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**RECALL THE IMPORTANCE OF DEI AND
HOW IT RELATES TO THE ETHICAL
DECISION-MAKING MODEL**

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IMPORTANCE OF DEI

When DEI initiatives are successful, organizations benefit by:

- Being more innovative
- Attracting and retaining a stronger, more resilient, and sustainable workforce
- Achieving stronger performance results

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THE EIGHT POWERFUL TRUTHS

- | | |
|--|--|
| 1 Diversity of thinking is the new frontier | 5 Rewire the system to rewire behaviors |
| 2 Diversity without inclusion is not enough | 6 Tangible goals make ambitions real |
| 3 Inclusive leaders cast a long shadow | 7 Match the inside and the outside |
| 4 Middle managers matter | 8 Perform a cultural reset not a tick-the-box program |

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Source: "The Diversity and Inclusion Revolution"

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DEFINITIONS

DI•VER•SI•TY

All the ways in which people differ.

EQ•UI•TY

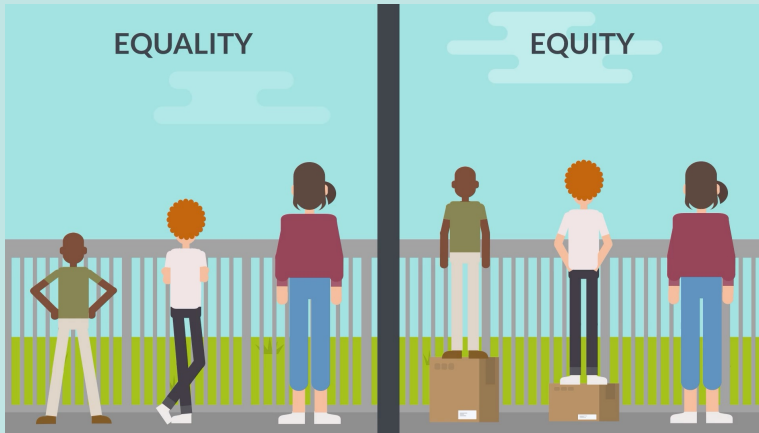
Fair treatment, access, opportunity and advancement for all people. One's identity cannot predict the outcome.

IN•CLU•SION

A variety of people have power, a voice and decision-making authority.

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ETHICAL OBLIGATIONS

Santa Clara University Ethical Decision-Making Framework

- 1 Identify the ethical issues
- 2 Get the facts
- 3 Evaluate alternative actions
- 4 Choose an option for action and test it
- 5 Implement your decision and reflect on the outcome

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SANTA CLARA UNIVERSITY FRAMEWORK

Step 3: Evaluate Options



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DIVERSITY & INCLUSION ROAD MAP



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RECOGNIZE THE RECRUITMENT TECHNIQUES AND VARIOUS CHANNELS AVAILABLE FOR POTENTIAL EMPLOYEES

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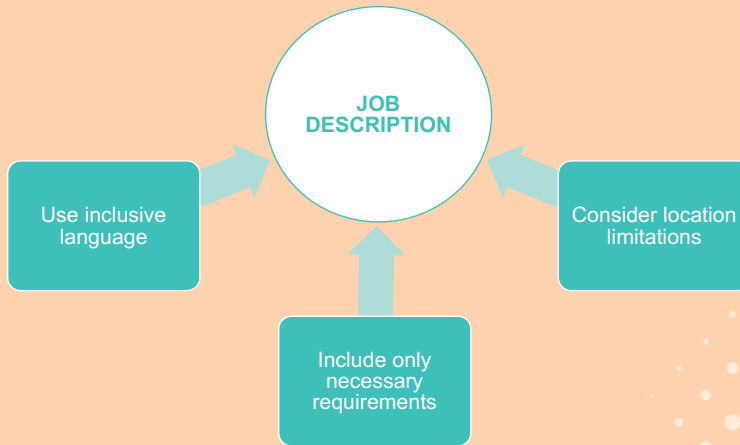
BEFORE IMPLEMENTING DEI-FOCUSED RECRUITING AND HIRING

