
PERSPECTIVES

Special Edition

August 2021

PHRA

AFFILIATE OF
SHRM[®]
BETTER WORKPLACES
BETTER WORLD™

PERSPECTIVES

Table of Contents

PHRA President’s Message	5
Lead From the Outside: How to Build Your Future and Make Real Changes by Stacey Abrams	7
Fostering Diversity, Equity, and Inclusion through Training and Company Policies	8
Headwinds and Tailwinds in the Labor Market	10
Diversity and Inclusion Part II: How to Create an Inclusive Workplace	12
Defining the building blocks of engagement through mentorship, sponsorship, and allyship - what they are and what they mean	14
AAPI and Social Change in the Workplace	17
Keep the Focus on Diversity, Equity and Inclusion in The Workplace	18
How Diversity, Equity and Inclusion Can Make Your Business Better	20
2021 Events	22



The Month of August PHRA Celebrates Diversity, Equity, & Inclusion

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.

Publications

- Headwinds and Tailwinds in the Labor Market
- Lead From the Outside: How to Build Your Future and Make Real Changes
- Diversity and Inclusion Part II: How to Create an Inclusive Workplace
- Defining the Building Blocks of Engagement Through Mentorship, Sponsorship, and Allyship - What They Are and What They Mean?
- AAPI and Social Change in the Workplace
- Keep the Focus on Diversity, Equity and Inclusion in The Workplace
- How Diversity, Equity and Inclusion Can Make Your Business Better
- It's More Than the Numbers: Organizational Culture and Diversity, Equity and Inclusion
- Fostering Diversity, Equity, and Inclusion through Training and Company Policies

Educational Events

- August 17: **IDEAS: Inclusion, Diversity, Equity, Access, and Sustainable Change**
- August 20: **Starting Small with Your Diversity, Equity, & Inclusion Strategy**
- August 23: **The Vibrant Index: Promising Practices and Measuring What Matters**
- August 25: **Inclusive First Impressions: Are You Asking the 'Right' Questions?**
- August 26: **Welcome to Steel City**

Company Spotlights

Engaging Pittsburgh Awards
DE&I Finalists



For more information regarding PHRA's Month of Diversity, Equity & Inclusion, visit www.PittsburghHRA.org

FRIDAY, SEPTEMBER 24, 2021

8:00 AM to 2:30 PM



ANNUAL GOLF OUTING



TICKETS:

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

Bocce + Lunch: \$80 PHRA Member | \$95 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

Lisa Petro, SPHR, SHRM-SCP, PHRA President

Dear Members,

At PHRA, our resolve to elevate our entire membership and fight against injustice has only been strengthened. PHRA's Month of Diversity and 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!

Lead From the Outside: How to Build Your Future and Make Real Changes, by Stacey Abrams

Book Review by Melissa Kaley, MPM, SHRM-SCP, PHRA Member and Learning and Professional Development Volunteer

Fostering Diversity, Equity, and Inclusion through Training and Company Policies, Anne D. Greene, Associate Attorney, Cozen O'Connor

Headwinds and Tailwinds in the Labor Market, Erin Viale, PHRA Member & Networking Committee Member

Diversity and Inclusion Part II: How to Create an Inclusive Workplace, Clark Hill's Legal Team

Defining the Building Blocks of Engagement Through Mentorship, Sponsorship, and Allyship - What They Are and What They Mean? Pete Schramm, the founder and CEO of www.Lattus.com

AAPI and Social Change in the Workplace, Diane Houser, PHRA Board Member, Co-Chair Membership, Diversity, and College Relations

Keep the Focus on Diversity, Equity and Inclusion in The Workplace, Janet K. Manuel, MS; SHRM-CP and PHR, City of Pittsburgh, Director, HR & Civil Service and EEO/D&I Officer, PHRA Past President (2019)

How Diversity, Equity and Inclusion Can Make Your Business Better, Patrick Gilchrist is the branch manager of Robert Half in Pittsburgh.

[It's More Than the Numbers: Organizational Culture and Diversity, Equity and Inclusion, Consultant](#), Organizational Psychologist, Facilitator, Author, Speaker, President at Michael Couch & Associates Inc.

