

---

# PERSPECTIVES

---

Special Edition

August 2020



---

**PHRA**

AFFILIATE OF  
**SHRM**<sup>®</sup>  
SOCIETY FOR HUMAN  
RESOURCE MANAGEMENT

---

# PERSPECTIVES

---

## Table of Contents

PHRA President's Message .....	5
Program Summaries .....	6
Connecting the Dots: HR's role in Diversity, Equity and Inclusion and Critical Competencies .....	10
Open Letter #1...To My Fellow Veterans .....	13
Keys to Boosting Team Diversity: How it Can Support the Success of Your Business .....	16
Open Letter #2...To My Fellow Veterans .....	19
Rooney Rule in Recruiting .....	22
Open Letter #3...To My Fellow Veterans .....	23
The Evolving Paradigm of Inclusion: Where are we Headed? .....	27
Book Review- The Person You Mean to Be: How Good People Fight Bias by Dolly Chugh .....	29
"Would You Like to Dance?" Diversity is Good but it is Better with Inclusion! .....	30
New Members/On The Move .....	32
2020 Events .....	33

# AUGUST = PHRA'S INCLUSION CELEBRATION

PHRA's Month of Inclusion is a time for our membership to come together to reflect, listen to one another and, most importantly, do the work to foster a membership that values one and all.

## WE KNOW WE CAN — AND WILL — MAKE A DIFFERENCE!

Here are a few ways PHRA members are coming together to celebrate the diversity of our membership!



### PUBLICATIONS

**The Evolving Paradigm of Inclusion:**

Where are we headed?

**The Person You Mean to Be: How Good People Fight Bias**

Open Letter #1 - #3...To My Fellow Veterans

**Connecting the Dots:**

HR's role in Diversity, Equity & Inclusion & Critical Competencies

Rooney Rule in Recruiting

Would You Like to Dance?"

Diversity is Good but it is Better with Inclusion!

Keys to Boosting Team Diversity:

How it Can Support the Success of Your Business



### EDUCATIONAL EVENTS

August 4, 8:30 AM, **The ABC's of D&I**

August 11, 12:00 PM, **New Habits Break Old Behaviors**

August 18, 8:30 AM, **Why D&I Initiatives Fail &**

**How to Get Them Right**



### COMPANY SPOTLIGHTS

ENGAGING PITTSBURGH AWARDS

D&I FINALISTS

**Babb Inc & Spark 360**

**FHL Bank Pittsburgh**

**Pittsburgh Mercy**

**Women's Institute for Leadership in Law (WILL)**

For more information regarding PHRA's Month of Diversity & Inclusion visit.

[PittsburghHRA.org](http://PittsburghHRA.org)



# FRIDAY, SEPTEMBER 11, 2020

## 8:00 AM to 2:30 PM



# ANNUAL GOLF OUTING



### TICKETS:

**Golf + Lunch:** \$160 PHRA Member | \$175 NonMember

**Golf Foursome + Lunch:** \$600

**Tee Sponsor + 1 Golf Ticket:** \$500

Montour Heights Country Club  
1491 Coraopolis Heights Road  
Coraopolis, PA 15108



## PHRA President's Message

Dr. Peter Gabriel, ACC, President, PHRA

Dear Members,

At PHRA, our resolve to elevate our entire membership and fight against injustice has only been strengthened in recent days and weeks. PHRA's Month of Inclusion Celebration is a time for our membership to come together to reflect, listen to one another and, most importantly, do the work to foster a membership that values one and all. We know we can – and will – make a difference.

What the workplaces consist of today are different races, ethnicities, genders, ages, religions, disabilities, and sexual orientations with differences in education, personalities, skill sets, experiences, and knowledge bases. This is a historic moment for the HR professional but how do you make it work?

Having the knowledge necessary to understand this dynamic is needed. I encourage you to absorb the topics addressed this month. Here are a few ways PHRA members are coming together to celebrate the diversity of our membership!

**The Evolving Paradigm of Inclusion: Where are we headed?** James E. Taylor, PhD, Chief Diversity, Inclusion, and Talent Management Officer, UPMC

**The Person You Mean to Be: How Good People Fight Bias by Dolly Chugh** (Book Review), Tabatha Wendorff, SHRM-SCP

**Open Letter #1 - #3...To My Fellow Veterans**, Eddie Dunn, President and CEO, Eddie Dunn Consulting, LLC, Retired First Sergeant in the Army Reserve

**Connecting the Dots: HR's role in Diversity, Equity and Inclusion and Critical Competencies**, Phyllis G. Hartman, SHRM-SCP, President and Founder, PGHR Consulting, Inc.

**Rooney Rule in Recruiting**, Diane Houser, PHRA Board Member, Co-Chair Membership, Diversity, and College Relations

**Would You Like to Dance?" Diversity is Good but it is Better with Inclusion!** Janet K. Manuel, MS; SHRM-CP and PHR – PHRA Past President (2019)

**Keys to Boosting Team Diversity: How it Can Support the Success of Your Business**, Patrick Gilchrist is the branch manager of Robert Half in Pittsburgh.

I hope you enjoy our special edition of Perspectives which will provide you content to help you confidently meet the challenges of living in the 21st century. PHRA's Month of Diversity and Inclusion will celebrate Respect, Integrity, Ageless Wisdom, providing messages to encourage and empower PHRA members to live a life full of Diversity and Inclusion.

Thanks

Peter Gabriel



August 4, 2020  
8:30 AM - 9:30 AM - Via Zoom

## The ABC's of D+I

Presented by: *Danielle Mundekis, SHRM-CP*  
Employee Relations & Inclusion Manager  
ECKERT SEAMANS CHERIN & MELLOTT, LLC

In today's world, the language surrounding diversity, equality and inclusion is ever-changing and expanding. In this session, we'll take a look at commonly used terms and acronyms (and some that are not so commonly used) to understand exactly what they mean and what they mean to the communities they represent. We'll have guided discussion and dialog about how best to educate employees on these words and their impact and how normalizing this language can lead to a more inclusive working environment.

**Danielle Mundekis** was born and raised in New York City. After graduating from Oberlin College, she became an Admissions Associate/Assistant Director of Admissions for the Ethical Culture Fieldston School. There, she honed her skills for discerning best-fit candidates and practices. In 2013 she relocated to Pittsburgh to work for Shady Side Academy in the President's Office, where she helped develop and hone numerous practices and policies, with an emphasis on human resources. After four years, she left Shady Side Academy to work with Eckert Seamans, where she is currently employed as the firm's Employee Relations & Inclusion Manager. She focuses her career on best practices in HR with particular focus on Diversity, Equality and Inclusion. Danielle is currently in the process of completing a CCDP-AP from Cornell University and has served in the PHRA as the chair of Learning and Professional Development Committee since 2019.



August 11, 2020  
12:00 PM - 1:00 PM - Via Zoom

## *New Habits Break Old Behaviors*

Presented by: **Dr. Lisa Raymond**  
Robert Morris University

What is your why when recruiting or hiring minorities? Are your actions the result of the “diversity” sign hovering over you, or are you that happy go lucky person that has no linguistic, color, gender, race, you name it barrier? Think about how can biases affect the way that you look at people that don’t look like you, talk to people who don’t talk like you, and view people who are not like you. Today is a great day to create new habits to break old behaviors!

