



Ethical Considerations in DEI 2024:

RECRUITMENT & RETENTION OF
DIVERSE TALENT



COURSE OBJECTIVES



Recall the importance of DEI and how it relates to the ethical decision-making model.



Recognize recruitment techniques and various channels for potential employees.



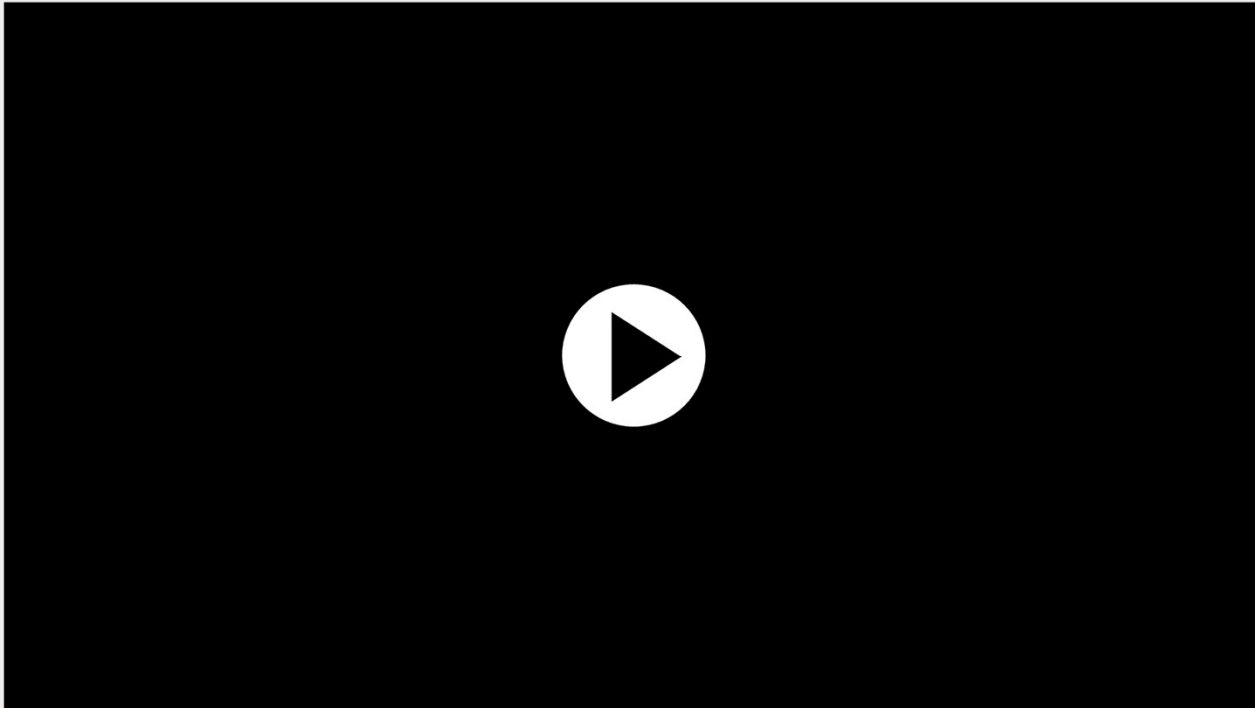
Gain an understanding of retention techniques.



Apply ethical DEI concepts to employment practices.



2024 VBOA SEGMENT





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



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

10 Reasons to Focus on Diversity & Inclusion



1

Advance Performance

In a study performed by McKinsey and Company, companies in the top-quartile for ethnic/cultural diversity on executive teams were 33% more likely to have industry-leading profitability. ¹

Firm Success Story: [AT Kearny](#)



2

Foster Innovation & Creativity

Companies with two-dimensional (2-D) diversity (inherent and acquired) out-innovate others. Leaders who give diverse voices equal attention unleash value-driving insights, and employees in a "speak up" culture are 3.5 times as likely to contribute their full innovative potential. ²

Firm Success Story: [Marcum](#)



3

Evolve Productivity

A [McKinsey report](#) that covered 366 public companies in a variety of countries and industries found that those which were more ethnically and gender diverse performed significantly better than others.

Firm Success Story: [RSM](#)



4

Competitive Advantage

Companies with a diverse leadership team are 45% more likely to report a growth in market share over the previous year. Companies with a diverse leadership team are 70% more likely to capture a new market. ²

Firm Success Story: [Plante Moran](#)



5

Grow Intellectually

Diverse groups are 58% more accurate in problem solving as compared to homogenous groups. Collective and individual intelligence increases in diverse groups. ³

Firm Success Story: [EY](#)



6

Demographic Shifts

Generation Z is on track to be the nation's most diverse and best-educated generation yet. Today, nearly half (48%) are non-white. ⁴ A CNBC article states that, "the traditional 9-to-5 office job doesn't adequately support the lives millennials and Gen Zs want to live. They are flexible-work natives..."

Firm Success Story: [Crowe](#)



7

Social Responsibility

An increasing number of millennials believe that organizations have a moral obligation to give back to the society in ways that create an inclusive environment for everyone to participate and thrive. ⁵

Firm Success Story: [Deloitte](#)



8

Market Demand

A study of more than 1,300 full-time employees found that an inclusive culture is key to both hiring and retaining talent. 80% of respondents said that inclusion is an important factor in choosing an employer.