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, Equity 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,

Lisa Petro, SPHR, SHRM-SCP
PHRA President
Director of Human Resources
Western PA Conservancy
lpetro@paconserve.org

Calfe & Associates LLC

HOW WE WORK

Our services encompass the culture, structure and processes a company must have in place to attract, develop and retain, and obtain high-level performance out of its workforce.

Whether you are looking for guidance in management, creating or upgrading your leadership development program, building teams, developing exist strategies and succession plans, or dealing with a transition phase – we have a program for you. **Just give us a call or email us for more information!**

Leadership Development

Career Transition-Outplacement

Executive Coaching

Everything DiSC Application Suite

www.calfeassociates.com

General-412.224.2291

Direct Dial—412.760.1619

cmcalfe@calfeassociates.com



OPEN UP A **WORLD** OF OPPORTUNITY

Our programs are instructor led and delivered virtually or on site when permitted. We use a highly interactive approach backed by years of experience.

We are NWBOC, Hub Zone, DBE Certified.

Everything DiSC AAuthorized Parter & Certified Facilitator

Lead From the Outside: How to Build Your Future and Make Real Changes by Stacey Abrams

Review by Melissa Kaley, MPM, SHRM-SCP

Lead From the Outside: How to Build Your Future and Make Real Changes by Stacey Abrams is a genre bending memoir/instruction manual on how to overcome the fears induced by your “otherness”. Otherness is defined as the quality or state of being different. Abrams describes how she has used her otherness to gain a foothold in the corporate, entrepreneurial, legal, and political arenas. Stacey Abrams is a woman who needs little introduction, particularly if you have been paying attention to the political climate over the past few years. From her 2018 run as the Democratic nominee in the Georgia gubernatorial race to her work as a fiction writer, Abrams has spent a lifetime overcoming adversity in a world still belabored by systemic racism. This book is for “anyone who exists outside the structure of traditional white male power – women, people of color, members of the LGBTQ+ community, those without money and millennials ready to make a change”.

Contrary to many other books in the self-help category, Abrams does not use the research of others to prove her point. She pulls from her own experiences and the experiences of those around her including family, colleagues, and her business partner of many years. She begins by daring the reader to want more - to not let the proverbial man dictate that our choices are limited. Daring us to turn dreams into reality, Abrams encourages answering three questions as the first step to achieving our ambitions – 1) What do I want? 2) Why do I want it? 3) How do I get there? Once you answer these questions, it’s time to take action!

Abrams discusses fear in terms of the stereotyping experienced by minorities – “being judged by the worst example of someone in our community”. She continues to explain how minority fear is based in stories of those who decided to be courageous and still end-up losing. Using her experiences as the first woman in the role of Democratic minority leader for the Georgia House of Representatives, Abrams had to build an alternative narrative in order to be respected by both sides. Realizing that it is nearly impossible to make everyone comfortable, Abrams ultimate advice is to embrace your authenticity and be clear about how you wish to be seen. Abrams also explores how being an accomplished person of color or woman and gaining a seat at the table creates the mentality that you are a token – a beacon to either follow or criticize - and inspires those individuals to believe that their “otherness” does not have to be a barrier. Abrams also explores the idea of how being self-made is a misnomer as many aren’t afforded the same privileges to gain ground in their education and career aspirations because of their life-long, often generationally inherited circumstances.

Multiple exercises throughout the book encourage the reader to do some self-discovery. These include a personal SWOT analysis, building and evaluating a personal board of advisors (it takes a village), and how to try again by making the most of our mistakes. Realizing that sometimes you will lose is a key component of growth.

Abrams is no doubt a great leader and she acknowledges that she didn’t go this path alone. Finding individuals that compliment your skill sets and encourage you to explore and develop your less desirable traits are all part of the honest advice provided to overcome any adversity. It’s all about the journey and what it teaches you along the way. She encourages the need to discover what is most important to you during whatever stage of your life you find yourself in. “Taking power demands self-analysis. You should regularly challenge yourself to do more, to be more, to examine your life and the world around you” no matter what roadblocks present themselves along the way.