**About the Presenter:** Dr. Lisa Raymond believes that communication should be the driving force that enhances not only organizational relationships but personal ones as well. As an educator, Lisa works to empower individuals to be more authentic by increasing how communication happens between the self as well as the relationships that occur with others. By starting with the core approach of teaching self-care, confidence, accountability, and empathy, individuals can utilize these transferable skills when conversing with others in both business and personal relationships.

Lisa has a Doctorate in Information Systems and Communications from Robert Morris University; she received her Master of Science in Leadership Business and Global Ethics, and Bachelor of Science in Professional Leadership from Duquesne University. She has trained under Anthony Robbins as a certified life-coach for strategic intervention.

Dr. Raymond currently lives in Pittsburgh, PA, and is the mother of two, Deion (27) and Kiera (22). She is the CEO of First Choice Temporary Services, a 43-year young, second-generation family establishment that provides staffing services in the Pittsburgh area. Lisa is also the owner of Ethics2Talk, LLC providing motivational speaking, communication skills, and training in the areas of diversity and biases and workforce development. She is also an adjunct professor at Robert Morris University, teaching Public Speaking, Workforce Communications, and Intercultural Communications. Active in the community, Dr. Raymond is an active member of the Pittsburgh Regional Innovative Council and the Black Male Leadership Development Institute.



August 18, 2020  
8:30 AM - 9:30 AM - Via Zoom

*Why D+I Initiatives Fail  
& How to Get Them Right*

Presented by: **Sonia Layne-Gartside**  
Consultant, Master Trainer, Instructional  
Designer and Strategist

Is your diversity and inclusion (D&I) plan failing or nonexistent? Many companies have great intentions, but on a day-to-day basis D&I comes last on the list of business priorities. It's not referenced in meetings or planning, and few leaders appear to have the appetite for the level of change required, or the knowledge required to implement it. It is a feel-good highlight for the company, but not something that leaders place any priority on putting into practice. This session presents seven powerful action steps that must be taken to build a truly diverse environment and a very inclusive culture.

#### **About the Presenter**

**Sonia Layne-Gartside** is a dynamic and results-oriented global Consultant, Master Trainer, Instructional Designer and Strategist. She partners with leaders to achieve business results by improving the performance of people and the systems they work in. Her work involves developing leaders, delivering targeted learning solutions, instructional design, leading Change management initiatives, diversity and inclusion initiatives, and coaching executives. Sonia is the author of the book [Workplace Anxiety: How to Refuel and Re-Engage](#).

Sonia partners with organizations to envision, develop, and implement diversity, equity, and inclusion training. She holds a Bachelor of Science degree with honors in Management Studies and a Master's in Education from the University of the West Indies. As well as certification in Diversity and Inclusion and Change Management. Sonia is also a certified Master Trainer, Online Instructor, Case Writer and Instructional Designer. She currently works with C-Suite and senior leaders in Fortune 1000 companies to design and deliver programs that get their employees to embrace needed changes.

# Transform your career or your business

Leadership Coaching



Career Management



Career Transition



## Calfe & Associates



**Human Resources Consulting**

Phone: (412) 760-1619 Email: [cmcalfe@calfeassociates.com](mailto:cmcalfe@calfeassociates.com)  
Celeste Calfe, Owner & President  
[CALFEASSOCIATES.COM](http://CALFEASSOCIATES.COM)

# Connecting the Dots: HR's role in Diversity, Equity and Inclusion and Critical Competencies

By Phyllis G. Hartman, SHRM-SCP

I believe people are beginning to recognize the importance of Diversity (having a place peopled with a variety of individuals), Equity (providing customized support and resources for individual success) and Inclusion (allowing every person to have an influence) for survival and success. So where does HR fit in all of this?

In a recent article, Robin Schooling suggested this about our role:

“HR professionals are the architects of the employee experience. They’re the ones responsible for ensuring their workplaces are free from unlawful discrimination and racism. They’re charged with nurturing a culture that promotes diversity, inclusion and equity. In challenging times, when people are confused and hurting and taking to the streets to protest for issues of basic human rights, employees rely on their HR team to communicate and reassure.”

So how can we be effective in designing and building the best employee experience which ensures the success of our workplace?

I turned to a respected and experienced colleague, Columbus Brooks, for some answers. Brooks is CHRO of the Urban Redevelopment Authority (URA) of Pittsburgh. Working with the URA leadership since 2016, he has positively impacted the culture in a number of ways, not the least of which is the creation of a 2020-2023 Equity and Inclusion Strategic Plan. The plan grew out of recognition of the value of a diverse organization and the recognition that equity and inclusion are necessary to build and maintain such an organization.

The plan includes specific goals and objectives for HR to “ensure all segments of society see themselves represented within the URA, and support is provided to current and prospective staff members to foster a positive work environment.”

One of the plan’s HR goals “Inclusive Excellence” Identifies a core responsibility for HR: Commit to the principle of inclusive excellence to help create an environment where employees of all backgrounds can thrive.

## **The specifics include:**

1. Establish confidential reporting system for employees to address concerns about equity and inclusion without fear of retaliation.
2. Provide ongoing inclusion and diversity training to ensure best practices as it relates to diversity, equity and inclusion.
3. Identify institutional barriers or challenges to EEOC compliance and ways to remove those barriers.
4. Provide oversight for the elimination of physical barriers that deny access to individuals with disabilities.
5. Create quarterly surveys to assess measures and identify possible improvements.
6. Support institutional diversity and inclusion initiatives through best practices process for decision making, compliance oversight, policy updates, and strategic collaboration and support regarding the URA’s direction.

# Connecting the Dots: HR's role in Diversity, Equity and Inclusion and Critical Competencies (Cont.)

If these actions are necessary to our “culture design” project, what competencies do we need to develop as HR pros to be proficient in our role as architects?

An argument can be made that all of the SHRM identified HR Competencies are necessary but I think there are four that are key: Leadership and Navigation, Consultation, Communication, and Global and Cultural Effectiveness.

## **Leadership and Navigation includes:**

**Navigating the organization** – Works within the parameters of the organization’s hierarchy, processes, systems, and policies.

**Vision** – Defines and supports a coherent vision and long-term goals for HR that support the strategic direction of the organization.

**Managing HR initiatives** – Executes the implementation and management of HR projects or initiatives that support HR and organizational objectives.

**Influence** – Inspires colleagues to understand and pursue the strategic vision and goals of HR and the organization.

## **Communication includes:**

**Delivering messages** – Develops and delivers, to a variety of audiences, communications that are clear, persuasive, and appropriate to the topic and situation.

**Exchanging organizational information** – Effectively translates and communicates messages among organizational levels or units.

**Listening** – Understands information provided by others.

## **Consultation includes:**

**Evaluating business challenges** – Works with business partners and leaders to identify business challenges and opportunities for HR solutions.

**Designing HR solutions** – Works with business partners and leaders to design HR solutions and initiatives that meet business needs.

**Implementing and supporting HR solutions** – Works with business partners and leaders to implement and support HR solutions and initiatives.

