

Creating an Inclusive Workplace Culture

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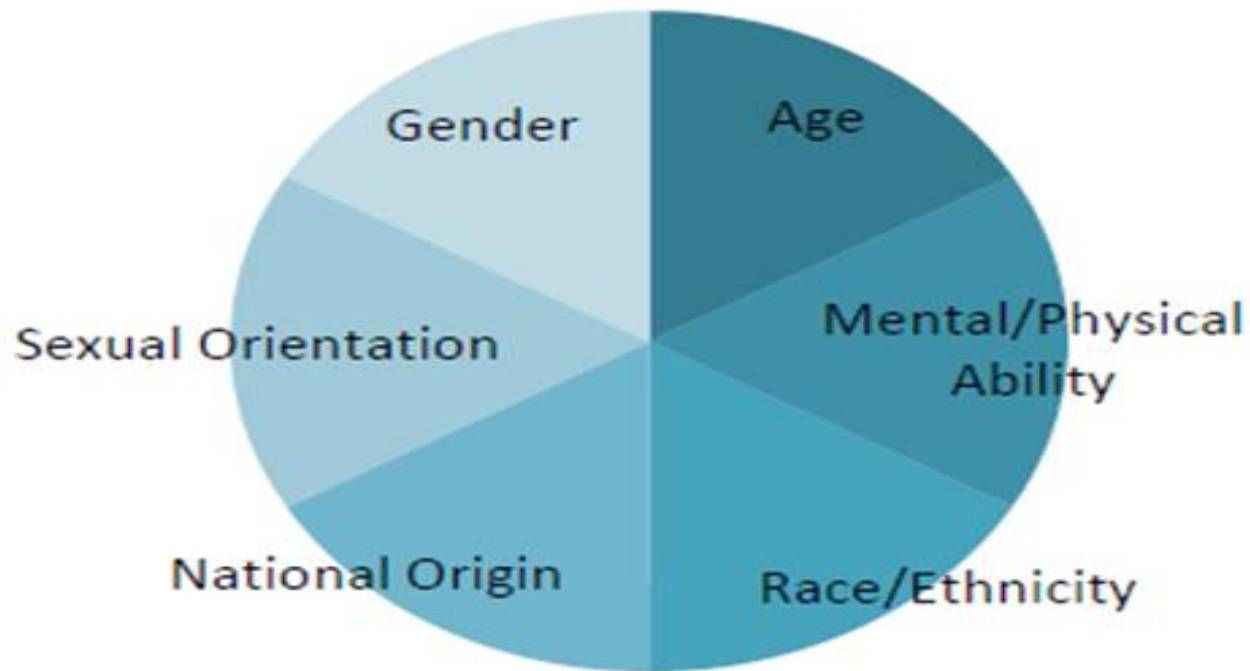
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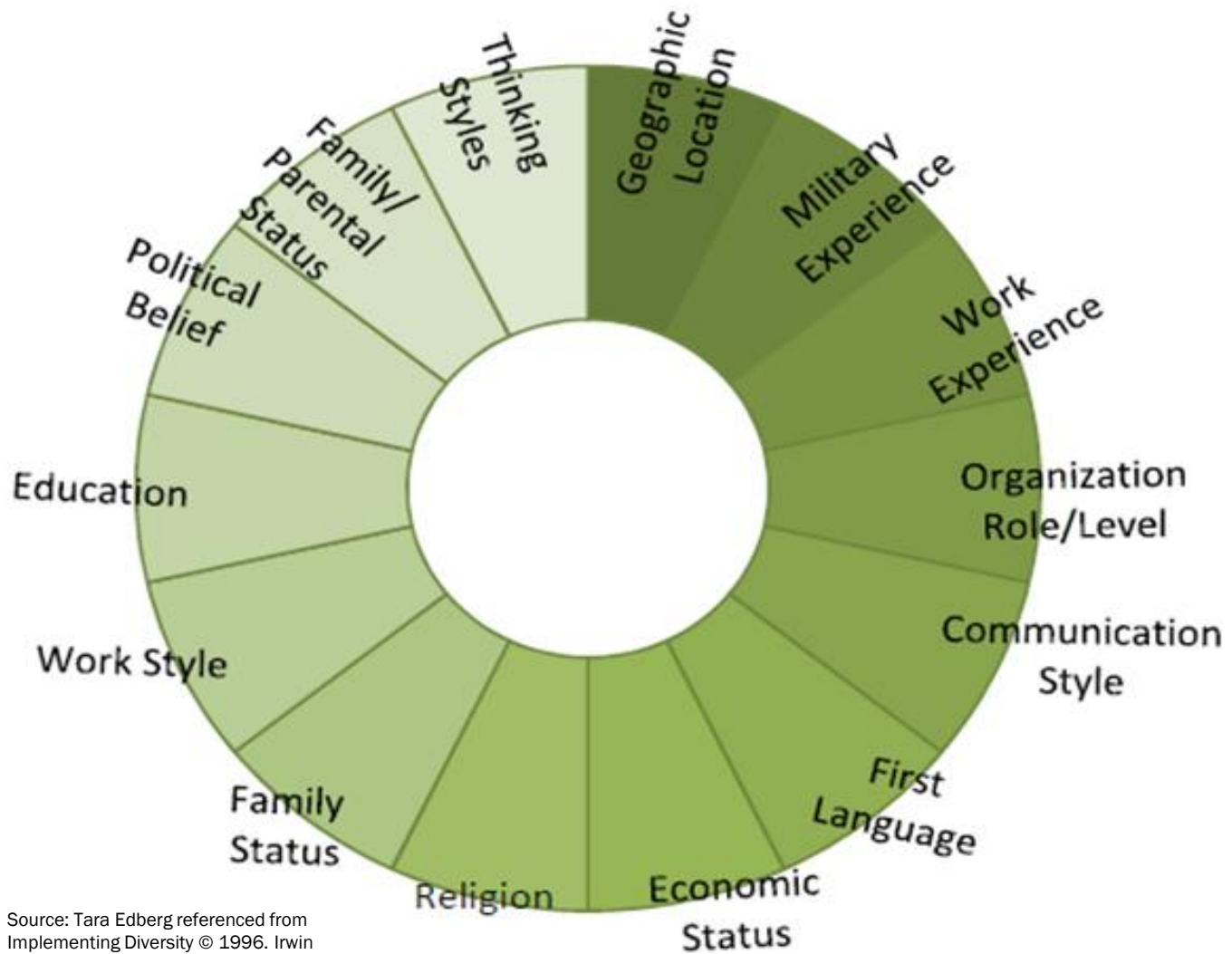


