

TABLE 11.4 | Integrating Diversity and Inclusion into the Existing Structure

ASPECTS OF STRUCTURE	EXAMPLES OF DIVERSITY-AND-INCLUSION INITIATIVES/CHANGES/ACTIONS
ACCOUNTABILITY	<ul style="list-style-type: none"> • Diversity objectives made part of manager’s regular performance review • Mentoring diverse employees made an objective for all managers • Diversity demographics objectives set for each department • Diversity training made an objective for all employees • Diversity action plan made an objective for all managers • Requirement that managers interview diverse group of applicants before making hiring decision
REWARD	<ul style="list-style-type: none"> • Pay differentials for additional language proficiency • Tuition reimbursement for wider range of courses (e.g., technical) • Diversity management objectives tied to compensation • Increased flexibility in benefits package to meet diverse needs of employees • Awards for exemplary diversity and inclusion accomplishments of unit/department/division • Pay equity reviews • Management compensation incentives for diversity-and-inclusion gains from for recruiting underrepresented groups • Rewards for recruitment referrals
REPORTING RELATIONSHIPS	<ul style="list-style-type: none"> • Establish dedicated diversity position (e.g., director or coordinator) • Job posting expanded • Mentoring programs • Succession planning • Cross training • Internships • Review of internal candidates precede external search • Increased recruitment efforts (e.g., wider net)
COMMUNICATION	<ul style="list-style-type: none"> • Video by CEO • Diversity logo, buttons, mugs, and posters • Diversity web site • Column in regular newsletter or organization’s Intranet • Column by CEO and other executives in newsletter • Training sessions introduced by executive staff members • Panels of diverse employees talk to senior managers • Communication pieces, signage, and materials provided in other languages • Diversity-and-inclusion awareness and skills training for all staff • Diversity-and-inclusion training for communication staff • Diversity-and-inclusion training included in new employee orientation • Diversity-and-inclusion best practice sharing • Diversity-and-inclusion survey • E-mail messages • Diversity-and-inclusion presence in organization’s web site or Intranet • Diversity-and-inclusion calendar

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TABLE 11.4 | Integrating Diversity and Inclusion into the Existing Structure (continued)

ASPECTS OF STRUCTURE	EXAMPLES OF DIVERSITY-AND-INCLUSION INITIATIVES/CHANGES/ACTIONS
DECISION-MAKING	<ul style="list-style-type: none"> • Employee networks tapped for creative approaches to new markets and recruiting • Diversity-and-Inclusion Council/Team/Steering Committee made up of diagonal cross section of workforce designs diversity plan • Diversity-and-inclusion action teams responsible for creating strategies to overcome diversity-related obstacles • Diversity-and-inclusion connected with empowerment or safety programs • Employee focus groups • Process-improvement teams tackle diversity-and-inclusion issues • Task forces and teams have diverse make-up • Diverse hiring and promotion panels
NORMS	<ul style="list-style-type: none"> • Flexible schedules and telecommuting • Work/life balance programs • Executives leverage work/life and leave programs • Diversity-and-inclusion celebrations and events • Diversity-and-inclusion brown-bag forums • Diversity-and-inclusion training conducted with mixed-level groups • On-site child care • Community internship program (employees work in community agencies) • Employee diversity-and-inclusion networks/affinity groups/support groups • Organization-sponsored recreation (basketball, soccer, baseball, etc.) • One employee cafeteria for all levels

Adapted from John E. Jones, "The Organizational Universe," in William Pfeiffer and John E. Jones, eds., *The 1981 Annual Handbook for Group Facilitators* (San Diego: University Associates, 1981).