



HCM Trends: Workforce Dynamics Catalyst to Conversation – Diversity & Inclusion

September 17, 2020

Lead²Health™

Lead2Healthier

Business™
People
Culture





Presenters



Andrea Dunn, Agency Administrator

Andrea Dunn sits on Alera Group's Diversity and Inclusion Council. Andrea has a master's degree in Community and Social Development along with a master's certification in strategic planning and program development. Prior to joining BAN, Andrea worked in the wealth management and investment field for more than 15 years.



Michelle Filler, Director of Client Services

Michelle has more than 30 years insurance experience. In addition to her life & health license and property & casualty license, she also holds CISR and CEBS designations. She sits on Alera Groups' Diversity and Inclusion Council, BAN's Human Capital Management Committee, and Holistic Wellbeing Committee, all of which allow her to fulfill her passion of helping people.



Bobbi Kloss, Director Human Capital Management Services

With more than 20 years of Human Resource Generalist & Executive Level HCM Strategic Management experience, Bobbi has a deep understanding of the increasingly complex and diverse HCM industry. Bobbi provides her expertise to employee benefit advisors as well as their employer clients. She sits on Alera Group's Diversity and Inclusion Council, and Chairs BAN's Human Capital Management, and Holistic Wellbeing Committees.



Agenda

- Setting the Workplace Stage
- Recognizing & Removing Bias in the Workplace
- Connecting to and Supporting Your Community



Workforce Dynamics

Workforce Dynamics is the outside influence(s) or significant event(s) that significantly disrupt the continuity of business

#MeTooMovement

Disparate Impact of COVID

Black Lives Matter

Bostock v. Clayton County



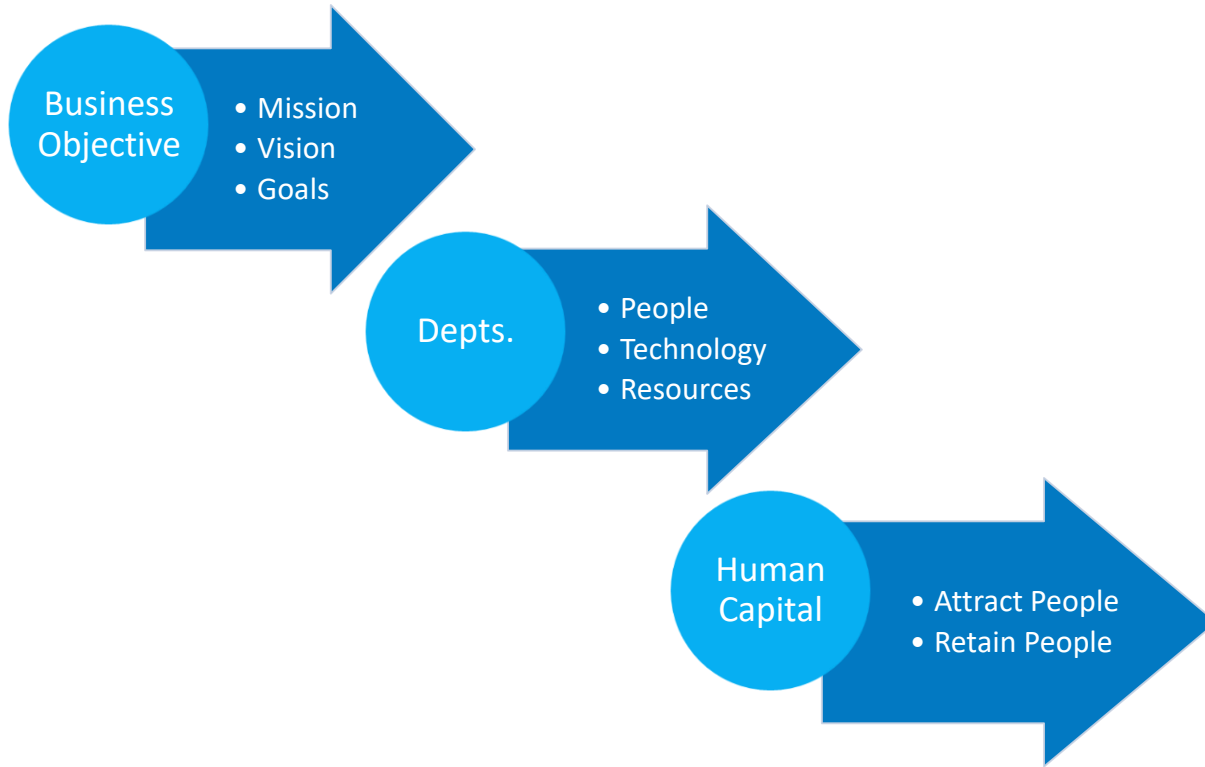
Diversity & Inclusion

Diversity – the traits and characteristics that make people unique

Inclusion – “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” (SHRM)



