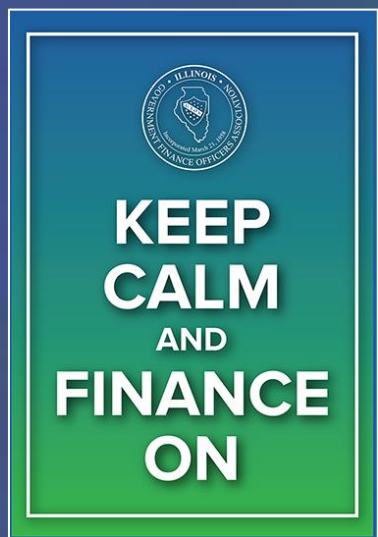


Diversity, Equity and Inclusion – Why Today’s Leaders Need to Lean In, Listen, and Learn

Learn why embracing DEI values are essential to the workplace of today and tomorrow – it’s a moral imperative AND good business.

Presented by: Heidi Voorhees, President, GovHRUSA



Heidi Voorhees



Founder and Co-Owner, GovHRUSA and GovTempsUSA, certified woman owned businesses focusing on recruitment, selection, interim staffing and management consulting in the public and non-profit sectors – more than 800 assignments in 41 states since 2009.

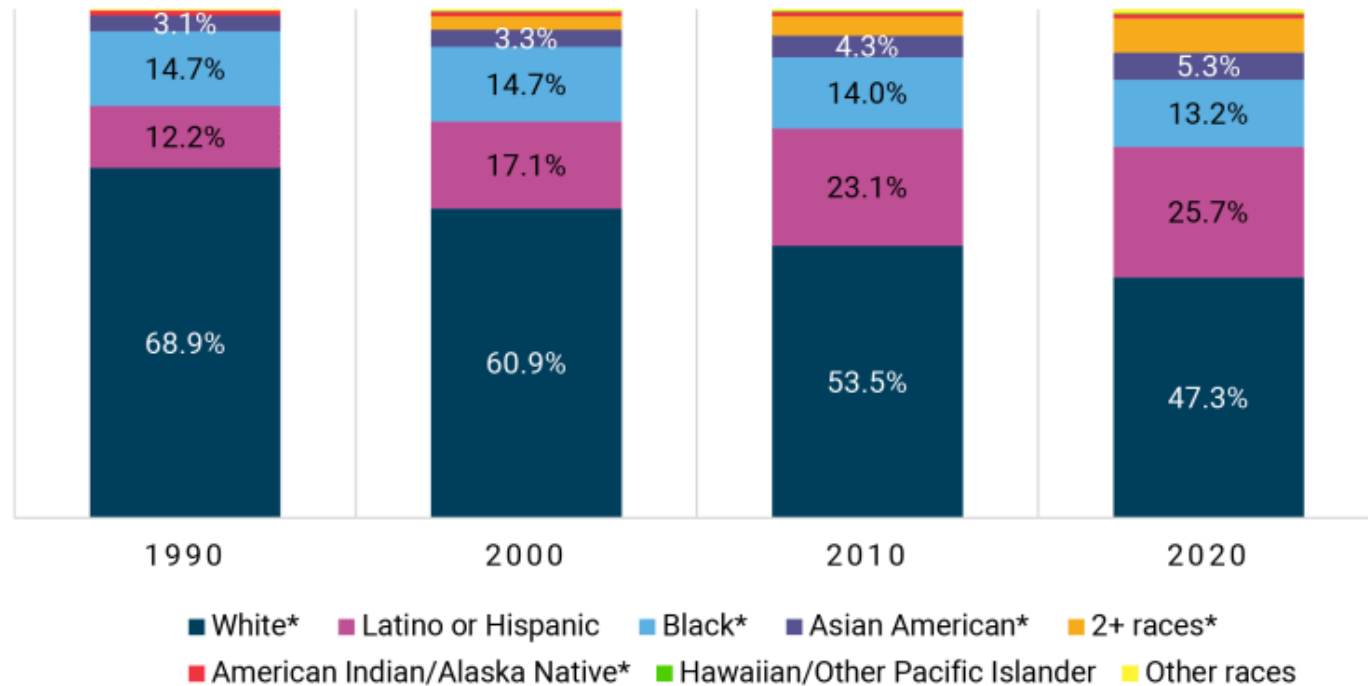
10 years experience as Village Manager for Wilmette, IL

Founding member, Legacy Project, dedicated to advancing women in local government in Illinois