**Change management** – Leads and supports maintenance of or changes in strategy, organization, and/or operations.

**Customer interaction** – Provides high quality customer service, and contributes to a strong customer service culture.

# Connecting the Dots: HR's role in Diversity, Equity and Inclusion and Critical Competencies (Cont.)

## **Global and Cultural Effectiveness includes:**

**Operating in a diverse workplace** – Demonstrates openness and tolerance when working with people from different cultural traditions.

**Operating in a global environment** – Effectively manages globally influenced workplace requirements to achieve organizational goals.

**Advocating for a diverse and inclusive workplace** – Designs, implements, and promotes organizational policies and practices to ensure diversity and inclusion in the workplace.

It is critical that we further develop these competencies now to be successful going forward. There are a variety of development activities you can employ to grow yourself.

Developmental activities may include on-the-job, classroom/group, formal education, self-managed learning, mentoring/coaching, professional/community, and additional assessment activities.

Include a variety of developmental activities depending on available resources. Consider your own learning style. Some people learn best by hearing or reading, others retain the information that they see, and still others learn best by practicing or doing things. Individuals' style and preference have a big impact on their development, so keep them in mind as you pick activities.

HR professionals are on the cusp of great opportunity. We CAN make a difference when it come to DEI in our workplaces. Consider the actions you can lead, determine your needs for developing competencies which will help you do your best and go forward!

Phyllis G. Hartman, SHRM-SCP,  
President and Founder, PGHR Consulting, Inc.  
[pghr@pghrconsulting.com](mailto:pghr@pghrconsulting.com)

# Open Letter #1...To My Fellow Veterans

By: Eddie Dunn, President and CEO, Eddie Dunn Consulting, LLC,  
Retired First Sergeant in the Army Reserve

Open Letter #1...To My Fellow Veterans,

One of the most courageous things you will ever do in Corporate America is tell the truth. I've been in corporate combat and real combat and have managed to not only survive, but succeed in both, in my short time on this earth. I'm a strong believer in radical transparency and authenticity in life and especially when it comes to veteran employment. In building two of the most successful veteran employment programs in the country, I believe I've earned enough "street creds" to speak the truth in love...

After years of reading thousands of resumes, engaging in hundreds, upon hundreds of interviews, coaching and mentoring many veterans in their prep, interfacing with countless hiring managers, HR, and senior leaders, I've distilled the top 10 reasons why Corporate America will not hire you:

Do any of these sound familiar? Could you add a few of your own?

- "I don't have time to train her..."
- "Liked him on paper, but didn't interview very well..."
- "Her skills and experience just don't translate well for this role..."
- "Great guy, but just not a good fit for my role..."
- "I'm really concerned about post traumatic stress..."
- "I need someone to hit the ground running..."
- "I'm getting a ton of pressure to hit my numbers and stay in budget..."
- "Has everything else, but doesn't have exact industry experience I'm looking for..."
- "Don't understand my business...I need someone who is flexible..."
- "I need permission to invest time..."

I know what you're thinking...sounds like a lot of bravo sierra to me as well. It would be easy to bash employers for their ignorance, bias and uneducated decision making with our veteran lens on, but that's my point...it's not about being a veteran.

Wow...did I just say that? Bottom line, up front, it's about the value you bring to an employer...nothing more, nothing less, regardless of your veteran status. It's about your character and competence that your military experience brings out. Did you catch that? Could you not apply almost the entire top 10 above to any people group? Marinate in that for a moment...

Years ago, I was in a spirited debate, in an open forum, with a fellow veteran I admire and respect tremendously. He argued the merits of leading prominently with your military experience in the job search, assuming that patriotism would be a factor in attracting an employer.

If you are transitioning from active duty to your first civilian job, that might make sense, but the ugly truth is, when push comes to shove, employers will typically default to the faster, better, cheaper candidate than

## Open Letter #1...To My Fellow Veterans (Cont.)

you! So the question is, why are we making them work so hard? How do we get to a better “yes” with the above top 10 reasons in mind?

How do we take responsibility and ownership in overcoming these challenges we all face as veterans? Although translation and transferability is something we all must master, most employers hire for experience, not potential.

As you might suspect, I had the counterpoint of arguing to my esteemed colleague, that you lead first with your skills, talents and attributes and allow a prospective employer to discover where it comes from as a subtle way to exceed their expectations and minimize their unconscious bias. Did you catch that?

That said, I’m not going to tell you to de-militarize your resume or stop using “we” in all your interviews. I’m not going to tell you to stop saying, “Yes Sir!” and “No Ma’am” in deference to a senior leader. I’m not even going to tell you geniuses out there to stop using the superior “spaghetti” methodology of applying to hundreds of jobs, hoping something will stick...there are literally thousands of resources to keep you out of trouble on that end, so you don’t need me to tell you any of that.

What I WILL DO, is pen my next “Open Letter #2,” to my fellow veterans giving you specific tactical and actionable ways to advance your job search. These are key insights that will give you that 8 digit grid coordinate to land the right role.

Until next time...

Eddie Dunn is the President and CEO of Eddie Dunn Consulting, LLC, and a Retired First Sergeant in the Army Reserve.

# CONFERENCE HIGHLIGHTS



## Live Interaction with Speakers & Attendees

Interact and ask questions to our speakers through a live chat experience. You'll also be able to easily hop on video chat with other attendees and resource partners!



## On-Demand Sessions

You'll be able to watch all sessions on your own schedule, which means no having to pick and choose.



## 20+ Sessions

You'll end up with pages and pages of notes with actionable tactics that you can apply immediately. Plus tons of strategies that you can share with your team!



### Opening Keynote Day 1: Sabrina Saunders Mosby

Sabrina serves as President and Chief Executive Officer for Vibrant Pittsburgh, a premier economic development membership organization and the region's central resource, spokesperson and convener on workforce diversity and inclusion issues for the past decade.



### The Power of the Past. Force of the Future!

No matter how long you've been in HR or what position you hold, chances are that there is still something you want to learn.

Our comprehensive programs will help you overcome challenges or develop new solutions and help you make connections that will motivate and energize you.



### Opening Keynote Day 2: Candi Castleberry Singleton

Candi is the Vice President of Diversity Partnership Strategy & Engagement at Twitter. She is also the founder of the award-winning Dignity & Respect Campaign, which has helped organizations create more inclusive work environments.

# Keys to Boosting Team Diversity: How it Can Support the Success of Your Business

By Patrick Gilchrist

Team diversity is often acknowledged as an important goal in building project groups. Diversity means difference. But isn't it counterintuitive to expect dissimilar individuals to perform with a single-minded purpose? Wouldn't a team composed of employees with comparable professional experiences and similar personalities function more smoothly? As many experienced managers would attest, the answer is no.

In fact, of the array of employment solutions that foster progress in the workplace, project diversity can be one of the strongest factors working in favor of business success. A team works best not when its members are identical, but when they are compatible, complementary and able to cooperate. That's why a group of people who think and work alike may ultimately fail, while a dream team of disparate individuals might be extremely successful.

In striving for team diversity, most people envision a group of individuals who represent a blend of races, ethnicities or cultural backgrounds. Though important, this is just one approach to creating an eclectic team. Managers can build the best teams by seeking diversity in a broad array of areas.