Nearly a quarter of all respondents left jobs due to lack of diversity and inclusion. An inclusion strategy is key to retaining a diverse workforce. ⁶

Firm Success Story: [Baker Tilly](#)



9

Talent Acquisition

While 74% of executives view D&I as crucial to the success of their organization, most companies do not take advantage of D&I to attract top talent. ⁷

By failing to embed D&I into talent strategies, companies not only miss out on exceptional talent, but also on the benefits realized by diverse talent and an inclusive culture. ⁷

Firm Success Story: [Carr, Riggs, & Ingram](#)



10

Cultivates Engagement

40% of people say that they feel isolated at work, and the result has been lower commitment and engagement. Belonging is linked to a 56% increase in job performance, a 50% drop in turnover risk, and a 75% reduction in sick days. ⁸

Firm Success Story: [KPMG](#)



¹ *Delivering through diversity*, McKinsey and Company, 2018. ² *How Diversity Can Drive Innovation*, Harvard Business Review, 2013. ³ *Diversity Makes You Brighter*, New York Times, 2015. ⁴ *Pew Social Trends*, 2018. ⁵ *Institute for Public Relations*, 2017. ⁶ *Deloitte Inclusion Pulse Survey*, 2017. ⁷ *Russell Reynolds D&I Pulse Survey*, 2017. ⁸ *The Value of Belonging at Work*, HBR, 2019. Firm Success Story sources: "actions" contributed by firms who have signed the CEO Action for Diversity & Inclusion™ pledge, and stories from Harvard Business Review, Journal of Accountancy, Plante Moran, Strategy+Business

THE EIGHT POWERFUL TRUTHS

1

Diversity of thinking is the new frontier

2

Diversity without inclusion is not enough

3

Inclusive leaders cast a long shadow

4

Middle managers matter

5

Rewire the system to rewire behaviors

6

Tangible goals make ambitions real

7

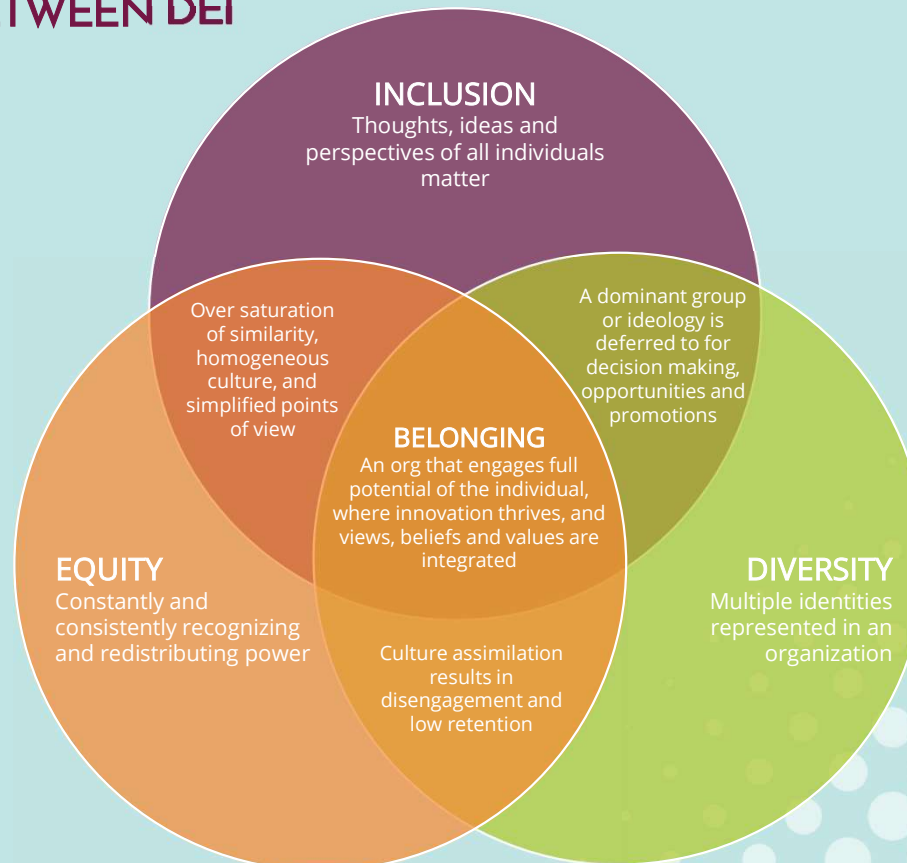
Match the inside and the outside

8

Perform a cultural reset not a tick-the-box program

Source: "The Diversity and Inclusion Revolution"

THE DIFFERENCES BETWEEN DEI



DEFINITIONS

DI•VER•SI•TY

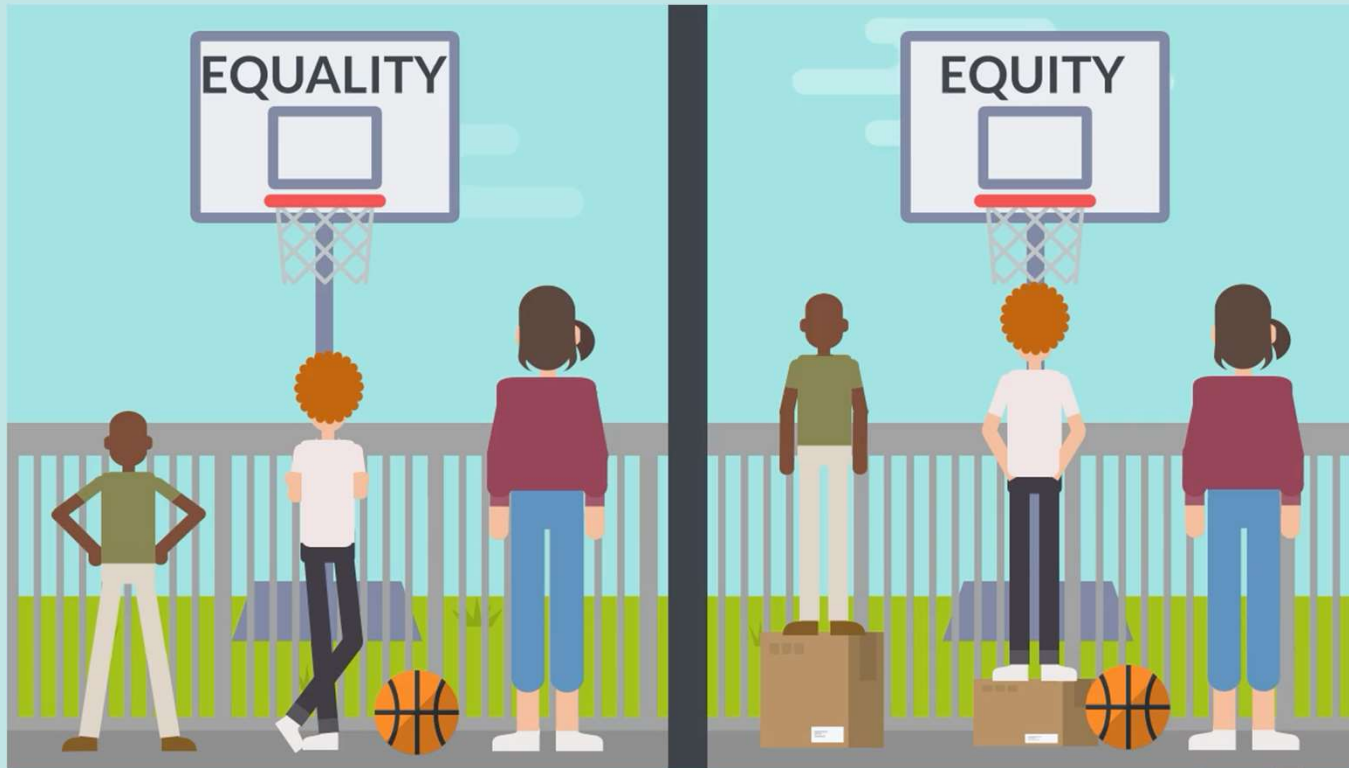
All the ways in which people differ.