HCM = Contributing to Organization's Success





Protection Against Discrimination

Title VII etal: Equal Employment Opportunity

“...illegal to discriminate against a job applicant or an employee because of the person’s race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age (40 or older), disability or genetic information. It is also illegal to discriminate against a person because the person complained about discrimination, filed a charge of discrimination, or participated in an employment discrimination investigation or lawsuit.”

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Total Charges	89,385	91,503	84,254	76,418	72,675



Liabilities

The goal of the EEOC is to (1) make the victim whole including any loss of pay and/or benefits i.e. restoring to a position that they would have been in had the discrimination not occurred and (2) stop any further discrimination from occurring

There may be instances if the discrimination is found to be intentional that punitive and compensatory damages may be assessed. These damages can vary depending on the size of the employer.

EMPLOYER SIZE	EEOC LIMIT OF DAMAGES*
15-100 employees	\$50,000
101-200 employees	\$100,000
201-500 employees	\$200,000
more than 500 employees	\$300,000



Liabilities

Organization's Brand

- loss of customers,
- high turnover rates,
- stress-related medical claims,
- workers compensation injuries for lack of presenteeism, and
- inability to recruit qualified candidates.

Stop the BI\$\$d

Attacking the Root Causes





Commitment to Policies

Equal Employment Opportunity

The Company is an equal opportunity employer. We will extend equal opportunity to all individuals without regard to race, religion, color, sex (including pregnancy, sexual orientation, and gender identity), national origin, disability, age, genetic information, or any other status protected under applicable federal, state, or local laws. Our policy reflects and affirms the Company's commitment to the principles of fair employment and the elimination of all discriminatory practices.

Diversity & Inclusion

The Company is committed to creating and maintaining a workplace in which all employees have an opportunity to participate and contribute to the success of the business and are valued for their skills, experience, and unique perspectives. This commitment is embodied in company policy and the way we do business and is an important principle of sound business management.



Commitment to Policies

Benefits of A Defined Positive Culture	Benefits of Employee Retention
✓ Employee Engagement	✓ Meeting Business Goals
✓ Talent Attraction	✓ Improves Production/Customer Continuity
✓ Retention	✓ Increases Institutional Memory
✓ Impacts Health & Welfare	✓ Limits Recruiting, Onboarding and Training Costs
✓ Increased Performance	



Establish a Baseline

1. C-Suite recognizes that an organization's greatest asset is its employees
2. Employee retention is a proper mindset
3. Consumer loyalty is critical to business growth
4. C-Suite commits to EEO in all business practices
5. Evaluate the company diversity and inclusion dynamics in the present moment
 - a. What is the staff ratio based upon EEO demographics?
 - i. Hiring
 - ii. Promotions
 - iii. Pay practices including hiring and raises
 - b. What is the EEO demographic make-up of my applicant pool for each geographic location?
 - c. What is turnover and related cost ratios?



Establish a Baseline

- d. What are employee perceptions of company policy and practices?
- e. What are the EEO demographics of the company consumer/customer base?
- f. Evaluate corrective counseling for trends in:
 - i. Consistent Supervisors/Department
 - ii. Reasons for poor performance
 - iii. Employee responses
- g. What programs are in place supporting diversity and inclusion?
 - i. What employee engagement involvement exists for developing, promoting, and reviewing?
 - ii. How is success measured?