## **Personality**

One secret to creating successful team diversity is to combine compatible personalities. A group composed entirely of Type-A superstars may become mired in power struggles, while a team of introverts might have a hard time choosing someone to lead the way. A more functional, harmonious group would include one or two leaders who can organize and direct the activities of the rest of the team. Other members would represent a variety of personalities — extroverts and introverts, deliberate planners and spontaneous do-ers, logical fact-finders, and perceptive thinkers who can connect the dots and synthesize information. Personality counts — and the right combination can make the team's efforts that much more successful.

## **Skills and experience**

When a project requires the team approach, it means that no single individual possesses the breadth of skills and experience necessary to complete the task. Managers must identify which skills are required and what types of experience would be most beneficial, then assemble the appropriate players. Cross-departmental collaboration may be involved.

As the group works together, its members will end up sharing valuable knowledge and best practices. Informal cross-training may take place as the team's technical guru presents a report on several different software options. Mentoring relationships may arise when a large team breaks into subgroups to handle interim tasks. At its best, the team will embody the principle that the whole is greater than the sum of its parts. And that's the greatest outcome of team diversity.

## Keys to Boosting Team Diversity: How it Can Support the Success of Your Business (Cont.)

### **Work styles**

For optimum harmony and cooperation, managers should choose team members with complementary work styles. For example, hyper-focused, detail-oriented people balance out teammates who tend to have a more panoramic view of resources, deliverables, schedules and deadlines. In general, individuals are not identical in the way they approach tasks and responsibilities. The key thing – within the parameters of your own office culture – is to acknowledge there's often more than one right way to tackle a job and to try to reach agreement on the best approach for each task.

### **Individual positions**

Even in a randomly selected group, people tend to assume specific roles that are consistent with their personalities, habits, training and skills. That's why some people appear to be born leaders, while others are most comfortable in behind-the-scenes, supporting roles. While setting objectives and responsibilities, managers should take the time to identify each position on the team – leader, researcher, tech specialist, facilitator, resource coordinator, liaison with other work groups – and then choose those individuals who can best perform the duties of a given role.

### **The manager's key role**

Team diversity can clearly add strength. But it's up to the manager who creates the team to make sure diversity leads to a dynamic environment that sparks innovation, creativity and fresh thinking rather than a hodgepodge of irreconcilable differences. By composing teams of individuals who know how to play to each other's strengths and compensate for one another's shortcomings, managers will discover that team diversity not only invigorates the group, but is also a source of greater productivity and success.

Patrick Gilchrist is the branch manager of Robert Half in Pittsburgh. Founded in 1948, Robert Half is the world's first and largest specialized staffing firm. For more information about our Pittsburgh services and location, call us at 412.912.2984 or [click here](#).


**The Pittsburgh HR Association's**  
*Engaging Pittsburgh Awards*  
  
**Congratulations 2020 Finalists**

<p>Allegheny County Bar Association &amp; Women's Institute for Leadership in Law Babb, Inc. &amp; Spark 360 City of Pittsburgh PHLBank Pittsburgh Giant Eagle Goodwill of Southwestern Pennsylvania Pittsburgh Mercy Pittsburgh Pirates Baseball Club</p>	<p><b>Dina Clark</b> Head of Diversity and Inclusion Covestro LLC.</p> <p><b>Evan Frazier</b> SVP of Community Affairs Highmark Health</p> <p><b>Becky Vinton</b> Talent Acquisition Director Black Box</p>
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------




**August 27, 2020**

“Whether they are attracting talent, training tomorrow’s leaders or rethinking the way they organize work. The nominees have all demonstrated that investing in people is a key component of business success.”

*Elizabeth Lamping, Executive Director,  
Pittsburgh Human Resources Association*



**Dina L. Clark**  
Covestro LLC  
Head of Diversity &  
Inclusion, North America



**Evan Frazier**  
Highmark Health  
Senior Vice President  
of Community Affairs



**Becky Vinton**  
Black Box Corporation  
Talent Acquisition Director



2020 Engaging  
Pittsburgh

Leader of  
the Year  
Nominees!

# Open Letter #2...To My Fellow Veterans

By: Eddie Dunn, President and CEO, Eddie Dunn Consulting, LLC,  
Retired First Sergeant in the Army Reserve

I'll never forget the conversation I had several years back with a retiring Marine Command Sergeant Major, who insisted that his [nine-page resume](#) (not a typo) was justified because of his long and amazing career. He was your prototypical superhero, channeling his inner "Mad Dog;" chest full of medals, a Marine's Marine. As you might imagine, he didn't take too kindly to someone like me telling him his baby was ugly. In hindsight and for my own personal safety, I was glad this was over the phone and not in person...I never heard from him again.

Fast forward to today: As I said in my [first open letter to veterans](#), the hardest thing you'll ever do in Corporate America is tell the truth. As I've watched, listened, and learned in the trenches...in hand-to-hand, corporate combat, with veterans, recruiters and hiring managers, I noticed small, repeatable patterns of success emerge – THE SECRET SAUCE! I've accumulated and battle tested many of these key insights over the years, transforming them into actionable intelligence to help accelerate your transition.

One such battle-tested insight is the 8-digit grid coordinate outlined below that will help frame your thinking and influence your decision making. If you can resist the temptation to skip to it and read the insights that come next, I promise you, it will illuminate your thinking that much more, so read on!

## Insight #1:

**UNDERSTAND THAT PROFITS WILL TRUMP PATRIOTISM ALMOST EVERY TIME.** Ouch! Did I just say that? When it comes to hiring veterans, many of us have been duped into thinking that waving the flag in front of employers gets us special treatment. We've been wonderfully naïve, or dare I say "entitled," far too long in our thinking and need to adjust fire. Notice, I said, 'almost' as there are always exceptions with several great companies getting it right, but they are still the exception, not the rule. I'm not here to debate the merits of this being good or bad...it just "is."

Again, this is NOT a license to bash Corporate America, so all of you card carrying members of the Piss & Moan Club, please exercise your first amendment rights respectfully in the comments below. What I'm offering is a hard truth not easily understood, but IS a harsh reality in the corporate combat you're experiencing. I've seen it show up countless times when frustrated transitioning military and veterans complain about what is affectionately known as the "Black Hole" in hundreds of applications made with an occasional rejection email several months later. Sound familiar? More on this in another open letter...

## Insight #2:

**THERE IS A DISTURBANCE IN THE FORCE.** As any good subject matter expert is prone to do, connecting the dots and recognizing patterns helps create the right insights at the right time. Recently, the [University of Cincinnati](#) published a sobering article that puts the elephant in the room, in a head-on collision course with Corporate America.

## Open Letter #2...To My Fellow Veterans (Cont.)

If you take a minute to study this infographic and read other data points, then triangulate your own experience, a collective conscious begins to emerge that there is a “disturbance in the force.” Tough question to ask is are you “Civilian Ready™ On Day One”? Tougher yet is the question of what employers might do once they figure out the higher cost of veteran turnover, but more on this elephant in another open letter...

### Insight #3:

**BECOME THE CIVILIAN SUPERHERO YOU WERE MEANT TO BE.** About six months ago, a truly impressive special forces soldier pinged me on LinkedIn seeking my advice on his transition. He was a high speed, low drag operator with a brilliant career that was winding down. After swapping war stories, we began talking about what it takes to become a civilian again and in a moment of clarity, it began to dawn on him the enormity of the mission ahead.

