related groups
- Weekly team meetings
- Community involvement and social responsibility initiatives



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THE ROLE OF EMPLOYEES

HOW EMPLOYEES CAN SUPPORT DIVERSITY AND INCLUSION

A HOLISTIC APPROACH TO HELPING EMPLOYEES DRIVE CHANGE

While strong leadership support is essential to fostering a diverse, Equitable, and inclusive work environment, employee support is also needed to maintain a strong DEIB culture. Employees shape and reinforce the company's culture through their behaviors and interactions with one another. If a company places value on treating people with dignity and respect, then employees should hold each other accountable for acting in accordance with those values.

COMMUNICATION TIPS TO PROMOTE DIVERSITY, EQUITY, AND INCLUSION

1. Know the diversity goals and vision of your organization and its connection to the overall business objectives.
2. Participate in employee engagement surveys and respond as openly and honestly as possible.
3. Actively engage in the diversity effort. You can take part in or start an Employee Resource Group (ERG), or volunteer to chair or serve on committees that organize diversity-related events and activities.
4. Become culturally competent. Take the time to learn about different cultures, races, religions, and backgrounds represented by your colleagues.
5. Treat people in a way they wish to be treated rather than the way you wish to be treated. Do not tell offensive jokes that may alienate those who are different from you-- even if they are not present at the time. Most importantly, always be respectful. Drive positive change in the organization. Be a spokesperson for diversity issues that are not necessarily your own.
6. Welcome ideas that are different from your own, and support fellow teammates.
7. Understand the diversity elements you personally bring to the organization. Diversity comes not only in the form of culture, race, and gender, but also includes such elements as socio-economic background, education level, geographic location, sexual orientation, thought, and many others.
8. Commit to continuous improvement.
9. Communicate and educate. Diversity is a journey, not a destination.



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THE ROLE OF EMPLOYEES

MEASURES OF SUCCESS

AREAS TO ASSESS FOR SIGNS OF IMPROVEMENT

- Employee Survey
- Decrease in the number of DEIB complaints
- Diverse hiring panels
- Annual demographic assessment (view change over time)

Success will be based on the overall goal-- if your goal was to increase representation of women, then your measure of success is going to be pretty clear. Or, maybe it is about retaining talent, so the program needed will be a retention program. ERGs struggle with measuring and tracking results. We have all heard the term key performance indicators (KPIs). A KPI is a measurable value that shows how effectively a company is achieving key business objectives. A good KPI should act as a compass, helping you and your team understand whether you're taking the right path toward your strategic goals.

METRICS

To be effective, a KPI must:

- Be well defined and quantifiable.
- Be thoroughly communicated through your ERG.
- Actually be crucial to achieve your goal.
- Be applicable to your Employee Research Group vision.

A FEW SAMPLE KPI AREAS

DEVELOPMENT METRICS

- Career Advancement: ERGs should identify members who have advanced their careers as a direct result of an ERG program and initiative support and submit success stories to the appropriate leadership team member.
- Personal or Professional Development: Number of attendees of developmental or professional growth events provided by your ERG over the total number of ERG members.

RETENTION METRICS

- Employee Turnover Rate (ETR): Take the number of ERG members who have departed the company and divide it by the average number of employees. If you have a high ETR in your ERG, spend some time examining your development and engagement opportunities.
- Employee Satisfaction: Happy employees are going to work harder-- it's as simple as that. Measuring your employee satisfaction through surveys and other metrics is vital to your ERG and organizational health.



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RECRUITING

WHAT IS YOUR RECRUITING STYLE?

RECRUITING PRACTICES ARE A PRODUCT OF CULTURE

The final element of a successful diversity and inclusion program involves being intentional to attract, hire, and retain candidates that represent the diversity you are seeking. Having a strong company culture that values diversity and inclusion, building awareness of unconscious bias and other potential barriers, and supporting employees' roles in embracing inclusive behaviors all lay a strong foundation for being able to recruit diverse talent to your organization.

WHY EXAMINE YOUR RECRUITING PRACTICES?

“According to a 2015 survey by Glassdoor, 67% of active and passive job seekers consider a diverse workplace to be one of the most important things to them when they are evaluating companies and job offers....If you don’t create a workforce that fosters, invites, and supports diversity, none of your efforts are going to amount to anything.”

--Scope Recruiting.

“Each stage of the applicant's path is an experience that either builds or weakens the connection to the potential future employer. From accessing the career site to waiting for feedback or even greeting the front desk attendant at the facility, each part of the journey, no matter how small, influences how well a company attracts and engages diverse talent.”

--Allegis Group

HOW TO INCORPORATE DIVERSITY

DEFINING YOUR STRATEGY

- Develop an intentional strategy.
- Know the benefits of a diverse workforce and inclusive culture.
- Identify needs, set clear goals, and monitor metrics. Know the demographics of your community and customers.
- Holistic strategy including attracting, hiring, and retaining diverse employees.

ATTRACTING DIVERSE CANDIDATES

Branding and Marketing

- Diverse content on your website, including a diversity mission statement
- Use social media to share diversity efforts

Create diversity friendly job listings

- Words matter--word choice, layout, and the way you talk about your company could potentially deter diverse candidates



DIVERSITY, EQUITY, INCLUSION, and BELONGING TOOLKIT FOR BUSINESSES

RECRUITING

HIRING DIVERSE CANDIDATES

- Leverage such local organizations with community connections as churches, cultural institutions, nonprofits.
- Online tools can facilitate finding diverse candidates.
- Employee referrals.
- More diverse candidates equal more diverse employees.

OVERCOME UNCONSCIOUS BIAS

- Blind resumes level the playing field and ensure the most important characteristics are fully considered.
- Automated resume screening allows for objective and consistent application of criteria across all candidates.
- Focus on skills and potential versus experiences.
- Personality assessments.
- Abandon “not a fit” as a reason for not hiring someone.
- Include diverse interviewers on panels.

MEASURES OF SUCCESS

Once you've implemented A diversity recruitment strategy, it's important to measure and monitor key components to ensure your tactics are achieving the desired outcome. Metrics can help you assess the return on your investment as well as identify areas where an adjustment to your approach may be needed. Keep in mind all aspects of a successful diversity program are necessary to fully realize the benefits of having a diverse workforce and inclusive culture.

RECRUITING, HIRING, AND RETENTION METRICS

- Resumes. Of all the initial candidates presented to hiring managers, what percentage were diverse?
- Interviews. Of all candidates interviewed by hiring managers, what percentage were diverse?
- Offers. Of all candidates that were given job offers, what percentage were diverse?
- Hires. Of all hires, what percentage were diverse?
- Turnover. What was the turnover rate of diversity hires within their first year? How did it compare to the turnover rate of all new hires?
- Performance. What was the average on the job performance rating of diversity hires after one year? How did it compare to the job performance rating of all new hires?
- Manager satisfaction. What was the average manager satisfaction score after a diversity hire? How did that satisfaction rating compare to the manager satisfaction rate after non-diverse hires?
- Interviewers. How diverse were the people involved in the interview and selection process?



DIVERSITY, EQUITY, INCLUSION, and BELONGING TOOLKIT FOR BUSINESSES

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UNCONSCIOUS BIAS

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- <https://www.allegisgroup.com/en/insights/blog/2018/february/diversity-recruiting-strategy>
- <https://ideal.com/workplace-diversity/>

LOCAL RESOURCES

Sullivan County Chamber of Commerce
196 Bridgeville Rd Unit 7
Monticello, NY 12701
845-791-4200
www.Catskills.com

Delaware County Chamber of Commerce
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