Dimensions of Identity

Primary Dimensions



Secondary Dimensions



Source: Tara Edberg referenced from
Implementing Diversity © 1996. Irwin
Professional Publishing)

Diversity is...

- The spectrum of human similarities and differences
- Any difference that makes a difference
 - ▶ Temperament
 - ▶ Demographics
 - ▶ Others
 - ▶ Social & Cultural Identity
 - ▶ Thinking/Learning Style



In Practice, this is asking ourselves...

Diversity:

- “Who is in the room?”

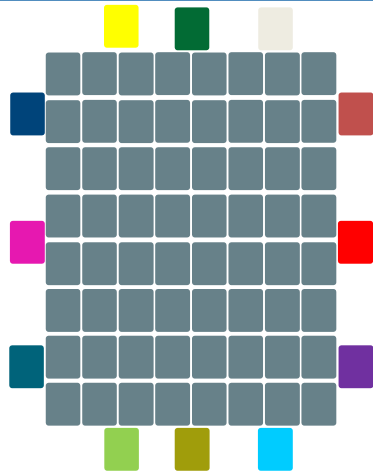
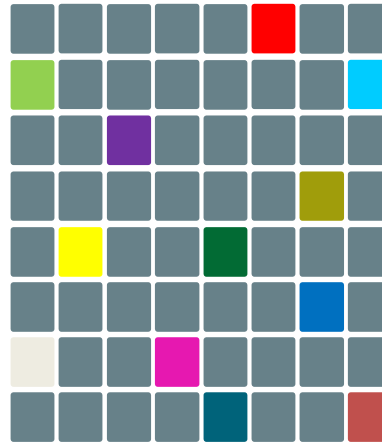


Inclusion is...

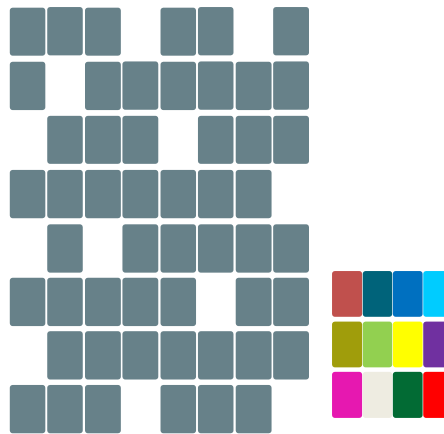
- Encouraging your team and colleagues to bring their unique differences, voices, and perspectives into problem solving, decision making, and creativity. **(contributions are valued)**
- Removing barriers in your work environment that uphold exclusion from opportunities, interaction, communication, information-sharing and decision-making. **(access is intentional)**
- Cultivating a work environment that encourages collaboration and learning from differences, flexibility, fairness, and equal opportunity. **(standard practice)**

What Inclusion looks like:

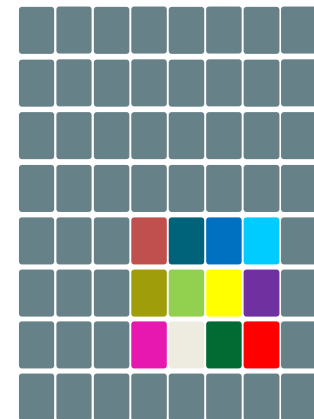
Inclusion



Exclusion



Segregation



Integration

In Practice, this is asking ourselves...