I know what you’re thinking, “Thank you Captain Obvious for enlightening us with your wisdom...” but stick with me on this and learn to read between the lines: Many of you want your “civilianhood” served up on a military platter, just the way you like it, but it just doesn’t work that way. This is a subtle, imperceptible truth that most of us don’t recognize and very few understand.

Like CSM ‘Mad Dog’ above, your ego is directly proportional to the quality and length of your transition. Did you catch that? In other words, sometimes the bigger the ego, the longer the transition AND the longer it takes to get locked into the right career pathway. Rebuilding your muscle memory is key, but more on that in another open letter...

As you enter your corporate combat phase of transition, let this 8-digit grid coordinate be the strategy and framework to accelerate your employment success:

- 1.) **Start your transition earlier than the norm** – Like the SF soldier, the smart ones know this intuitively and seek me out time and time again. The earlier you start is directly proportional to the success you achieve. This alone is worth the price of admission. I realize many of you may be out already out, but it still applies, so read on!
- 2.) **Rebuild your muscle memory** – With #1 in mind, you must begin to win the inner battle of “self,” by understanding the psychology of “re-entry” in the areas of cultural assimilation, emotional intelligence and vocational alignment. Transforming into the civilian superhero you were meant to be is critical to your success and should not be underestimated. The ability to accelerate your transformation in the workplace will be centered on your new civilian identity and new civilian destiny.
- 3.) **Target by vocation** – With #1 – 2 in mind, discover and assess your purpose and passion and align it to a civilian career pathway that will put food on the table. There are many assessments, tools, skill labs, mentors, and programs to give you great insight on what truly excites you. Investing heavily in

## Open Letter #2...To My Fellow Veterans (Cont.)

rediscovering “self” will enable better decision-making with less pressure.

4.) **Target by industry** – With #1 – 3 in mind, what are the best industries that align to this vocation? Are there specific growth industries that make the job hunt more target rich? All industries go through cycles. Find the ones that are trending up.

5.) **Target by geography** – With #1 – 4 in mind, many of us go back to our home of record because it is familiar to us, but is that the best decision you can make? Be open to other locations. It’s critical to manage your own expectations, so don’t make this decision lightly. Having more than one geographic location increases your chances of meaningful employment.

6.) **Target by company** – With #1 – 5 in mind, select those companies that align well and that attract you the most. Leverage “Military Friendly” and “Best for Vets” employer lists as well. Do your homework on what attracts you to them – do they align to your values? If so, why? The temptation here is target by company first and forget the rest because it is shiny and new. Do the hard stuff first and the rest will follow.

7.) **Target fellow veterans** – With #1 – 6 in mind, connect with veterans in those vocations, industries, locations and companies so your shot group is extra tight and target rich. This now becomes your new network and I encourage you to build these relationships accordingly. LinkedIn and RallyPoint are great tools here.

8.) **Target VSO’s and/or civilian organizations** – With #1 – 7 in mind, join one or two that you’re passionate about so your relationships and contributions are authentic. You would be amazed how leads are developed and opportunities present themselves over time. The new currency of trust in a global marketplace is “authentic relationship.”

Taking each of these actions separately will certainly yield some success but taken in this progressive order will accelerate your transformation in the workplace like no other!

[Eddie Dunn](#) is a national thought leader in the military space having led the [Veteran Jobs Mission](#) from its inception and built the [#1 Military Friendly Employer Program](#) in the nation for 2017. He is the founder of Eddie Dunn Consulting, LLC – [a niche talent management consulting firm](#) bridging the gap between veterans and employers. Eddie can be reached at [eddie@eddiedunnconsulting.com](mailto:eddie@eddiedunnconsulting.com)

# Rooney Rule in Recruiting

By: Diane Houser, PHRA Board Member

Given the Covid-19 pandemic, it may be a long time until many of us get to see our beloved Steelers in action at Heinz Field in person. But there is a way for HR to pick up the “diversity football” and take it across the goal line for a win. That way is to implement the ‘Rooney Rule’ in our Recruiting efforts.

In 2003, the Rooney Rule (named for Dan Rooney, the owner of the Steelers) went into effect in the NFL. This rule requires that “league teams interview ethnic-minority candidates for head coaching and senior football operations jobs.” The intent is to ensure that minority candidates have an opportunity to be interviewed for higher level positions.

As part of a good Diversity & Inclusion program, the Rooney Rule has a welcome place. Many minority candidates never get the chance to ‘wow’ in an interview or show off their interpersonal skills and personality because they don’t make it to the interview stage. The Rooney Rule levels the playing field and provides minority candidates the opportunity to discuss what they can bring to the table.

Pair the Rooney Rule with “name blind” resumes and you help to keep hiring managers focusing on the skills candidates are showcasing. Removing a person’s name from a resume brings skills and experience to the forefront. Isn’t this what you are looking for anyway? The skills required to successfully fill the open position.

Our organizations are stronger for diversity of experience and approach. I always cringe a little when I hear hiring managers say “I need to clone Suzie. Can’t you find me a duplicate of Suzie?”. What if Suzie is stuck in a rut and clinging to doing things her way? Because of Suzie’s efficiency, you might be missing out on innovation that opens doors you didn’t even know were there. The benefit to your organization could be substantial by being open to diverse candidates. Bringing in new blood, with different experience, may be the key that unlocks new processes, procedures, and success for your organization.

The Rooney Rule fits in nicely with company core values, mission, and vision. Your company may not have Diversity as a specific value (if it does, fantastic!) but it very likely has a value related to dignity and respect. By applying the Rooney Rule to your Recruiting philosophy, you extend this respect to candidates- your potential employees and teammates. It sends the message from the start that you are committed to the values your company stands for.

Our world is already diverse. Our companies are diverse, and our customers are diverse. The future of a successful company will include seeking diversity and striving for inclusion. But to even begin to look at inclusion, you have to have diverse employees. I encourage all Recruiters out there to implement the Rooney Rule today.

In the war for talent, your play book should include actively seeking diverse candidates for all levels of your organization. ‘Draft’ a dream team that is strong because it is diverse and know that you are building a foundation that will bring victory to everyone- together.

Diane Houser  
PHRA Board Member  
Co-Chair Membership, Diversity, and College Relations

# Open Letter #3...To My Fellow Veterans

By: Eddie Dunn, President and CEO, Eddie Dunn Consulting, LLC,  
Retired First Sergeant in the Army Reserve

*“...It is in the nature of revolution, the overturning of an existing order, that at its inception a very small number of people are involved. The process, in fact, begins with one person and an idea, an idea that persuades a second, then a third, and a fourth, and gathers force until the idea is successfully contradicted, absorbed into conventional wisdom, or actually turns the world upside down. A revolution requires not only ammunition, but also weapons and men [women] willing to use them and willing to be slain in the battle. In an intellectual revolution, there must be ideas and advocates willing to challenge an entire profession, the establishment itself, willing to spend their reputations and careers in spreading the ideas through deeds as well as words...” – Jude Wanniski*

True story...walked into a senior managers office a few years back, presenting, what I thought was a premium candidate for a senior role. He was your typical overachiever...Naval Academy, Marine Major, 10 years ops experience, Harvard MBA, plus another masters just because he was bored...you know the type. After making my best pitch, the hiring manager, with a straight face said, “He doesn’t have the domain experience I am looking for...” After I picked my chin off the floor, I quickly articulated his learning agilities, pedigree, and all the qualities that I thought were a slam dunk, but he never got a cup of coffee on this one. Ultimately, this had a happy ending by the way, but more on that later.