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.



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

SANTA CLARA UNIVERSITY FRAMEWORK

Step 3: Evaluate Options

Which option best respects the rights of all who have a stake?

The Rights Lens

Which option treats people fairly, giving them each what they are due?

The Justice Lens

Which option will produce the most good and do the least harm for as many stakeholders as possible?

The Utilitarian Lens

Which option best serves the community as a whole, not just some members?

The Common Good Lens

Which option leads me to act as the sort of person I want to be?

The Virtue Lens

Which option appropriately takes into account the relationships, concerns, and feelings of all stakeholders?

The Care Ethics Lens

DIVERSITY & INCLUSION ROAD MAP

Attracting diverse talent

- Get your leaders to buy in
- Provide diversity and inclusion training to all employees
- Provide or expand your unconscious bias training
- Make an official statement of commitment on diversity and inclusion

Recruiting diverse talent

- Develop a diversity recruiting plan
- Use your network to find diverse talent
- Recruit talent where diversity thrives
- Effectively on-board new employees

Retaining and advancing diverse talent

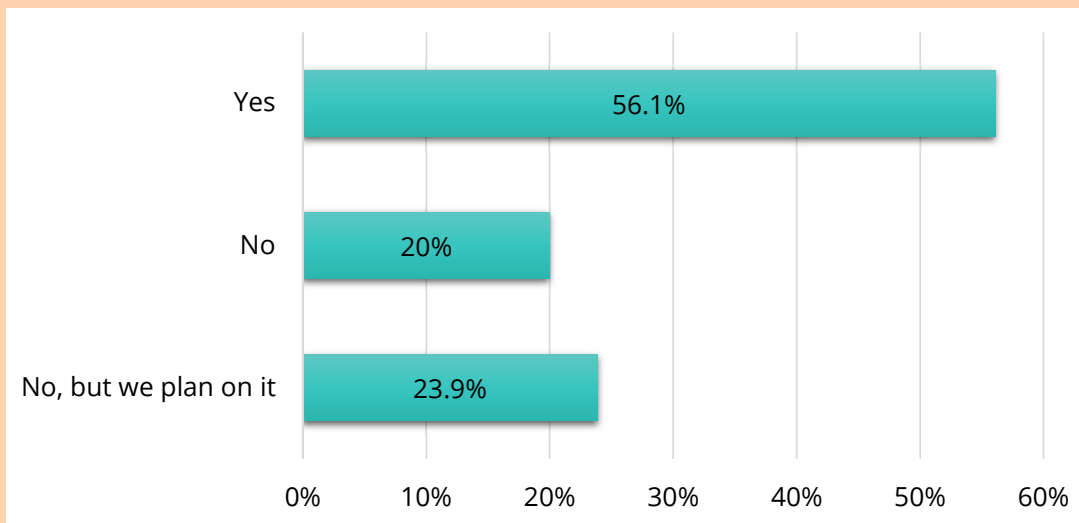
- Implement effective coaching, mentoring and sponsoring
- Listen to your employees by conducting "stay interviews"
- Include diversity and inclusion related questions in your employee surveys
- Recognize your employees
- Commit to actions that advance diversity and inclusion in your firm