Fostering Diversity, Equity, and Inclusion through Training and Company Policies

By Anne D. Greene, Associate Attorney, Cozen O'Connor

Discussions surrounding diversity, equity, and inclusion (“DEI”) in the workplace are aimed toward improving equity across and empowering all employees, regardless of political beliefs, sexual orientation, gender identity, race, culture, religion, disability, age and other differences. The impact of the employer embracing DEI should be felt across all aspects of the employees’ career cycle from hiring, to training, to retention and to promotion. However, despite the frequently noted advantages of embracing DEI, there are substantial DEI challenges. While anti-discrimination laws may not help overcome every single hurdle to embracing a DEI mission, these laws aim to level the playing field and offer instruction for training and policies that help foster DEI. Below is a sample of the tools that an employer can use to foster a diverse and inclusive workplace while also mitigating legal risks.

Hiring and Interviewing Training

Training that focuses on best practices in interviewing candidates can help hiring managers avoid problematic questions that may be considered discriminatory and also help remind hiring managers of the potential impact of implicit bias. Laws impacting the interview process include, but are not limited to, Title VII of the Civil Rights Act, the Equal Pay Act, the Age Discrimination in Employment Act, the Americans with Disabilities Act, the Immigration Reform and Control Act, and the Uniformed Services Employment and Reemployment Act. Specifically, training that focuses on the interview process may help inform hiring managers that seemingly innocent questions (i.e. where were you born?) may be better phrased to avoid the appearance of discrimination (i.e. are you eligible for employment in the United States?).

Training in this context can also provide a brief summary of best practices in light of potential questions from candidates regarding medical accommodations. The Americans with Disabilities Act provides parameters for the reasonable accommodations process and help to inform best practices of an interviewer if the candidates volunteer information regarding their medical conditions.

Fostering an interview process that minimizes litigation risks under the above laws has an added benefit of attracting more diverse talent. The interview process provides candidates an opportunity to interview a businesses and the interviewers are, for this purpose, the face of the employer. A well run interview process with trained hiring managers helps the employer find the best candidate for the job and sparks excitement to join the team.

Sexual Harassment Training

Sexual harassment training is another tool for employers to both avoid demoralization in the workplace and minimize legal liability through prevention. Sexual harassment training implicates federal, state, and local laws. Title VII prohibits sexual harassment as a form of discrimination. Generally, the types of harassment that form the foundation of claims are divided into “quid pro quo” harassment or “hostile work environment” harassment.

Specifically, training is intended to mitigate and prevent sexual harassment in the workplace. Training may focus on topics such as harassment, retaliation, describing discrimination under Title VII (inclusive of gender identity and sexual orientation training), and romance in the workplace. Employers will often have separate, or additional, training for supervisors in order to help address the unique challenges that supervisors face.

Fostering Diversity, Equity, and Inclusion through Training and Company Policies (cont.)

Following #metoo there has been a rise in activity surrounding state and local law, which makes it even more important to stay up to date with the local laws in this area. State and local law may offer additional protections that inform the content of training or these laws may impact when this type of training is required, the length of training, and who is required to conduct the training.

Equal Opportunity Policy

While an equal employment opportunity policy is not required under federal law, such a policy is informed by a number of federal statutes prohibiting discrimination in employment. An equal employment opportunity policy is an opportunity for the employer to underscore both its commitment in complying with the various anti-discrimination laws and its commitment to supporting a diverse workforce. Two key components to this policy are: (1) outlining an internal complaint process; and (2) a prohibition on retaliation.

Providing an internal complaint process helps encourage employees to report discrimination by giving them concrete procedures as to how to bring these issues to the employer's attention. A complaint process also assures employees of adequate investigation of complaints. Moreover, a well-communicated complaint procedure along with an employer's adherence to the same can be a good mechanism to resolve issues internally before litigation ensues.

An anti-retaliation component that assures the employee of no retaliation in light of a good-faith complaint is also a critical part of this type of policy. This is due to those complaints being potentially considered 'protected activity' that is protected by the equal opportunity laws. Since internal complaints are often considered protected activity, there is naturally an associated risk of a subsequent claim that the complainant was retaliated against following making the initial complaint. A written anti-retaliation component or stand-alone policy helps remind supervisors and other employees who may be involved in a claim that such behavior is prohibited.