One of the hardest things you’ll ever do in Corporate America is tell the truth. Even more difficult is coming back to your tribe and speaking a harder truth that I know I’ll catch several heat rounds for, and it is this:

## **Transitioning Military Are NOT Civilian Ready On Day One.**

Marinate on that for a moment...

You see, I was one of the original architects of the most successful veteran employment program in U.S. history, the Veteran Jobs Mission. From there, I built the #1 Military Friendly Employment program in the nation in 2017. I say all that not to impress anyone, blow smoke up my own backside, or to justify my own street creds, but to illustrate a deeper frustration, that after seeing everything under the sun, with all of that success, something was not right. There was a “disturbance in the force...a glitch in the matrix”. Call it what you will, but in that red pill moment when that hiring manager refused to see the value of that veteran, it set in motion an incredible journey to finding my own ultimate purpose and passion.

As with all budding revolutionaries, I started challenging my own assumptions and wanted to get beyond the resume and ask the hard questions like:

- Why are transitioning military not civilian ready when they leave military service? Is there value in becoming Civilian Ready On Day One? If so, what does that look like and is there a road map to get there? What do we mean by “Civilian Ready”?

## Open Letter #3...To My Fellow Veterans (Cont.)

- Why aren't transitioning military and veterans a first-choice premium talent in the marketplace right now? If we are all that and a bag of chips, why aren't employers lined up around the block to hire us? And, while we're at it, why is there veteran unemployment and underemployment to begin with? What is the secret sauce? Is it possible for us to raise a standard of excellence to become that first choice?
- How is it that we've spent literally trillions of dollars training and equipping the greatest fighting force the world has ever seen, yet we do not proportionally reinvest in helping them become the civilian superheroes they were meant to be? Better yet, is there a moral obligation to do so?

I want to say upfront, I reserve the right to get smarter each time I do this. In [Open Letter #1](#) and [Open Letter #2](#), I talked about why employers don't hire veterans and how veterans can be more effective finding meaningful work. For those who are in the same sandbox, we know the complexity of the military space and often fall into that Alice in Wonderland rabbit hole, trying to solve for what seems like mission impossible! As I peek out of my own rabbit hole for a brief moment, here are the five top reasons why our veteran transition programs will ultimately fail, **unless we do something about it.**

**Reason #1 - The Absence of an Effective All-Volunteer Infrastructure:** In July of 1973, we, as a nation, made an historic decision to shift from conscription, aka, "the draft" to an All-Volunteer Force (AVF). Absent in that post Viet Nam Era hang over was the vision and fortitude to build, in my own words, an "All-Volunteer Infrastructure" (AVI) to coincide with the AVF, enabling transformation back into society. Nearly a half a century later, we are reaping the consequences stemming from this one decision. Governance, unity and public policy are critical here. National industry coalitions with regional hubs are key.

**Reason #2 - A Deeply Fragmented Ecosystem That is Chaotic | Dysfunctional | Confusing and at Best - Systemically Ineffective:** Fast forward to the post 9/11 Era. With the best of intentions, we are currently drowning in a sea of good will. There are approximately 45K Veteran Service Organizations for over 21 million veterans, 12 - 15 million in the workforce, nearly 4 million post 9/11 veterans who have deployed and over 200K transitioning military getting out each year. This has caused a deeply fragmented, overwhelming, and often confusing array of services that are not working well together. The time is now for a scalable and repeatable People | Process | Technology solution like never before, with new and emerging game changing approaches.

**Reason #3 - Perpetuating the Broken Warrior Narrative and Unconscious Bias:** There is that moment in the transitioning service members' search for meaningful employment when they find themselves looking up, out of their black hole of frustration, realizing that just finding the right job is freaking hard! Then add the perpetual "Broken Warrior" narrative, layer in the Top Ten Reasons Why Corporate America Will NOT Hire Veterans and you begin to realize we're not on an even playing field to our civilian counterparts. You can't hire what you don't understand and education is not enough. We have to reimagine our own story as veterans in an historic, hearts and mind campaign, but more on that in another open letter.

## Open Letter #3...To My Fellow Veterans (Cont.)

**Reason #4 - Profits Will Trump Patriotism Every Time:** Despite the numerous veteran employment programs in the private sector, most are NOT sustainable because they are fundamentally a drain on the bottom line, as profits will trump patriotism every time. We've often heard, "The right thing to do...smart thing to do," when it comes to hiring veterans but ultimately, 'smart' will eat 'right' every time. We have to start asking the dangerous questions, "Does hiring veterans make us more profitable, elevate our brand to our customers, help us be good corporate citizens?" We're making progress in linking and scaling business performance to veteran hiring, but we're not there yet. More needs to be done.

**Reason #5 - It's About Transformation First:** Despite the overwhelming number of organizations and countless resources that are racked and stacked as far as the eye can see, many transitioning military and veterans are woefully inadequate to the task of TRANSFORMATION. There is a famous quote from an ancient book that says, "Do not conform to the pattern of this world, but be transformed by the renewing of your mind." Is it possible we are focused on all the right things at the wrong time? Imagine if we took raw recruits and gave them just 5 days of basic training, put a uniform on them, declared them ready and sent them off to war...let that one soak in for a minute. **Is it possible that if we transform FIRST, we transition easier?**

Ever vigilant to remind myself that correlation does not always equal causation, I get it. For the practitioners and my peers, I just told you your baby was ugly. No question, an argument can be made against each of these five reasons. But for those who have eyes to see and ears to hear, I humbly submit there IS a growing correlation that is causing an inherent weakness in our transition programs and is ultimately not sustainable in the long term. In the ever downward, negative spin cycle of our current structures, it is time we got off this hamster wheel and begin to challenge conventional thinking.

Please know, it's not my intent here to throw out the baby with the bath water. There are a lot of great things that are happening in our sandbox, but it is not enough, and we can do better. We have to raise new standards of excellence, reimagine, disrupt and have the courage to speak hard truths, including blazing new trails that will accelerate veteran transformation in the workplace. *Can I get an Amen?*

Which brings us here - Just as we transformed our young men and women into the fierce warriors they are today, we have a more powerful, moral obligation to transform them back into the civilian superheroes they were meant to be - period! The significance of our transitioning service members obtaining their new civilian "identity" and new civilian "destiny" is core to what Civilian Ready On Day One is all about and the subject of another open letter in the near future!

My epic journey continues in the purpose and passion of being in the veteran transformation business. I am starting a revolution in joining forces with other visionaries that are ready for a declaration of interdependence by locking shields in a generational shift to achieve the extraordinary and the impossible. *Who's with me?*

## Open Letter #3...To My Fellow Veterans (Cont.)

Oh, before I forget, the happy ending of my Naval Academy, Marine Major, Harvard MBA overachiever: When I walked out of that senior managers office that day, I cried in my beer for about a NY minute, then made a phone call to a great connection of mine in another company. In disbelief, he asked, “What’s wrong with him...?” to which I said, “Nothing...he’s a Rockstar!” Long story short, he was hired a couple of months later and went on to become very successful in his career.