Recognizing and Removing Bias





BIAS

**Defined as prejudice in favor of
or against
one thing, person, or group
compared with another,
usually in a way considered to be
unfair.**





•BIAS

PREJUDICE

STEROTYPES

LOSS OF
CREATIVITY

DIVISIVE

UNFAIR
TREATMENT

HIDDEN BENEATH THE
SURFACE



EXPLICIT BIAS

When the individual is aware of their behavior,

Prejudice

Attitudes

Race

Ethnicity

Age

Religion

Appearance

IMPLICIT BIAS

Social perceptions and intuitions

Are Hidden

Our Understanding

That Influence

Our Attitudes

Our Decisions

Our Actions

Stereotypes

Sexual Orientation

IMBALANCE

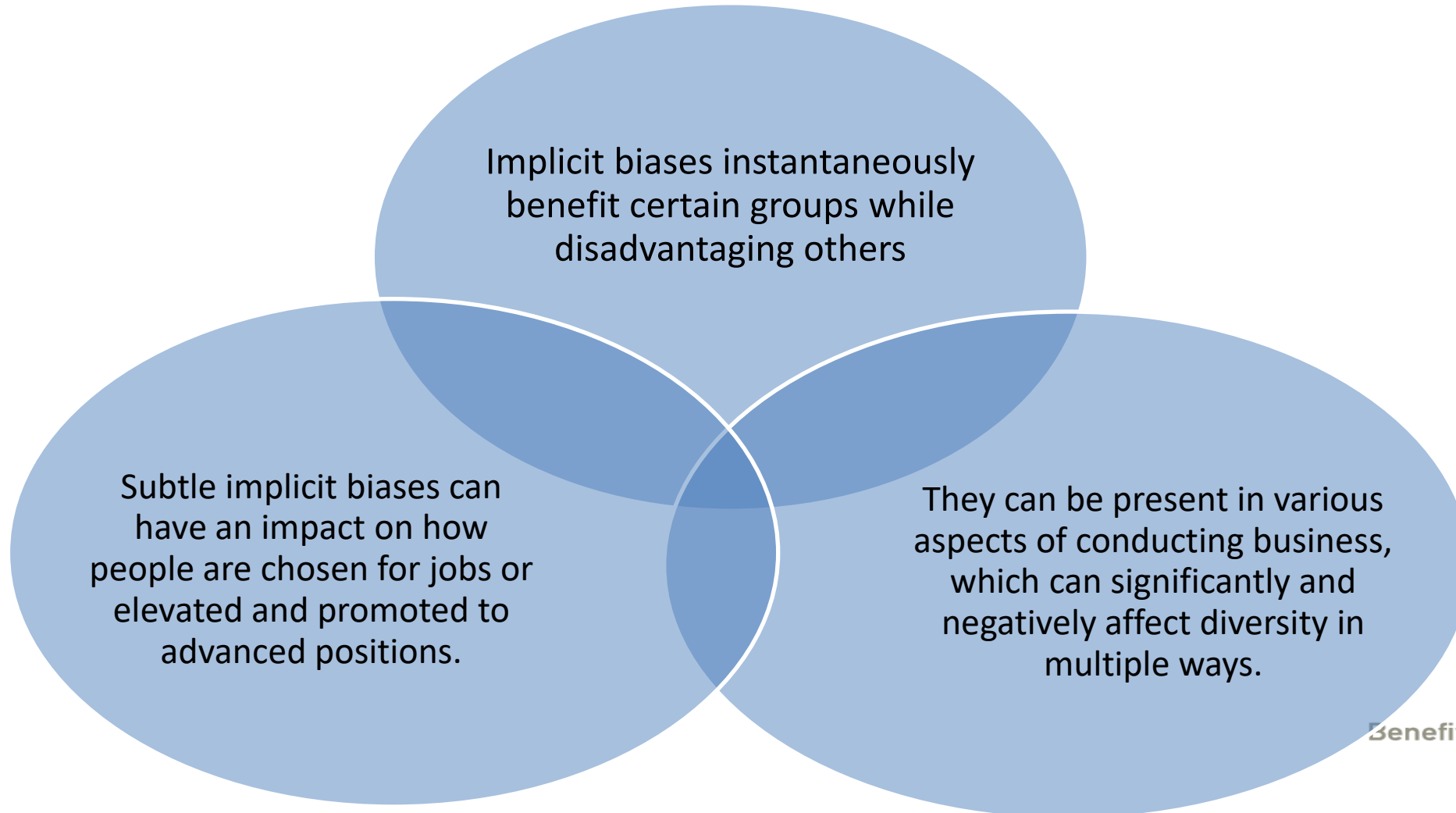
CHARACTERISTICS of IMPLICIT BIAS



- Implicit biases are pervasive. No one is immune to them
- Implicit and explicit biases are related but distinct mental constructs
- The implicit associations we hold do not necessarily align with our declared beliefs
- We generally tend to hold implicit biases that favor our ingroup
- Implicit biases are malleable.