-  Leadership must be committed
-  Survey to determine current DEI position
-  If you already have a DEI recruiting and hiring initiative, assess what works
-  Review interview and hiring processes for bias

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START WITH THE JOB DESCRIPTION



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A DIVERSE APPLICANT POOL

Consider blind or anonymous recruiting

- Remove the candidate's name and other identifying factors from the resume or application
- Result is assessment of applicants solely on suitability for the position
- Helps mitigate conscious and unconscious bias

Use search firms that specialize in diversity

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THE INTERVIEW

Use standardized questions

Respond to every candidate interviewed

Consider post-interview survey to assess hiring process

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RECRUITMENT CHANNELS

Develop a diversity sourcing strategy for each job

College recruiting

- Broaden the list of schools
- Broaden the student population

Develop partnerships with diverse organizations

Post job listing in diverse places


Evaluate the effectiveness of the recruitment channel

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RETENTION TECHNIQUES: SUPPORT STRATEGIES

Be Open	Know	Serve	Identify	Avoid
Be open to learning about your employees and their perspective and worldview.	Know what the employee wants to learn and be exposed to.	As a manager, serve as a connector to other individuals and organizations that align with the employee's interests.	Identify individuals that can serve as formal or informal mentors to help navigate problems, but also provide assistance in thinking about how to develop professionally.	Avoid putting the employee of color in the position to be the sole educator on race.

Source: The Urban Sustainability Directors Network

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RETENTION TECHNIQUES: SUPPORT STRATEGIES

Sponsor	Check In	Work	Normalize	Support	Provide
If your employee is drawn to work on diversity and equity, sponsor their participation by endorsing it and supporting them to find balance in their work.	Check in regularly on the experience they are having in the workplace, and if the employee feels they have what they need to be successful.	Work to identify when dominant culture is impacting the ability of your employee to effectively participate, contribute, or be accepted in the workplace.	Normalize self-care especially when a traumatic event has happened or when there is a triggering environment.	Support professional development.	Provide learning space.

Source: The Urban Sustainability Directors Network

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RETENTION: SPECIFIC STRATEGIES



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EVERYDAY DILEMMAS

Consider this scenario:

 Your team is short-staffed and is looking to hire new staff members.

What could go wrong?
What is the opportunity for diversity?

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A presentation slide with a light gray background. In the top left corner is the logo for "ESSENTIAL ETHICS" with the tagline "Powered by the VSCPA". The main title "MAKING DIFFERENCES MATTER" is centered in a dark purple font. Below the title are four numbered points, each in a teal box with a white circle containing the number. The points are: 1. The leadership must understand that a diverse workforce will embody different perspectives and approaches to work and must truly value variety of opinion and insight. 2. The leadership must recognize both the learning opportunities and the challenges that the expression of different perspectives presents for an organization. 3. The organizational culture must create an expectation of high standards of performance from everyone. 4. The organizational culture must stimulate personal development. At the bottom, there is a source citation: "Source: 'Making Differences Matter: A New Paradigm for Managing Diversity'" and a copyright notice: "Copyright © 2023 Virginia Society of Certified Public Accountants. All Rights Reserved." The right side of the slide features a decorative pattern of white circles of varying sizes on a gray background.

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MAKING DIFFERENCES MATTER

- 5 The organizational culture must encourage openness.
- 6 The culture must make workers feel valued.
- 7 The organization must have a well-articulated and widely understood mission.
- 8 The organization must have a relatively egalitarian structure.

Source: "Making Differences Matter: A New Paradigm for Managing Diversity"

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PARTING THOUGHTS

- "Ethics serves as the soil in which the seed of diversity must be planted."
Aly Colón, chair in Journalism Ethics, Washington and Lee University
- DEI efforts may make some people feel awkward or uncomfortable. "That's OK, because uncomfort drives us to change."
Lauren Guilbeaux, People Geek at Culture Amp
- "It's not about perfection, it's about progress."
Marcus Cooper, Manager of Diversity and Inclusion at Oscar Health

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