The above is a sample of how trainings and policies that emphasize legal compliance and mitigate litigation risks for an organization can also help provide a backbone to a greater DEI company mission. These items are not meant to cover the full scope of policies or trainings that an employer may endorse. While employers will still have day-to-day challenges in moving its workplace towards diversity, equity, and inclusiveness, assessing Company policies and training is a critical step in the big picture of supporting the entire workforce throughout the progression of their careers.

Headwinds and Tailwinds in the Labor Market

By: Erin Viale, PHRA Member & Networking Committee Member

In her book *The Person You Mean to Be*, Dolly Chugh describes the concept of Headwinds and Tailwinds, as it relates to racial discrimination. She explains that it takes 40 minutes longer to fly from New York to Los Angeles, than it does to fly the other way, even though it is the same distance. The reason is that, when you fly west, you face headwinds that slow you down. When you fly back east, you have tailwinds at your back that make you fly faster. Chugh uses this as a comparison for bias. If you were raised white, then you had tailwinds at your back. Everything you did was just a little bit easier. If you are a person of color, you have faced headwinds, making everything a little bit harder.

So, anyone who has made great achievements while white certainly worked hard for them, but everything was just a bit faster and easier for them than for their counterpart person-of-color.

Labor numbers came out for May, and they were surprising. According to the Bureau of labor statistics: Among the major worker groups, the unemployment rates declined in May for teenagers (9.6 percent), Whites (5.1 percent), and Hispanics (7.3 percent). The jobless rates for adult men (5.9 percent), adult women (5.4 percent), Blacks (9.1 percent), and Asians (5.5percent) showed little change in May.

Blacks are more unemployed than any other group. Why is this? One possible explanation would be an examination of the representation of black people in the upper echelons of corporate America. CBS reported that black people, who represent 12% of the US population, represent only 3.2% of senior leadership roles at large companies and just .08% of all Fortune 500 CEO jobs¹. Perhaps it is difficult to start climbing a ladder with so many barriers keeping one from nearing the top.

What can we do, as HR Professionals, to remove some of these headwinds from people of color who want to join our organizations? It would be inappropriate for anyone in our roles to give preference to a marginalized group. We are responsible for following affirmative action guidelines in recruiting protected classes, but we are chiefly responsible for hiring the best person for the position. If we are not ultimately advocating for the bottom line of the business, we are not effectively doing our job. So how can we advocate for diversity, equity and inclusion while still ensuring we are selecting the best individuals for each position? I have three tips to share.

Implicit Bias Tests and Training – Our brains process millions of pieces of information every second, but conscious minds can only handle a tiny portion of this information. Therefore, our brains rely on implicit bias, cognitive shortcuts to make decisions, so that we can operate more quickly. It is worthwhile to study this, as it relates to diversity and see if you happen to have a preference over one group or another. This can help you make sure that you are making informed, balanced decisions, and not relying on perceptions that may be false.

Headwinds and Tailwinds in the Labor Market (cont.)

Extend grace to every candidate. Some employers cancel interviews if someone is five minutes late, or refuse to interview someone who isn't dressed appropriately, and I would ask you to reexamine this policy. If someone is late, or has a hiccup in the interview process, I encourage my hiring managers to hear them out anyway, regardless of color of skin. That way, we are not discriminating, but addressing possible underlying causes that might inhibit a successful interview. An NYU study showed that black men were 20% more likely to be stopped for traffic violations than white men². A study in Oakland California found that, between 2015 and 2018, black men were eight times more likely to be pulled over than white men³.

Traffic stops are just one example of the headwinds that people of color face. And one way that this might be a barrier to employment is timeliness to an interview. That is why I extend grace and always interview a candidate who is late.

Remember the Link Between Technology and Privilege – In an age when too many people have access to the internet only through mobile devices, Indeed's resume creator tool has been a great equalizer. Thanks to Indeed, anyone can put together a resume, even without access to a word processor. But we still see resumes that are poorly formatted, badly arranged, or simply pasted into an email than saved as a separate file. My first thought, when I see something like this, can be – this person might not have the technical skills to do this job. But I have to remind myself that skills are not the same as access. Anyone who is trying to perform a function from a phone, if it is all they have access to, is going to have worse presentation than someone who has access to a computer. Think twice before rejecting a resume based on formatting.