Frequent speaker on issues related to career development, diversity and inclusion in local government and trends in the workforce

Changing Demographics

Figure 7. Population under age 18: Race-ethnic profiles, 1990-2020



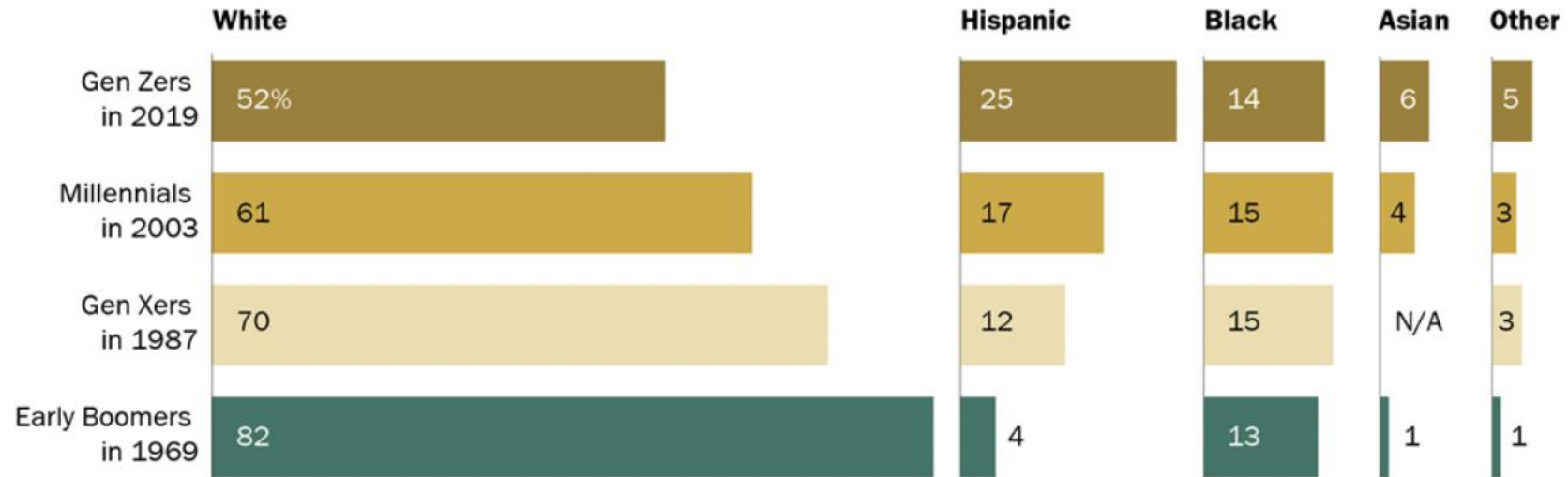
*non-Latino or Hispanic members of race group

Source: William H. Frey analysis of 1980-2020 US decennial censuses.
Note: For 1990, category 2+ races did not exist and Hawaiians/Other Pacific Islanders were included as part of Asian Americans.

B Metropolitan Policy Program
at BROOKINGS

One-in-four members of Gen Z are Hispanic

% of 7- to 22-year-olds who are ...



Note: Figures may not add to 100% due to rounding. Racial groups include only single-race non-Hispanics. Hispanics are of any race. Asians include Pacific Islanders. The CPS did not separately identify Asians until 1988. Hispanic origin was not collected until 1971. The racial and ethnic composition of Boomers in 1969 was imputed on the basis of 8- to 23-year-olds in the 1970 census.