RECOGNIZE THE RECRUITMENT TECHNIQUES AND VARIOUS CHANNELS AVAILABLE FOR POTENTIAL EMPLOYEES

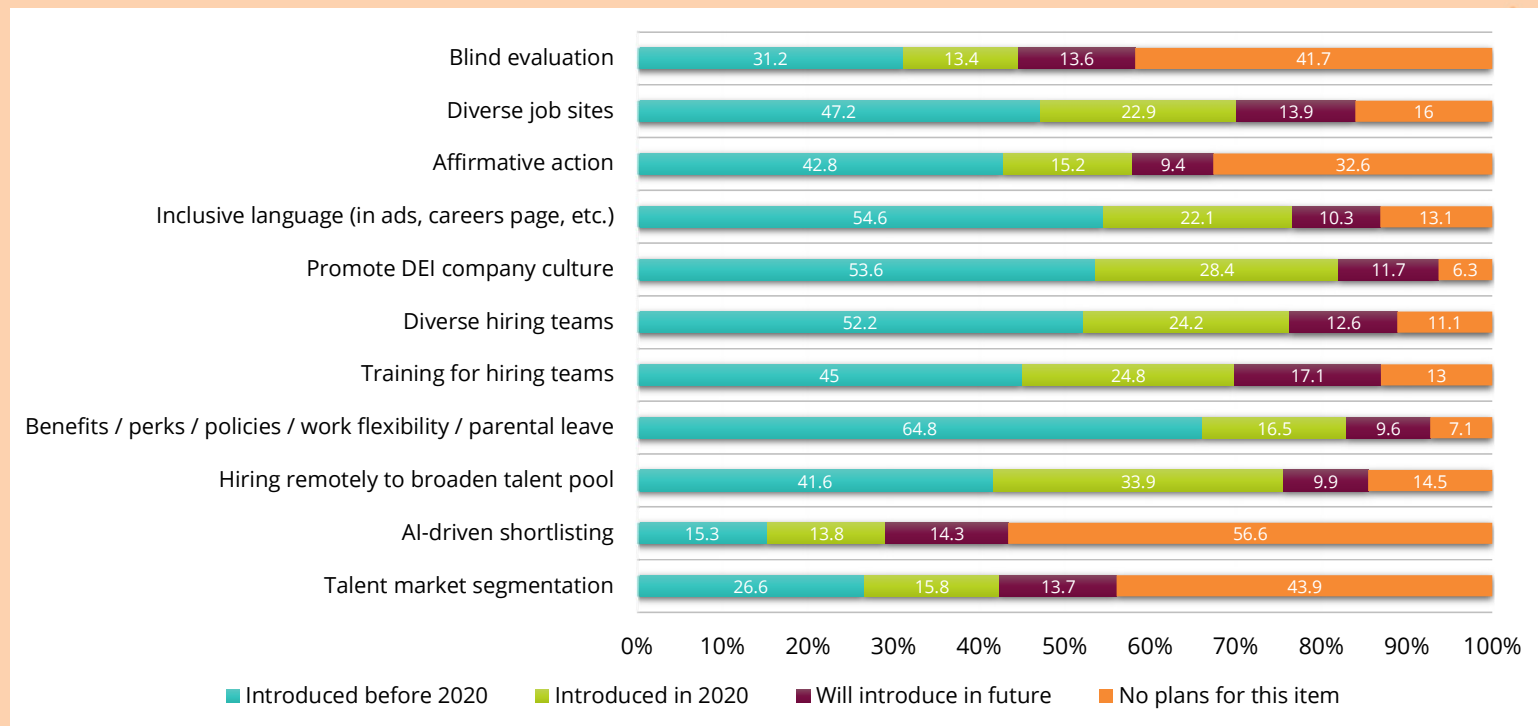
SURVEY: DEI INITIATIVES IN RECRUITING AND HIRING

Does your company have initiatives related to improving DEI in recruiting and hiring, specifically?



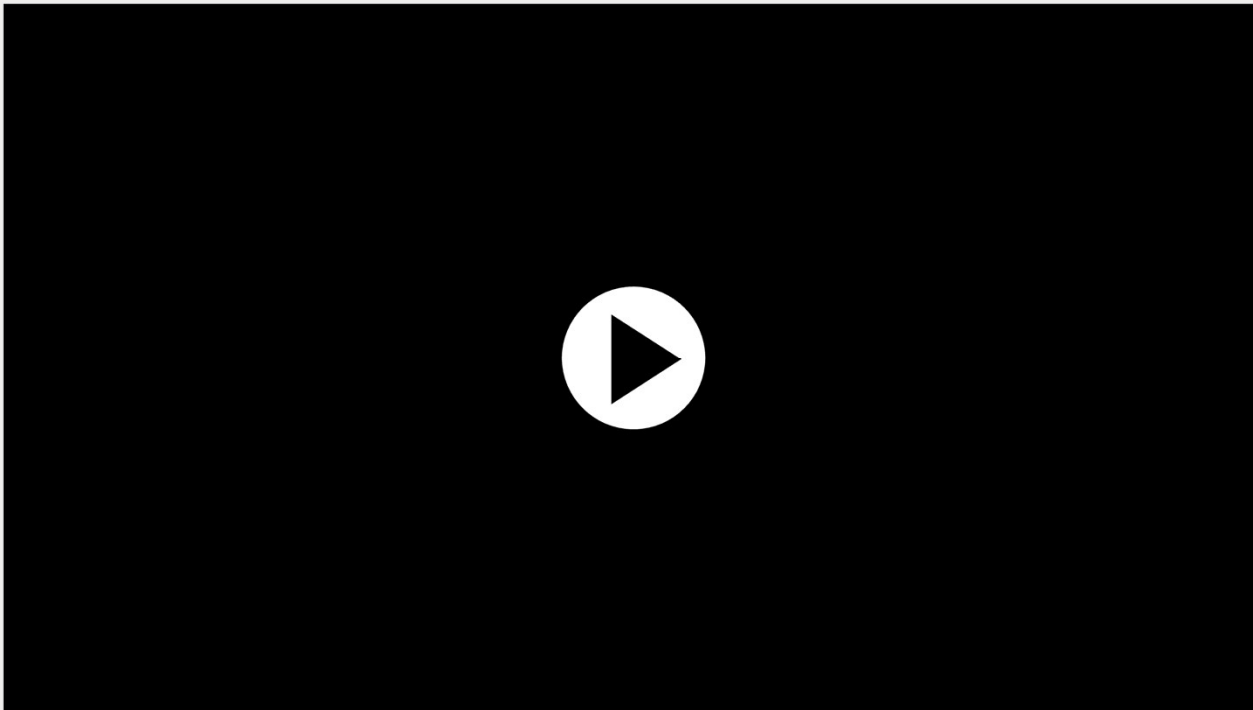
Source: "Diversity, Equity and Inclusion in the Workplace: 2021 HR Survey"

SURVEY: DEI INITIATIVES IN RECRUITING AND HIRING



Source: "Diversity, Equity and Inclusion in the Workplace: 2021 HR Survey"