#civilianready #veterantransition #veterantransformation

# The Evolving Paradigm of Inclusion: Where are we Headed?

By: James E. Taylor, PhD, Chief Diversity, Inclusion, and Talent Management Officer, UPMC

Ableism. Latinx. Non-binary. Alternative spirituality. Transracial. Mansplain. The landscape of diversity & inclusion is no longer Black and White, or Female and Male; it requires the ability to navigate culture in a manner that is vastly different today than ever before. But just wait until tomorrow!

Countless studies have shown that diverse employee representation at all levels of an organization has a quantifiable impact on financial performance. In fact, it is now commonly acknowledged that diversity & inclusion serve as the engine for many corporations to ensure the knowledge, critical thinking, and innovation required to successfully achieve business and mission-critical objectives. But haven't we been talking about "the business case" for diversity & inclusion for some time? How much progress have we – diversity practitioners – really made in our corporations and more broadly throughout society? And does the next generation of diversity practitioners have a different agenda from that which we are immersed in today?

Diversity & inclusion started receiving widespread use throughout corporate America in the early 1990s. At the time, efforts to advance this work were largely compliance-related and focused on equal employment opportunity laws, which initially concentrated on limited protected classes. Fast forward nearly 30 years later and we have made great strides. Or have we?

- Only two of the 300 case studies read by first-year Harvard Business School students include illustrations of Black executives.
- In 28 states, there are no explicit statewide laws protecting people from discrimination on the basis of sexual orientation or gender identity in employment, housing, and public accommodations.
- Despite growth in recent years, only 6.6% of Fortune 500 CEOs are women.
- Thirty percent of workers fits the federal definition of having a disability yet less than half disclose that information to their employer which exemplifies the absence of a culture of inclusion and safety in the workplace.

Last year, I tuned-in to watch the reboot of comedy pioneer, Norman Lear's "All in the Family" and its spinoff series "The Jeffersons." The live event recreated the original episode from both of the Emmy-winning comedies which debuted nearly 50 years ago. The brash comedy illustrated in both sitcoms played on the politically-charged, and often times bigoted and sexist, environment of the time. Strikingly, amidst the contemporary backdrop of today's #MeToo, #LoveWon and #BlackLivesMatter movements, Archie Bunker is still relevant. The more things change, the more they stay the same.

Over the past 30 years, we have looked at diversity as an approach to foster representation and ensure access into the workplace. Moving forward, diversity emphasis will continue to shift towards strategies that drive equity, inclusion, and social justice. When you focus on inclusion, diversity often comes naturally. Representation will also look different for tomorrow's workforce. We are already learning expectations from the newest generation

## The Evolving Paradigm of Inclusion: Where are we Headed? (Cont.)

to enter the workforce. Generation Zers self-identify as competitive, spontaneous, adventuresome, and curious, not to mention multicultural with membership and belonging to various diverse communities. Investments from younger generations, and the positions they occupy, will affect how companies make business decisions.

Transformation is an urgent business requirement, and cultural competency is fundamental to that transformation. Developing integrated business strategies to level the playing field across cultures with metrics such as employee engagement, customer satisfaction, impact on bottom-line, as well as retention and termination rates, will be instrumental to accelerating the development of culturally proficient and nimble organizations. Organizations that actively accelerate transformation are dedicated to fostering a work environment where people from diverse backgrounds work comfortably in teams. These organizations recognize that talent and ability are not limited, but enhanced, by the diversity and cultural expertise that individuals bring to the workplace.

While we have made tremendous progress, we realize that diversity and inclusion is a journey, not a destination, where no one, myself-included, knows everything there is to know about every single culture. Instead, we have to collectively develop the cultural humility to learn that which we do not know with the end goal of enhancing the level of respect, civility and dignity that we demonstrate to one another.

# Book Review- The Person You Mean to Be: How Good People Fight Bias by Dolly Chugh

Review by Tabatha Wendorff, SHRM-SCP

How many people think they are a good driver? Come on, raise your hand! Now, how many people have been in an accident, maybe even just tapped a car while parking? Raise your hand. Okay, how many people had their hand up for both questions? How about we do the same kind of thought experiment, but instead of driving we talk about how good you are at understanding and championing diversity and inclusion? Who thinks they are a good, inclusive, person? Who has made a not so inclusive transgression in their life? *The Person You Mean to Be: How Good People Fight Bias* by Dolly Chugh is a book that can help guide you more deeply through that thought experiment, and help you grow while not feeling chastised. As the book says, “If You Are Not Part of the Problem, You Cannot Be Part of the Solution.”

Dr. Dolly Chugh is a Harvard educated, award-winning social psychologist at the NYU Stern School of Business, where she is an expert in unconscious biases and the behavior of ordinary good people. This background shines through in *The Person You Mean to Be*. The text helps those of us who think we are fairly decent humans, but who also know, deep in our heart, we could do better and be better. She helps you figure out what better really means. The book covers several key concepts in the world of diversity and inclusion. It not only provokes thought, it provides actionable tools to help you continue your journey toward becoming the person you mean to be.

Often we say that we believe in diversity and inclusion, but that belief does not mean that we are building diverse and inclusive groups, cultures, workplaces, and spaces. This distinction is important, not just thinking but building. Not only does Chugh clearly make you understand the separation, she explains the separation between beliefs and action in a way that is imminently relatable. What is in your head, and your heart, may not always come through in your decisions, actions, and conversations. Chugh gives you tools to work on building diversity and inclusiveness such as use of the Implicit Association Test (IAT), personal & professional network analysis, reverse mentoring, 20/60/20 rule, and how to identify and use light and heat engagement for change.

The tools are great for self-reflection, but also would lend themselves to a peer learning process. While the book can be applied to any part of someone’s life, it can also be used as a fabulous subject broaching text in the office and around the boardroom table. If diversity and inclusion has been long talked about in your organization, but often left as an abstract concept and not a concrete strategy, this text could be the next step. The text will not give you all the answers, there are no formulas or checklists to implement. This is not a business book that will clearly lay strategies in front of you for you to pick from. However, it is a great way to start the conversation and give everyone involved at your organization a common language and experience to use as a launchpad for making diversity and inclusion not just a strategic concept but an operational lynchpin.

Overall the book helps you work through the ideas of diversity and inclusion by giving you a means to identify who you are, where you need to be going, and what tools you can use to get there. The concepts can be extrapolated to a team or whole organization, to allow them to start pathing their way to positive change.

# “Would You Like to Dance?” Diversity is Good but it is Better with Inclusion!

Janet K. Manuel, MS; SHRM-CP and PHR – PHRA Past President (2019)

Many years ago, in the Human Resources profession, there was a word circulating around initially for training called diversity. For some thought it was a bad thing and questioned how a workplace would want to train about it and later on have the audacity to list diversity as a workplace goal. How could this “word” be a company goal? Afterall, diversity was just a “word.”

For those in the Human Resources profession knew that diversity wasn’t just a “buzz word” or a “fad” and would remain in the workplace because of the value it had and the benefit it would bring. The hardest part for Human Resources professionals was helping everyone understand what diversity meant, why should it matter and how did it add value.

Merriam-Webster defines diversity as “the condition of having or being composed of differing elements: the inclusion of different types of people (such as people of different races or cultures) in a group or organization.”