The Effects in the workplace, Why it Matters





Highlights of some the most prevalent forms of implicit bias found in the workplace.

TYPE	DEFINITION
AFFINITY BIAS	Also known as similarity bias, this is the tendency people have to connect with others who share similar interests, experiences and backgrounds.
CONFIRMATION BIAS	The inclination to draw conclusions about a situation or person based on personal desires, beliefs, and prejudices rather than on unbiased merit
ATTRIBUTION BIAS	When you try to make sense of or judge a person's behavior based on prior observations and interactions with that individual.



Highlights of some the most prevalent forms of implicit bias found in the workplace.



TYPE	DEFINITION
CONFORMITY BIAS	Acting like the people around them regardless of their personal beliefs.
THE HALO EFFECT	Placing another person on a pedestal after learning something impressive about them.

Research Study Race in the Labor Market

- A study of race in the labor market by Bertrand & Mullainathan revealed that applicants with white-sounding names received 50% more callbacks for interviews than those with African American names.
- The study also revealed that employers were more responsive to resumes with Anglo Saxon names. even when the resumes with African Americans names had the exact or higher credentials than their white counterparts.
- This racial gap was uniform across occupation, industry, and employer size.

Research Study Symphony Orchestra Gender Bias



- During the 1970s & 80's Women were only 5% of the orchestra body it was very difficult for a female musician to receive a position in the orchestra.
- Goldin & Rouse performed a study to test for gender bias.
- During the study a screen was used to conceal the gender of the person auditioning.
- Using this method women had a 50% higher chance of advancing from the preliminary round.
- This practice led to the increase between 25%-46% in the number of female hires. This study created change in the hiring practices of the symphony orchestra.



Moving Forward



- Does implicit bias exist in your workplace?
- Establishing a baseline is a good starting place
- One place to start looking is at employee behavior
- Another step is to look at company practices.
 - Collecting data and obtaining feedback can be very beneficial in determining whether there are any forms of bias across the workplace



Moving Forward

- Organizations seeking to make permanent and impactful changes within their culture will need to create different methods in selecting, hiring, promoting, and embracing diversity and inclusion.
- Employers should learn to design & cultivate teams to include diversity in thought, ideas, and people.
- Offer customized unconscious bias education
- Organizations will need to Implement practices that reveal their workforce's unconscious bias.
- Support activities that encourage positive images and experiences of members of nondominant groups,





CHANGING PERSPECTIVE

“The more we know people for who they are, the less we treat them as what they are”.

Cook, Ross, Inc.

Benefit Advisors
NETWORK
smart partners



P.A.U.S.E



P

- **Pay** attention to what's happening, beneath the judgments & assessments

A

- **Acknowledge** your reactions, interpretations, and judgments

U

- **Understand** the other possible reactions, interpretations, and judgments that may be possible.

S

- **Search** for the most constructive, empowering, or productive way to deal with the situation.

E

- **Execute** your action plan.





CEO Action for Diversity and Inclusion Pledge

I pledge to Check my bias, Speak up for others, and Show up for all.

I will check my own biases and take meaningful action to understand and mitigate them.

I will initiate meaningful, complex, and sometimes difficult, conversations with my friends and colleagues.

I will ask myself, “Do my actions and words reflect the value of inclusion?”

I will move outside of my comfort zone to learn about the experiences and perspectives of others.