INTRODUCTION TO EXPERT - JONATHAN ZUR



BEFORE IMPLEMENTING DEI-FOCUSED RECRUITING AND HIRING



Leadership must be committed



Survey to determine current DEI position

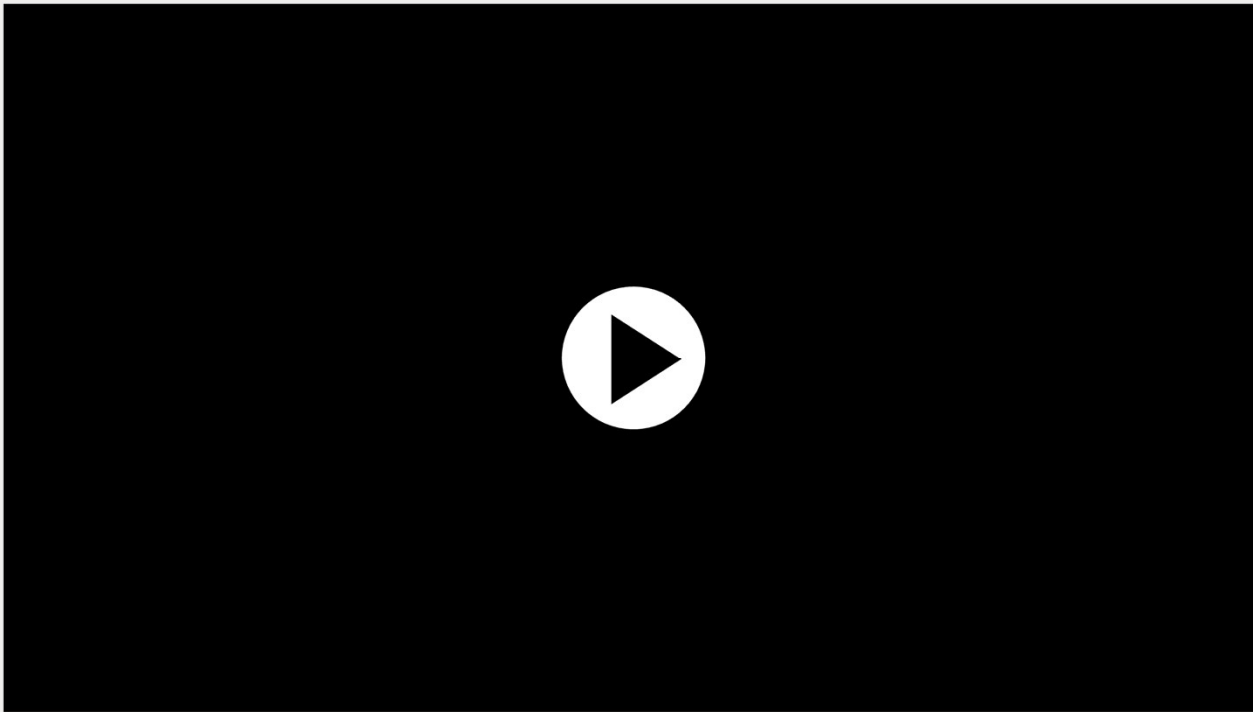


If you already have a DEI recruiting and hiring initiative, assess what works

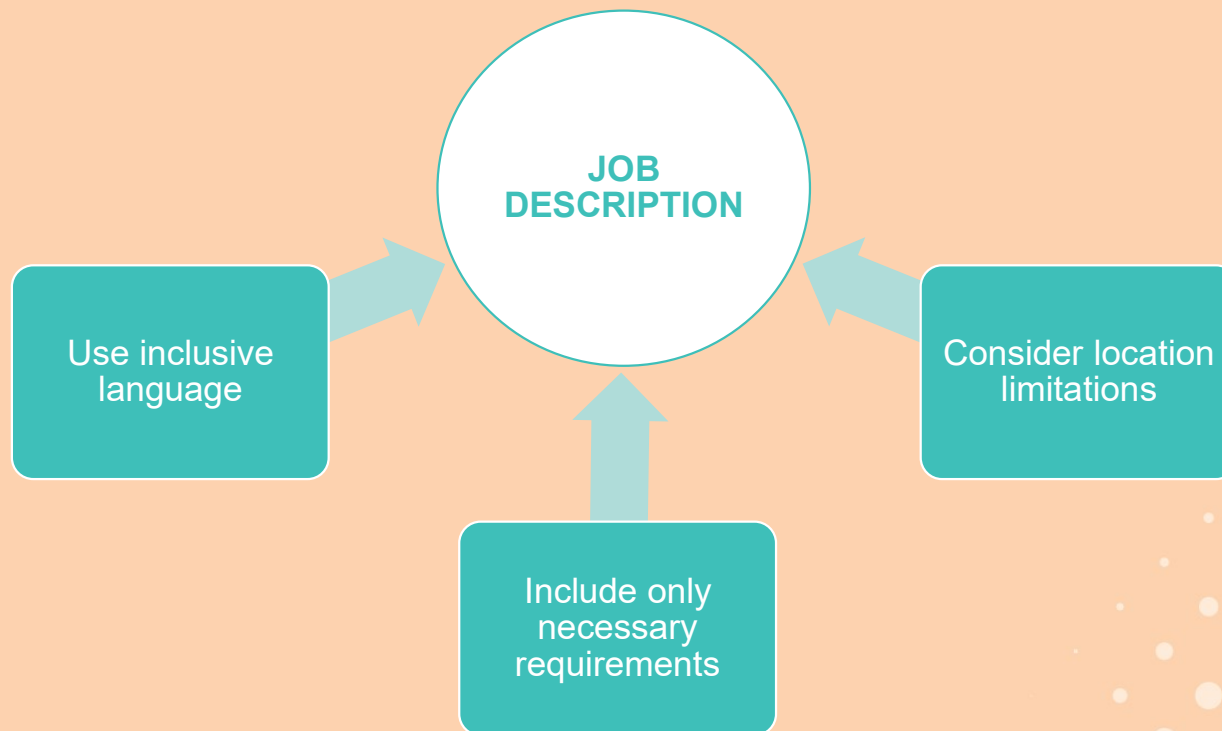


Review interview and hiring processes for bias

JONATHAN'S THOUGHTS ON LEADERSHIP BUY-IN



START WITH THE JOB DESCRIPTION



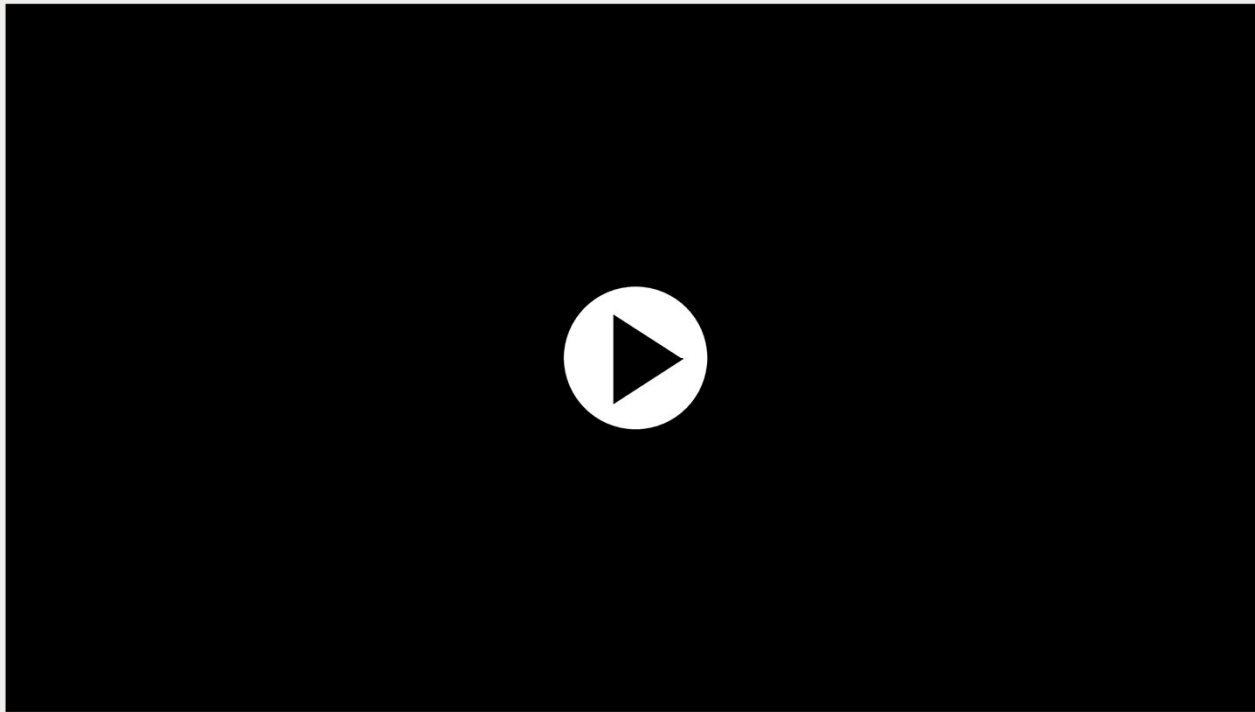