With that definition, Human Resources professionals set out on a journey to help train and develop staff, management and leadership not only on the definition, value in differences but also how diversity financially benefitted the company too. Everyone knows the bottom line gets the attention of leadership.

Fast forward to years later, some not all workplaces have embraced this “word” called diversity and realized that having diverse people really was good and good for the workplace!

But wait.....if you think good is good, why not have and be better!

Just as workplaces were getting into the groove of diversity, something was still missing and not really working as it should even with workplaces having diversity. On the forefront having diversity looked good, sounded good, benefitted the workplace good but not for those diverse employees. They didn’t really feel a part of the workplace but more like being on “display” for others to see them. Imagine a flashing sign stating, “See We Have Diversity”, at times that is what some diverse employees felt was over their head.

What could make this situation better for the diverse employees and their workplaces? I am glad you asked!!

Someone once said, being invited to a dance is good but being asked to dance is better!

That is where inclusion comes in and was added to diversity to make it better for the employees and workplaces - Diversity and Inclusion.

Merriam-Webster defines inclusion as “the act of including: the state of being included: to take in or comprise as a part of a whole or group.

## “Would You Like to Dance?” Diversity is Good but it is Better with Inclusion! (Cont.)

As Human Resource professionals it is our duty to help our workplaces ensure inclusion is imbedded into its culture. It feels so good to know that you belong and are a part of the big picture and not feel like you don't matter.

Workplaces have benefitted from having diversity, but they will catapult to another level with inclusion. As inclusion is a collaborative, supportive, and respectful environment that increases the participation and contribution of all employees.

The next time someone ask you, what is the big deal about Diversity and Inclusion?

You reply, Would You Like to Dance?

Janet K. Manuel, MS; SHRM-CP and PHR – PHRA Past President (2019)

## New Members

**Faryaal Alam**

**Jill Berardi**

BerardiGroup LLC

**Rachel Campbell**

Pittsburgh Sprinkler Fitters UA Local Union 542

**Melanie Cheripka**

Oakmont Country Club

**Dalton Davis**

**Tesha Ellison**

Family House, Inc

**Beth Ann Feldman**

North Way Christian Community

**Jessica George**

BAE Systems

**Malorie Hague**

Concordia Lutheran Ministries of Pittsburgh

**Richard Hornsby**

**Omoze Iyoha**

**Ryan Koch**

#1 Cochran

**Kristina Kress**

Danu Solutions

**Brandon Ledford**

MGT Consulting Group

**Stephanie Masullo**

Doubletree Pittsburgh Greentree

**Katelyn Matscherz**

Buchanan Ingersoll & Rooney

**Devin Nestler**

Pittsburgh Passion

**Katharine Otte**

The Rhodes Group

**Daniel Peters**

General Nutrition Centers

**Katie Rorabaugh**

Halliburton Energy Services

**Beth Sanchez**

Impactful Improv

**Robert Stinner**

Giant Eagle, Inc.

**Glenda Vanwyk**

**Leya Varghese**

ARLANXEO USA, LLC ,NÖ Peak Technical

**Sara Wehner**

Robert Morris University, School of Business

**Megan Wollerton**

Wollerton Wellness

## On the Move

### **Congratulations to the following PHRA members on their recent achievements:**

- **Randi Koenig** has been named the Payroll and Finance Specialist at **Community of Holy Family Manor**
- **Coty Chetoka** has achieved his **SHRM-SCP certification**



## 2020 EVENTS

The Pittsburgh Human Resources Association offers many valuable networking and education programs throughout the year. Keep an eye on the PHRA online event calendar for a complete and up-to-date listing of all programs. Register for an upcoming event today!

To learn more and register for PHRA events

[Click Here](#)

### **Pittsburgh Human Resources Association**

One Gateway Center  
Suite 1852  
420 Fort Duquesne Blvd.  
Pittsburgh, PA 15222  
Phone: 412-261-5537  
[www.PittsburghHRA.org](http://www.PittsburghHRA.org)



July 21 | [Network](#)  
PHRA Experience: Making the Most of Your Membership

July 21 | [Learn](#)  
10 Secrets Your Employees Aren't Telling You ... And How You Can Improve Morale and Retention

July 23 | [Learn](#)  
In a Crisis, Organizational Culture and Resilience Matters

August 4 | [Learn](#)  
The ABC's of D&I

August 11 | [Learn](#)  
New Habits Break Old Behaviors

August 24 | [Learn](#)  
12 Week SHRM-CP & SHRM-SCP Prep Class- Fall 2020

August 27 | [Network](#)  
2020 Engaging Pittsburgh Awards Celebration

September 11 | [Network](#)  
Annual Golf and Bocce Outing

September 15 | [Learn](#)  
Creative Benefits to Attract Different Generations and Voluntary Benefits

September 22 | [Learn](#)  
Guiding Your Employees Through Medicare

October 6 | [Learn](#)  
5 Qualities of Great Leaders

October 27-28 | [Network & Learn](#)  
PHRA Annual Conference & Exhibition: A Virtual Experience

\*Online Registration Coming Soon for this Event



Insurance | Risk Management | Consulting

## Challenges are everywhere. So are solutions.

Gallagher is committed to helping your business grow and people prosper every step of the way. Access helpful return-to-work resources:

[ajg.com/pandemic](https://ajg.com/pandemic)

Gallagher named one of the World's Most Ethical Companies® of 2020.

Gallagher was named one of the World's Most Ethical Companies® for the ninth consecutive year. This designation is awarded to companies that conduct business at the highest standards.



[ajg.com/our-purpose](https://ajg.com/our-purpose)

Consulting and insurance brokerage services to be provided by Gallagher Benefit Services, Inc. and/or its affiliate Gallagher Benefit Services (Canada) Group Inc. Gallagher Benefit Services, Inc. is a licensed insurance agency that does business in California as "Gallagher Benefit Services of California Insurance Services" and in Massachusetts as "Gallagher Benefit Insurance Services." Neither Arthur J. Gallagher & Co., nor its affiliates provide accounting, legal or tax advice.

"World's Most Ethical Companies" and "Ethisphere" names and marks are registered trademarks of Ethisphere LLC. Arthur J. Gallagher & Co. named one of the World's Most Ethical Companies® for 2020. Ethisphere Institute, March 2020.

© 2020 Arthur J. Gallagher & Co.  
GBS38464



LA ROCHE'S MASTER'S PROGRAM  
IN HUMAN RESOURCES  
MANAGEMENT GAVE ME THE  
FOUNDATION FOR COMPLETING  
MY EDUCATION IN HR. THE  
CHALLENGING YET FLEXIBLE  
ENVIRONMENT PROVIDED THE  
ESSENTIAL TOOLS FOR ME TO  
ADVANCE MY CAREER AND MEET  
MY PROFESSIONAL GOALS.

- MEREDITH STEPHENSON '16 MSHRM  
Vice President of Human Resources  
Howard Hanna Real Estate Services



20% TUITION DISCOUNT  
FOR PHRA MEMBERS

[laroche.edu/HRM](http://laroche.edu/HRM)



LA ROCHE  
UNIVERSITY

Engaging Minds. Embracing the World.



**PHRA**

AFFILIATE OF  
**SIRM**  
SOCIETY FOR HUMAN  
RESOURCE MANAGEMENT