CalSHRM Diversity & Inclusion

2019 CalSHRM Volunteer Leader's Summit
Melanie Wallach
Diversity and Inclusion Director

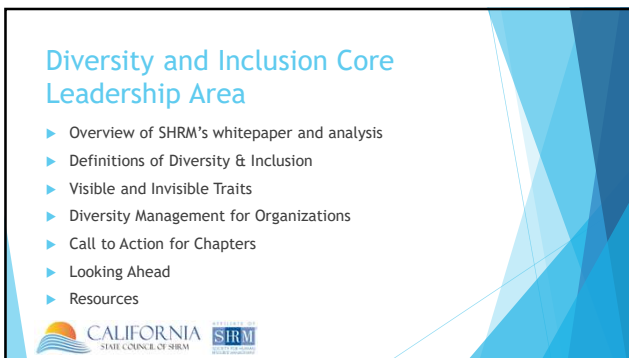SHRM SENIOR CERTIFIED PROFESSIONAL
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Diversity and Inclusion Core Leadership Area

- Overview of SHRM's whitepaper and analysis
- Definitions of Diversity & Inclusion
- Visible and Invisible Traits
- Diversity Management for Organizations
- Call to Action for Chapters
- Looking Ahead
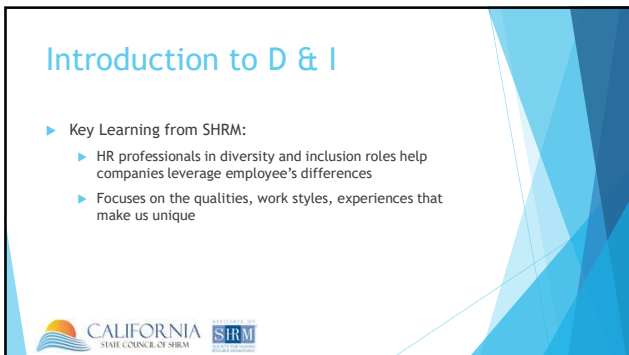- Resources

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Introduction to D & I

- Key Learning from SHRM:
    - HR professionals in diversity and inclusion roles help companies leverage employee's differences
    - Focuses on the qualities, work styles, experiences that make us unique

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Introduction to D & I

- Key Learnings from SHRM:
  - The D&I role includes, but isn't primarily focused on, the legal/legislative aspects
    - EEO, Affirmative Action, etc.
  - We need to "get on the same page" with terminology—no commonly understood or accepted standard definition of diversity.

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Diversity

Diversity is the collective mixture of differences and similarities that includes for example, individual and organizational characteristics, values, beliefs, experiences, backgrounds, preferences, and behaviors.

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SHRM: **Diversity CLA Definitions of Diversity & Inclusion**

Inclusion

- According to SHRM:
  - Inclusion is "the achievement of a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the organization's success."

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Diversity without inclusion is like an energizer bunny without a battery.

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What is Diversity Management?

The **comprehensive organizational** and managerial process for leveraging diversity and **achieving inclusion** that maximizes the potential of all employees.

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What is Diversity Management?

"**Comprehensive**" means that diversity management must take into account a broad focus and understanding of diversity.

Not limited to Affirmative Action or Equal Opportunity Employment.

Not a single training initiative or recruiting push.

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What is Diversity Management?

"**Organizational**" means that this work should expand beyond just the HR or Diversity office.

▶ Fully integrated into the organization's key processes, policies, and programs.

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What is Diversity Management?

"**Achieving Inclusion**" means the organization is a place where all employees are:

▶ Valued,

▶ Heard,

▶ Able to enjoy **equitable** access to opportunities and resources, and

▶ Able to realize their full potential.

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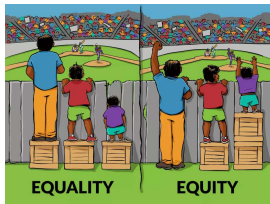STATE COUNCIL OF SHRM SHRM

Equality v. Equity

EQUALITY   **EQUITY**

"Interaction Institute for Social Change | Artist: Angus Maguire."
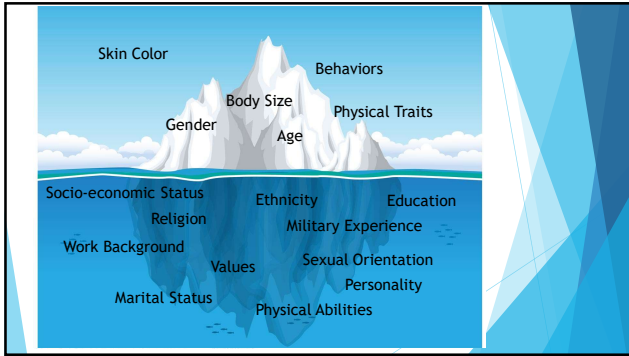interactioninstitute.org and madewithangus.com.

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Unconscious Bias

▶ **Project Implicit** is a non-profit organization and international collaborative network of researchers investigating implicit social cognition - thoughts and feelings that are largely outside of conscious awareness and control. Project Implicit is the product of a team of scientists whose research produced new ways of understanding attitudes, stereotypes and other hidden biases that influence perception, judgment, and action.

▶ Project Implicit translates that academic research into practical applications for addressing diversity, improving decision-making, and increasing the likelihood that practices are aligned with personal and organizational values.