I will share my insights related to what I have learned





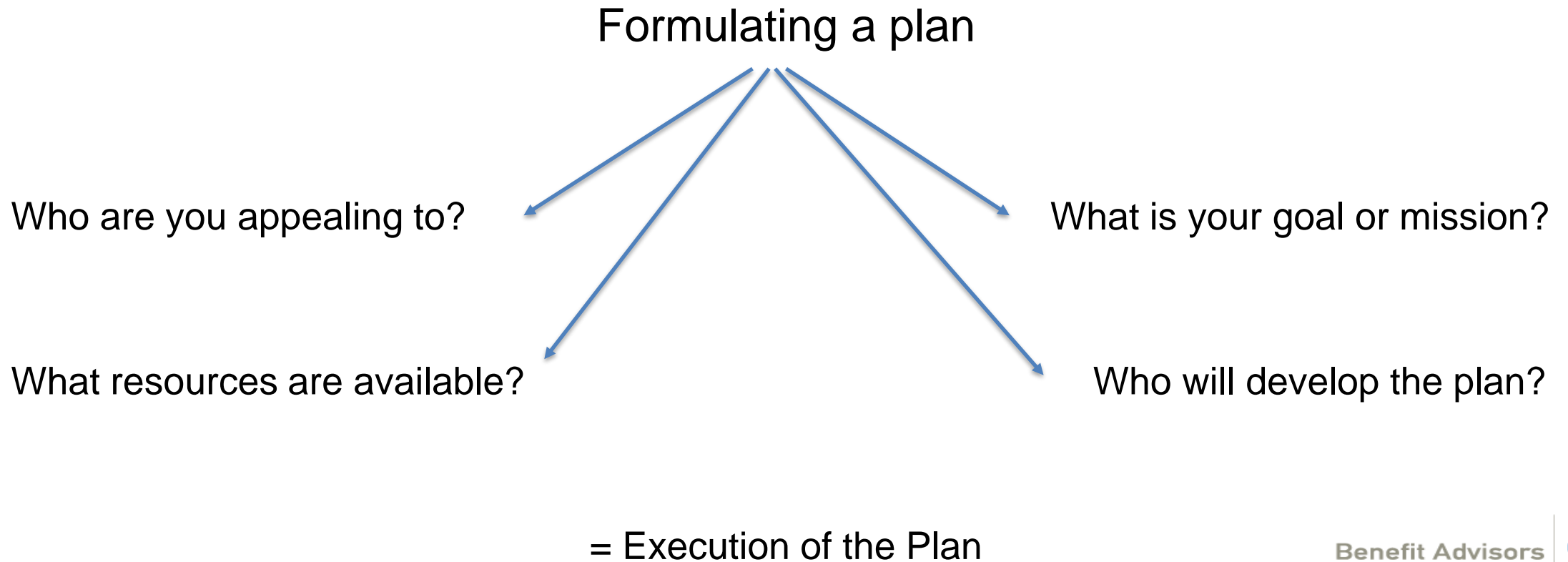
Catalyst to Conversation Diversity & Inclusion

Connecting to the Community





Connecting to the Community





Who are you appealing to?

Community:

- A group of people living in the same place or having a common characteristic
- A feeling of fellowship with others, as a result of sharing common attitudes, interests, and goals

Evaluate who your intended community is:

- Internal
- External
- Combination of both



What is your goal, or your mission?

Status of the Community:

- Who is your community?
- What is the current status of your community?
- Is there cohesiveness and commonality present?
- What are the strengths within the community?
- Are there challenges you must overcome?
- What makes sense for the community around you?
- How do you meet and reach people where they are?





What is your goal or mission?



Employee attraction and retention:

- Becoming an employer of choice
- Exhibit diversity and inclusion for all people
- Think about the message you are portraying, sometimes without even intending to
 - Example: placement of EEOC poster
- Create a positive image of unity and purpose

2017 Deloitte Volunteerism Survey results



What is your goal or mission?

“Companies that are socially responsible and strong advocates of community involvement have higher levels of engagement than companies that are not actively supporting their communities.

10%

However, studies have found that fewer than 10% of midsize companies use their community involvement programs to drive employee engagement.”

Allesandra Cavalluzzi, Author

A Million Dollars in Change: How to Engage Your Employees, Attract Top Talent, and Make the World a Better Place



What resources are available?



Types of resources available:

- Financial
- Human capital (Employees)
- Company leadership
- Local vendors
- Organizations



Think outside the box!!



What resources are available?

Leadership of the Company:

MUST BUY-IN



Your plan is destined to fail, if leadership does not support!

“The leadership of the company supported us. They showed up and sat at the table with us, to show they were all-in with our initiative. And as that happened, other employees realized it was ok to join us. It was encouraged, and not discouraged.”



What resources are available?

Local resources and organizations:

- Chamber of Commerce
- Society of Human Resource Managers (SHRM)
- Insurance carriers and brokers
- Regulatory Organizations
 - EEOC
 - DOL
- Community programs
 - SC Race Equity and Inclusion Partnership



Who will develop and execute the plan?

People:

- Company Leadership / Upper Management
- HR Representation
- Committees
- Employee Ambassadors
- Community leaders





Connecting to the Community

“Just because you are doing a lot more, does not mean you are getting more done.”

Denzel Washington

Wrap up:

- Be purposeful and methodical
- Focus on the end-result
- Use building blocks to get there
- Engage each other
- Be open and genuine
- Stay unified



Promote the best you are as an organization!



QUESTIONS?

For more information contact

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