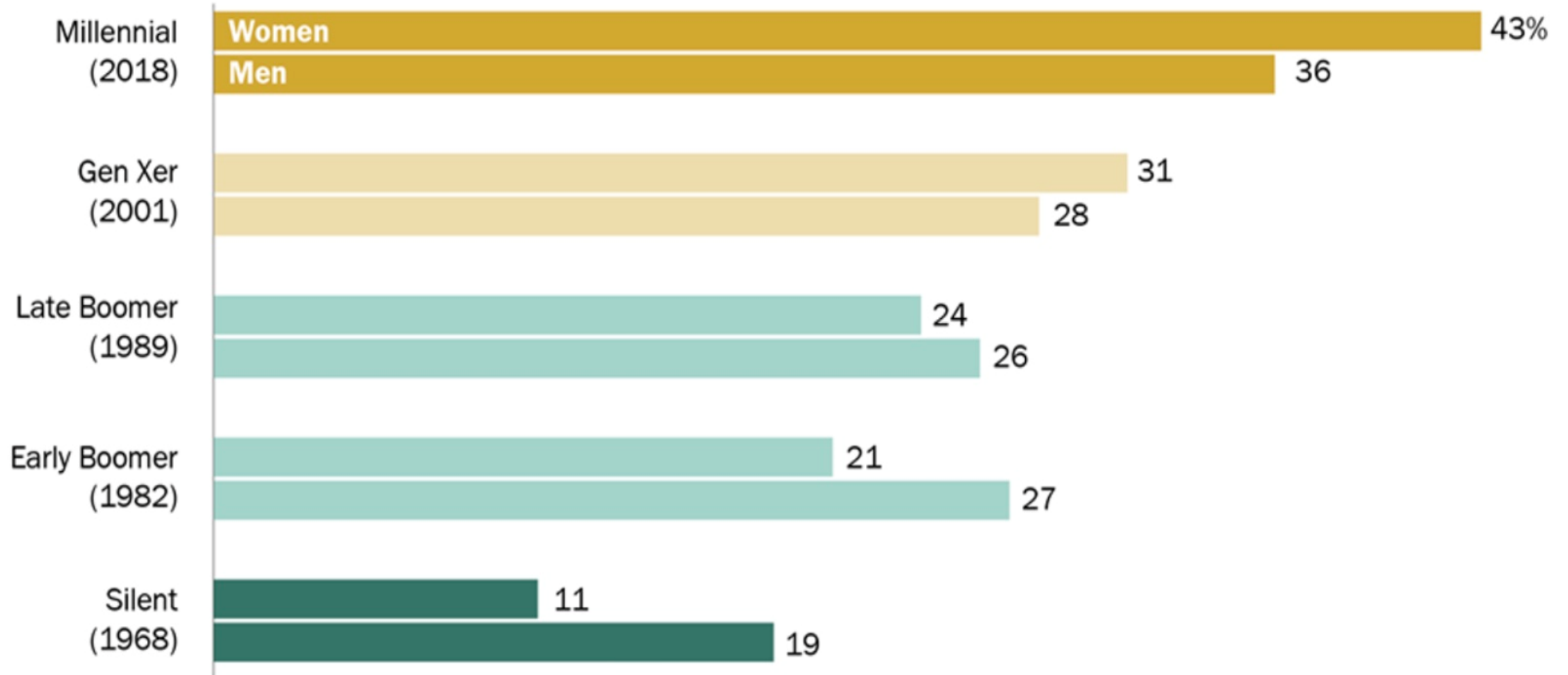
Source: Pew Research Center analysis of 1987, 2003 and 2019 Current Population Survey Annual Social and Economic Supplements and 1970 decennial census (IPUMS).

“On the Cusp of Adulthood and Facing an Uncertain Future: What We Know About Generation Z So Far”

PEW RESEARCH CENTER

Among Millennials, women outpacing men in college completion

% of 25- to 37-year-olds who have completed at least a bachelor's degree



Changing Attitudes

83% of Gen Z candidates care about an organization's commitment to diversity and inclusion...

This matters because...

Gen Z will comprise 37% of the global workforce, outranking millennials and Gen X.

Monster.com (2020)

DEI Hesitancy

- Generational differences in discussing diversity in the workplace
- “I’m afraid I will say the wrong thing...”
- It’s overwhelming

Business Case for Diversity

- Companies in the top 25% for ethnic and racial diversity in management were 35% more likely to have financial returns above their industry median (McKinsey Study)
- Taking steps to foster diversity make companies more innovative in product development (North Carolina State Study)
- Credit Suisse examined 2,360 companies from 2005-2011 and found that companies with one or more women on the board delivered higher average returns on equity, lower gearing (that is, net debt to equity) and better average growth.