A DIVERSE APPLICANT POOL

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

INTRODUCTION TO EXPERT - FAITH ALEJANDRO



THE INTERVIEW

Use standardized
questions

Respond to every
candidate interviewed

Consider post-interview
survey to assess hiring
process

RECRUITMENT CHANNELS

Develop a diversity sourcing strategy for each job

College recruiting

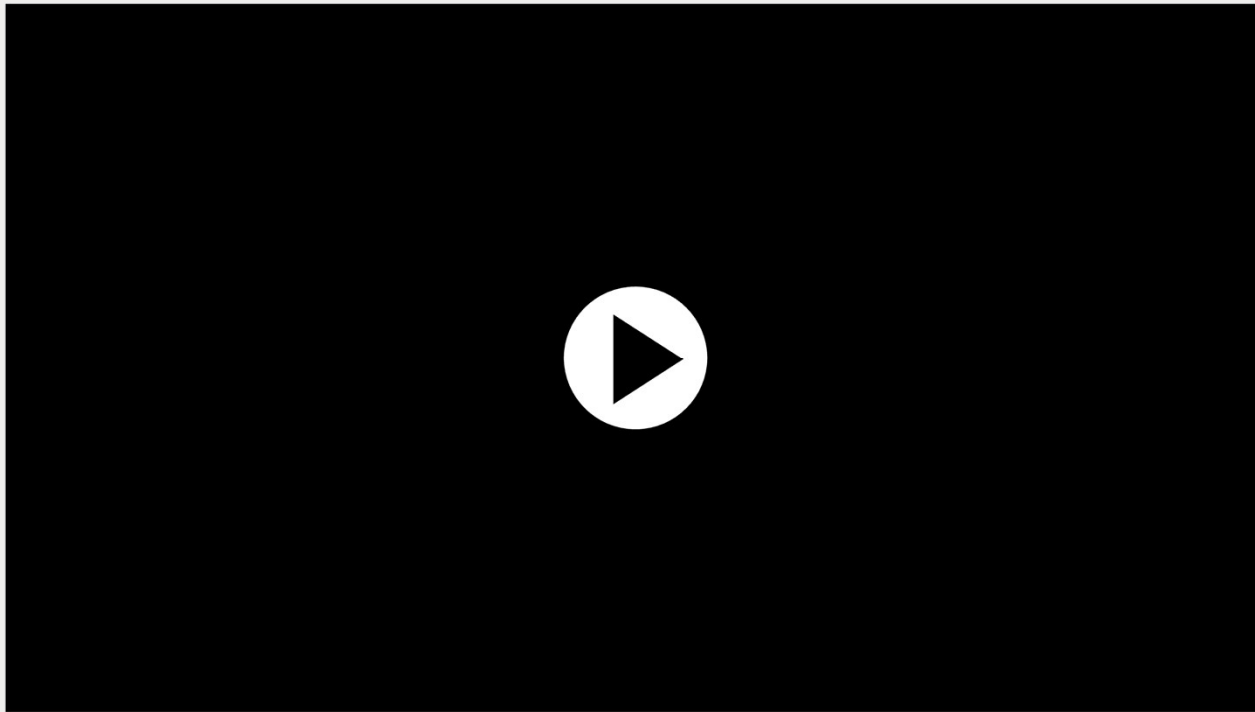
- Broaden the list of schools
- Broaden the student population