Take The Quiz

▶ Implicit Bias Quizzes

▶ https://implicit.harvard.edu/implicit/

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Creating Intentionally Inclusive Chapters

Look at Mission and Vision

▶ North State SHRM

  ▶ *Mission: To inspire human resources and business leaders to advance their professional growth by providing education and networking opportunities that promote human resource knowledge and leadership.*

  ▶ *Vision: Create a collaborative and thriving community of leaders with an emphasis on human resources, advocacy, diversity and inclusion.*

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Creating Intentionally Inclusive Chapters

▶ Review by-laws, ensure inclusive language

▶ For example:

  We are dedicated to greater diversity and inclusion within our own organization and provide equal opportunity to people of all races, ethnicities, religions, genders, sexual orientations, gender identifications, abilities, incomes, marital statuses, ages, geographic locations, philosophies, and veteran statuses in all levels of staff and governance.

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Creating Intentionally Inclusive Chapters

- Meeting Planning
  - Hold meetings in accessible locations
  - Schedule programs to avoid conflicts with religious and cultural holidays or events
  - Utilize venues that are consistent with a commitment to diversity & inclusion
    - Are the venue's values in alignment with the chapter's mission, vision and values?

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Accessible Venues

- Nearly 57 million people in the US have a disability
- Choose a venue that:
  - Has ADA compliant parking
  - Provides entrances, hallways and restrooms that are accessible
  - Offers accessible venue services--restaurant, cafeterias, sleeping accommodations, etc.

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Accessible Meeting Spaces

- Consider logistics
  - Ramps to/from the venue
  - Wide aisle ways in the room
  - Clear pathways, especially if doing break-out sessions
  - Time between sessions to move from room to rom
  - Formats for participants with visual/hearing impairments

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Accessible Meeting Spaces

▶ Invite participants to let you know about their needs.

▶ Sample text for meeting announcements:

▶ "*Our chapter* will make every effort to address accommodations for participants with disabilities. If you have a specific request (parking requirement, seating requirements, hearing amplification, materials in formats other than print, or other need) please let us know by contacting our *Meeting Coordinator* at least two weeks before the event."

< $150!

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Sample Policy Statements

▶ "All meetings and events will be accessible to persons with disabilities and all publicity about events will include accessibility information."

▶ "We will utilize only locations that welcome all people."

▶ "No meetings will be held on the following major religious observances:........."

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ORGANIZATIONAL INCLUSIVENESS STAGES

Organizational Inclusiveness Who becomes an insider? Who remains an insider over time?			
Closed/Homogeneous	Neutral/Individualistic	Welcoming/Assimilative	Seeking/Inclusive
People get to be insiders mostly by being groomed and invited. Like-minded people of similar backgrounds (similar identity-group memberships) are often chosen as insiders because they are a comfortable "fit."	The route to becoming an insider is open but not well-marked; individuals have to figure out for themselves how the insider culture works and how to fit in.	Newcomers are welcomed, and current insiders readily help them learn the ropes, but fitting in with the current culture is still key.	Current insiders actively recruit newcomers and value diversity. Insiders are willing to change themselves and the culture to make room for new people with diverse perspectives, ideas, and ways of working together.

Adapted from Sierra Club and Diversity Matters.

From AAUW Diversity and Inclusion Tool Kit
www.aauw.org/resource/diversity-and-inclusion-tool-kit/

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Self-Assessment

DIVERSITY & INCLUSION SELF-ASSESSMENT

*The Diversity & Inclusion Self-Assessment is adapted with permission
from the National Alliance of Mental Health (NAMI) Leadership Institute
Self-Assessment Worksheet by the NACE Diversity & Inclusion Committee.*

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Strategic D & I

- Have open discussion with the board
  - Answer the "why" question, not just "how"
    - *"Why should our board be more diverse?"*
  - Do we think about, and discuss, issues around diversity when making policies and decisions?
  - Do we believe people would be comfortable serving on this board?
  - What can we do differently to become more inclusive?

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Strategic D & I

- Act on the discussion
  - Develop a plan with goals, timelines and objectives
  - Collaborate with others to create a pipeline of candidates
    - Seek out groups that aren't "the usual suspects"
    - Look outside of friends and family
  - Have a plan to integrate new board members
  - Review goals and progress regularly

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Diversity and Inclusion Planning

Diversity and Inclusion: Planning & Progress Sheet

Identified Goals	Action Steps	Priority (High, Moderate, Low)	Who Is Responsible	Target Start Date	Target Completion Date	Status
	1. 2. 3. 4.					
	1. 2. 3. 4.					
	1. 2. 3. 4.					
	1. 2. 3. 4.					

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Questions?
Comments?
Feedback?

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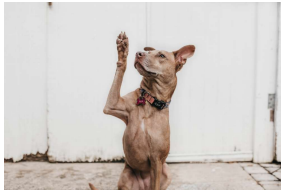
SHRM & CalSHRM Resources

▶ SHRM

Information Specifically for Chapters
  ▶ SHRM'S Volunteer Leader Resource Center - Diversity
Information for Companies & HR Professionals
  ▶ SHRM HR Diversity Toolkit

▶ CalSHRM   CalSHRM VLS Resources

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Other Resources

- BoardSource
  - BoardSource
- AAUW Diversity and Inclusion Tool Kit
  - AAUW Tool Kit
- YWCA
  - YWCA Social Justice Glossary

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