Diversity, Equity and Inclusion – How They Interrelate

Diversity requires addressing the numbers in an organization, and equity requires addressing opportunity in an organization; real and meaningful inclusion requires truly changing the organization so that its culture and practices reflected the norms and values of multiple groups, and not just those with power and privilege

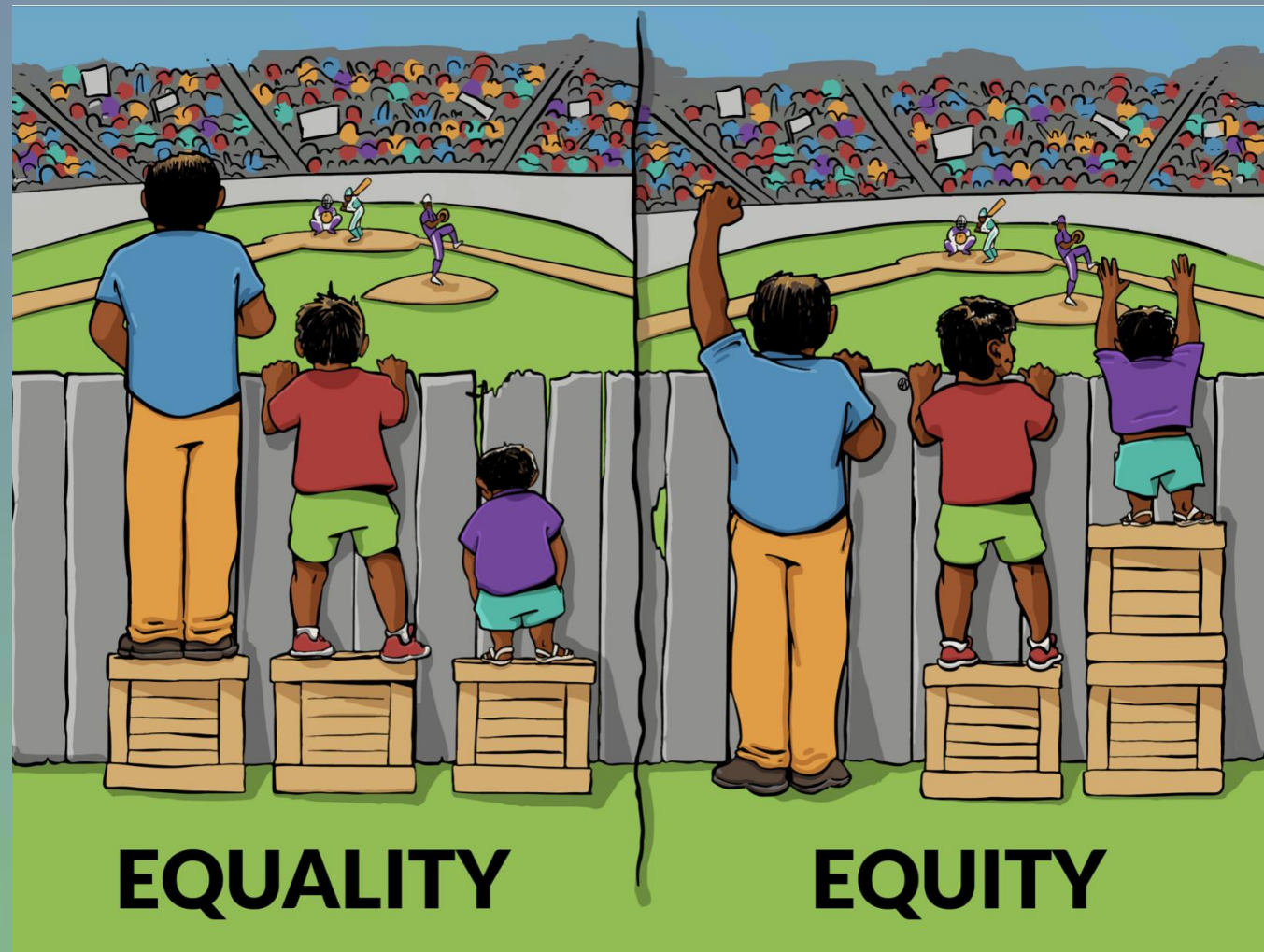
Diversity

- Race
- Ethnicity
- Age
- Citizen status
- Others?

Diversity in the Workplace

- Support Employee Resource Groups
- Genuinely listen to your employees – cognitive diversity
- Practice extreme collaboration
- Consider Implicit Bias Training
- Educate yourself

Equity vs. Equality



EQUALITY

EQUITY

Addressing Equity in the Workplace

- Tailored training and professional development
- Tap into tuition reimbursement
- Regular discussions about career goals/opportunities
- Recognizing aptitude employees may not know they possess

Inclusion and Belonging

An article in the [*Harvard Business Review*](#) notes that, “Employees who differ from most of their colleagues in religion, gender, sexual orientation, socioeconomic background and generation often hide important parts of themselves at work for fear of negative consequences.”