Develop partnerships with diverse organizations

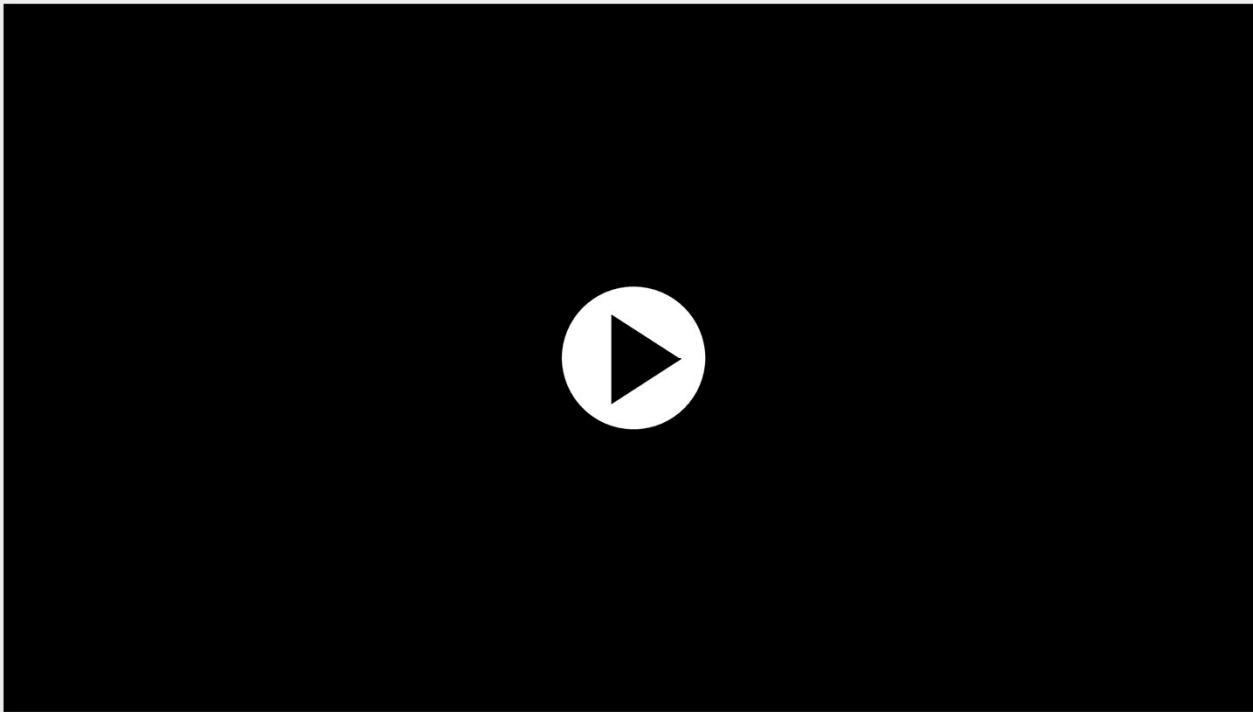
Post job listing in diverse places

Evaluate the effectiveness of the recruitment channel

FAITH'S THOUGHTS ON RECRUITMENT TECHNIQUES



JONATHAN'S THOUGHTS ON RECRUITMENT TECHNIQUES





GAIN AN UNDERSTANDING OF RETENTION TECHNIQUES

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

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

RETENTION: SPECIFIC STRATEGIES



MENTORS



EMPLOYEE
RESOURCE
GROUPS



STAY
INTERVIEWS

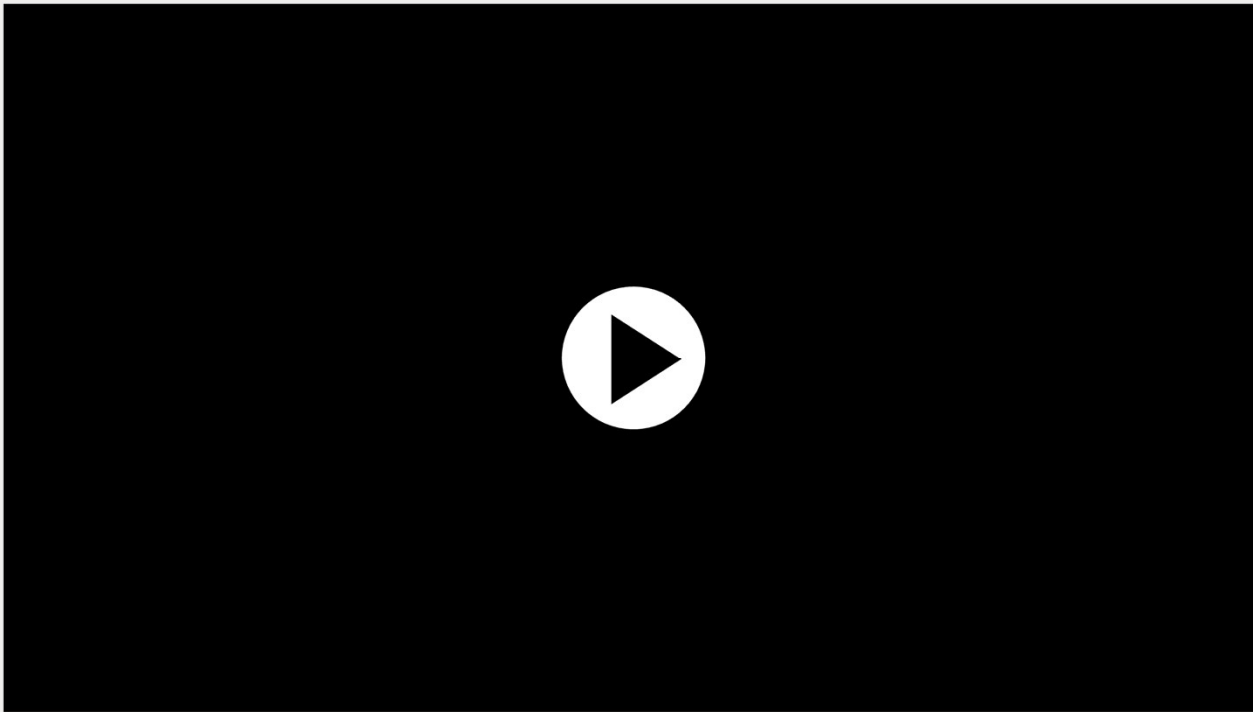


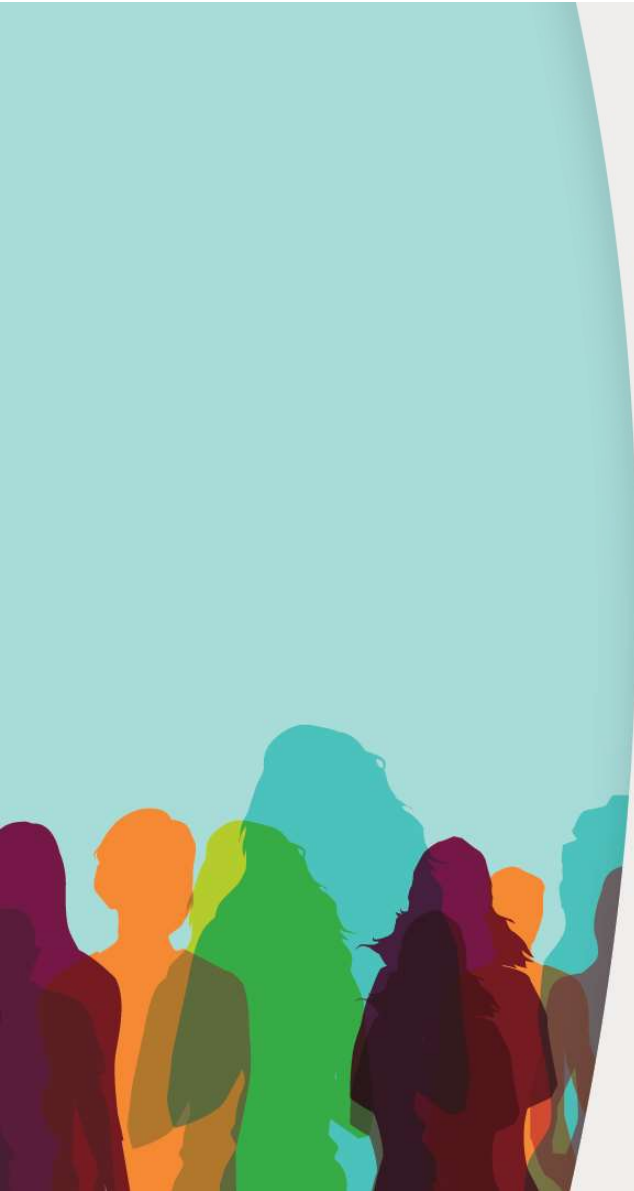
PERFORMANCE
EVALUATIONS



PROMOTIONS

FAITH'S THOUGHTS ON RETAINING DIVERSE TALENT





EVERYDAY DILEMMAS

EVERYDAY DILEMMAS

Consider these scenarios:



Scenario 1: Your team is short-staffed and is looking to hire new staff members.



Scenario 2: Team meetings are lively with frequent debate and good-natured jokes. Discussions are usually carried out by a small group, while team members from underrepresented groups are mostly silent.