Inclusion:

- **Are all stakeholders in the room?**
- **Has everyone's ideas been heard?**
- **Whose ideas are not being taken seriously and why?**

Bias & Assumptions

**All rooted in our brains
as tags, and mental
groupings cause
through conditional
learning.**

**It is the automatic
decision making...the
unconscious “danger
detector”**

**Remember our cues
come from our history
not the other person’s
history and experience.**



In Practice, this is asking ourselves...

Implicit Bias:

- What attitudes or stereotypes affect my understanding, actions, and decisions in an unconscious manner?

Known Implicit (Unconscious) Biases That Impact Hiring & the Workplace:

- Affinity bias
- Halo bias
- Perception bias
- Confirmation bias
- Group think
- Identify an example of these biases
- What might be the impact of this bias in your hiring process?



Inclusion & Diversity in Hiring

Define the role

Expand your reach

Evaluate
candidates fairly

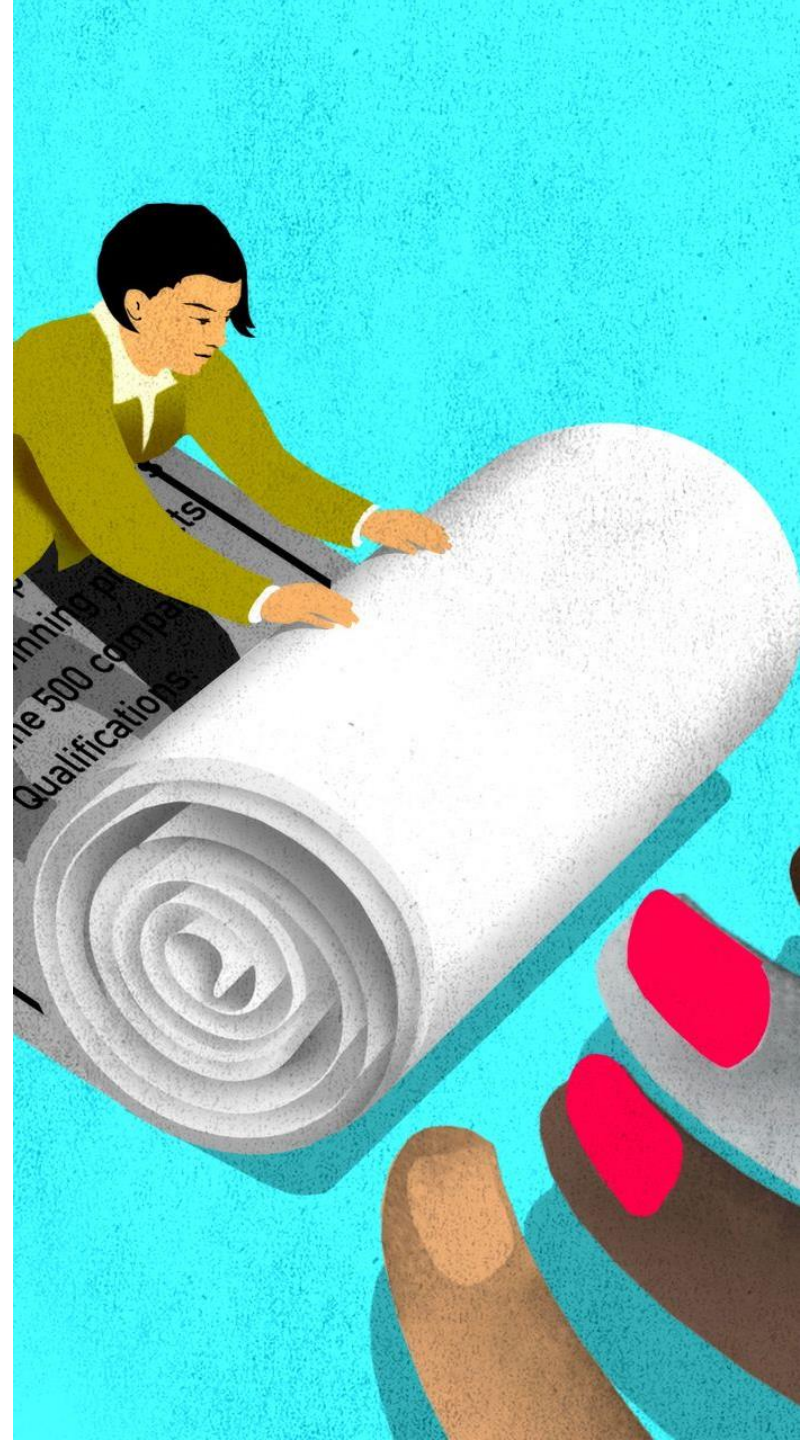
Take action to
minimize bias &
avoid assumptions