The Business Case for Belonging

2019 HBR article cites 40% of employees feel isolated at work and yet...

High Belonging Results in:

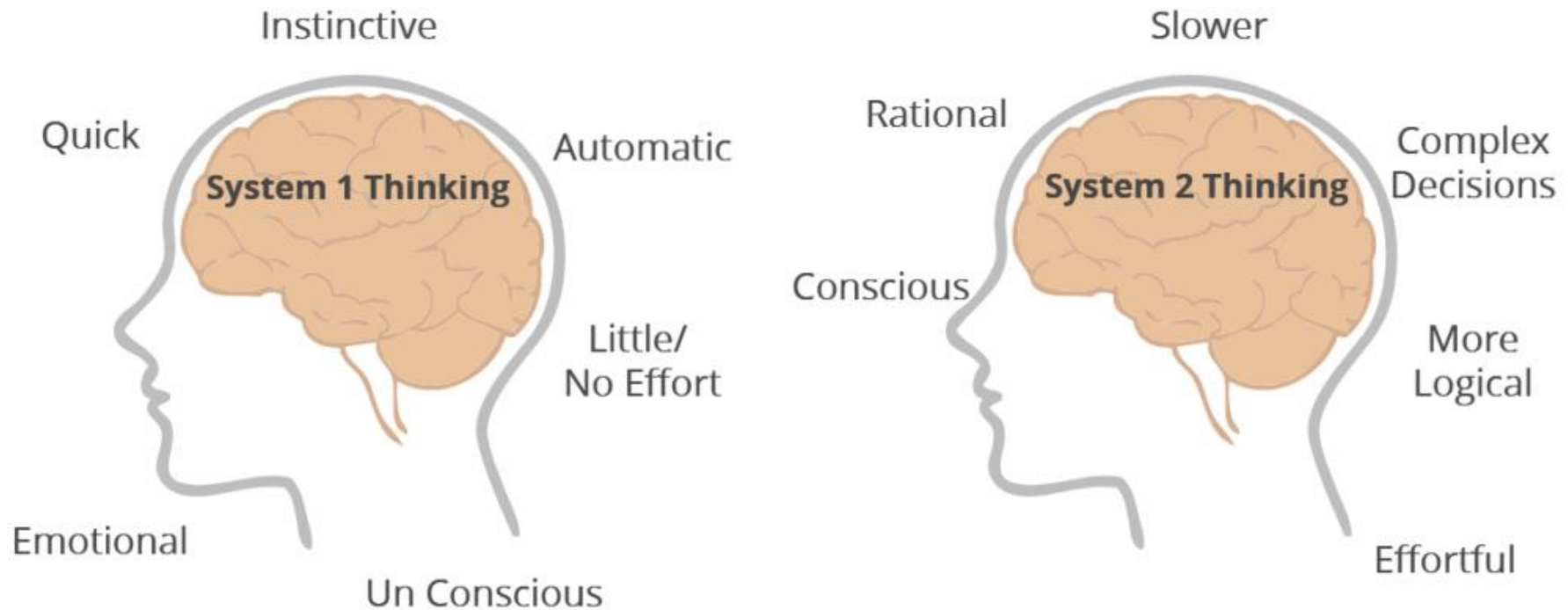
- 56% increase in job performance
- 50% decrease in turnover
- 75% drop in sick leave usage

Implicit/Unconscious Bias

Unconscious bias occurs when individuals make judgments about people based on gender, race or other factors without even realizing they're doing it. (SHRM 2021)

What We Can Do About It

DANIEL KAHNEMAN'S SYSTEMS OF THINKING



Recruitment and Retention

- Extensive study by the National Bureau of Economic Research – all else being equal, resumes with “white-sounding” names got nearly 50% more callbacks than those with “black-sounding” names.
- 2014 National Academy of Sciences found that BOTH male and female managers were twice as likely to hire a man as a woman.

Societal Norms – Aggressive vs. Assertive

“Success and likability is positively correlated with men and negatively correlated with women.”

Ask yourself: “If a man said that, would it bother me?”

Sheryl Sandberg citing Stanford Business School Frank Flynn’s Roizin Case Study Experiment

What Stands in the Way – Recruiting and Interviewing Bias

- Symphony Study
- IT Study
- Similar to Me Bias
- Halo/Horn Bias
- First Impression Bias

Other Actions to Consider

- Consider joining GARE – Government Alliance on Race and Equity – www.racialequityalliance.org
- Consider implicit bias/unconscious bias training for yourself and your team.

Questions?

Heidi Voorhees, President, GovHRUSA