What could go wrong?

What is the opportunity for diversity?



APPLY ETHICAL DEI CONCEPTS TO YOUR EMPLOYMENT PRACTICES

MAKING DIFFERENCES MATTER

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.

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

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"

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*

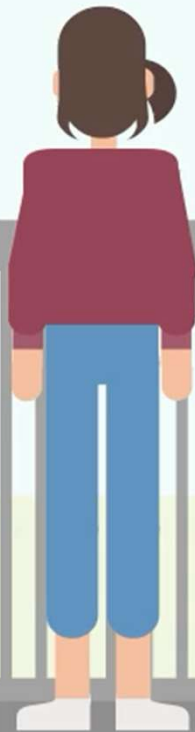
DEI efforts may make some people
feel awkward or uncomfortable.
“That’s OK, because uncomfort
drives us to change.”

*Lauren Guilbeaux,
People Geek at Culture Amp*

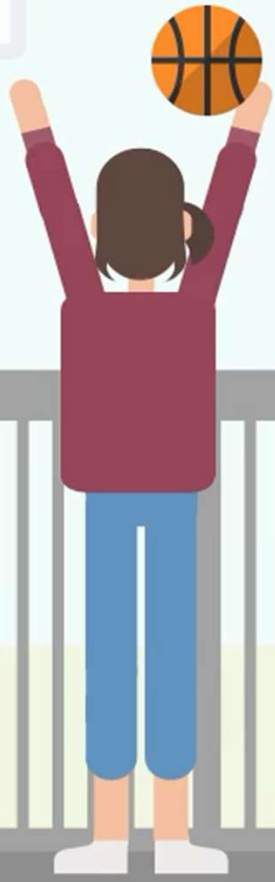
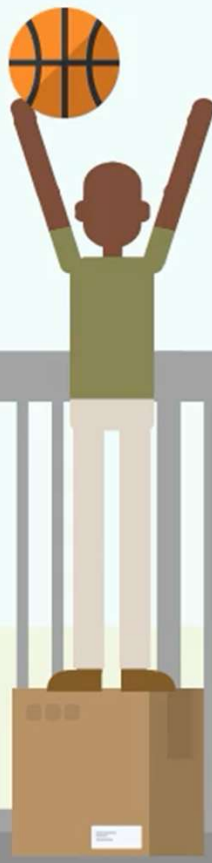
“It’s not about perfection,
it’s about progress.”

*Marcus Cooper, Manager of Diversity
and Inclusion at Oscar Health*

EQUALITY



EQUITY



THANK YOU FOR ATTENDING

Access the course evaluation by scanning the QR code below with your phone's camera or by navigating to <https://www.surveymonkey.com/r/ecdei2024>.