Add vs. Fit

Unacceptable
questions

Define the role

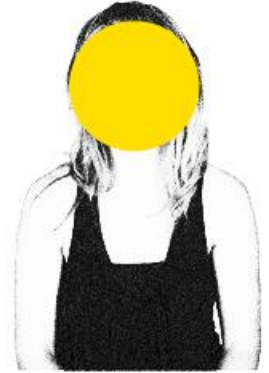
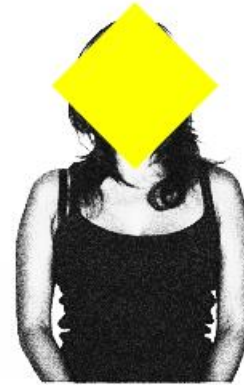
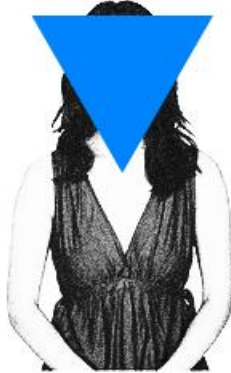
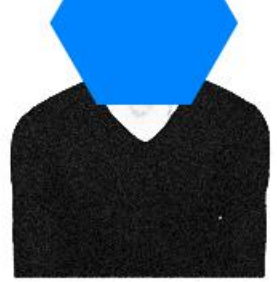
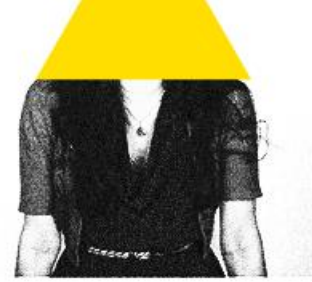
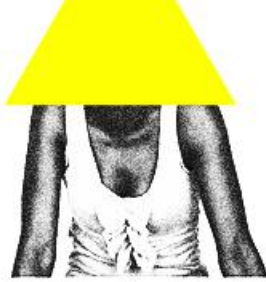
- Limit job requirements to must haves and performance objectives – focus on what the role needs to do, not the methods
- Avoid unnecessary jargon, superlatives or extreme modifiers “*rockstars*,” “*ninjas*”
- Be clear and concise
- Pay attention to pronouns, use “you and they”
- Emphasize your commitment to diversity and inclusion





Expand your reach

- Target sources where there is more diversity
- Limit referral hiring, and go beyond your professional/personal networks
- Create/modify policies to appeal to diverse candidates
- Consider if the work can be done partially or fully remote
- Internship opportunities



Evaluate candidates consistently

- All interviewers need to understand the role needs
- Ask the same job-related questions
- Evaluate candidates to the same standard
- Capture only job-related notes
- Consistent experience for all candidates

Add vs. Fit

- Diversity of thought and styles **PLUS** shared values and inclusive behaviors
- Stronger emphasis to seek understanding of shared values vs. fit
- Embrace the changing workforce rather than hiring an individual who perpetuates a “just like us” culture



QUESTIONS YOU SHOULD

NEVER BE ASKED

in an interview



QUESTIONS ABOUT

- >> Religion
- >> Personal Family
- >> Age
- >> Health or Disabilities
- >> Pregnancy
- >> Race or Nationality
- >> Location
- >> Political Affiliation
- >> Service in the Armed Forces or Reserves

- Questions should be **job-related**
- You direct the interview, if a candidate mentions a personal topic, acknowledge and redirect by asking one **job-related**
- Do not record any of these items in your notes, they are not **job-related**

Steps to Address Bias and Diversify Hiring

1. Recognize you have biases
2. Identify what those biases are and pay attention to when they show up
3. Expand your reach outside of typical networks and look for transferrable skills to meet the “true” job needs
4. Structured, consistent evaluation of all candidates
5. Consider “adds to” vs. “fits in”
6. Make addressing your own biases and inclusion & diversity a priority