The effort for diversity, equity and inclusion within an organization can seem overwhelming. But I often think back to James Clear's book *Atomic Habits*. Clear describes what he calls the 'compounding interest of better habits' this way: if you can improve by 1% each day, you can be more than 300 times better by the end of the year. This is true in our professional lives as well as our personal lives. We might not be able to change our organizations overnight, but with tiny changes in identifying unconscious bias and increasing tolerance, we can contribute to big changes over time.

¹<https://www.cbsnews.com/news/black-professionals-hold-only-3-percent-of-executive-jobs-1-percent-of-ceo-jobs-at-fortune-500-firms-new-report-says/>

²<https://www.nyu.edu/about/news-publications/news/2020/may/black-drivers-more-likely-to-be-stopped-by-police.html>

³<https://abc7news.com/oakland-police-opd-racial-profiling-traffic-stops/6414305/>

Diversity and Inclusion Part II: How to Create an Inclusive Workplace

By Clark Hill's Legal Team

Senior management and HR executives who are committed to an inclusive workplace must successfully grapple with the complicated issue of how to ensure that their workplace practices are both inclusive and equitable. As diversity advocate Verna Myers, puts it, “Diversity is being invited to the party, but inclusion is being asked to dance.”

- Did you know that women in the financial service industry are 20% more likely to be fired than men?*
- Or that just 8% of managers and 3.8% of CEOs in the U.S. are black?***
- Or that 75% of LGBTQ employees report experiencing negative day-to-day workplace interactions related to their LGBTQ identity?***

Statistics like this reinforce the need for change in our workplaces. It is a challenge that is worth tackling. There is a financial payoff according to a 2015 McKinsey Report, which reported a 35% increase in financial returns for companies with a diverse management team****. And as Molly DiBianca, Labor and Employment attorney at Clark Hill noted in a recent conversation, there’s a legal payoff as well. “Companies that have a truly inclusive environment have more satisfied employees, which translates into fewer lawsuits and less turnover—both things that are good for the organization’s bottom line.”

What creates a successful diversity and inclusion effort? It is more than just a yearly diversity training. Here is what we’ve learned:

Secure a commitment from the top: A diversity effort should begin at the top and permeate through the management team to rank and file employees. The Toigo Foundation compares diversity and inclusion initiatives to the total quality management programs of the 1980s, which filtered down to every level of the organization.

Conduct diversity and inclusion training: The best diversity training educates employees and management about the concepts of bias and privilege, and offers an opportunity for employees to engage in self-reflection and goal-setting. A work environment where people feel safe to discuss their personal experiences with bias and discrimination is also important, and these tough conversations are challenging to conduct in a group work setting. It is critical to supplement classroom training with smaller follow-up sessions and one on one discussions. These discussions can be led by HR, senior management, or an outside facilitator.

Create cross-functional teams: The creation of cross-functional teams that are diverse in terms of age, race, gender, sexual orientation, and in other ways can allow people to get to know one another on a personal level and create new ways of seeing one another and recognizing one another’s strengths and connectivity as they work together to complete a project within budget and time constraints.

Track your progress: Ask yourself how your organization measures success in the diversity and inclusion space - and who is informed and interested in the results. Take the standard metrics of measuring diversity in your organization a step further. How diverse is the pool of internal candidates considered for stretch roles and high potential

Diversity and Inclusion Part II: How to Create an Inclusive Workplace (cont.)

assignments in your organization? How are your performance management ratings broken down by group? Tracking metrics on recruiting, promotions and turnover among various groups and across departments is critical, as is exit interview data and engagement survey data. Once the data is tracked, there should be periodic review, goal-setting and a task force formed to move the organization towards its goals.

Consider mentoring and development: Candid, balanced feedback to employees about performance that focuses on strengths and identifies missing skills is a critical part of ensuring success for all employees. In addition, a formal mentoring program that educates new hires about the power structure in the organization and provides access can be impactful, especially for those in marginalized groups.

The HR/AA consulting team partners with Clark Hill's legal team to deliver impactful, effective Diversity and Inclusion initiatives that strategically position your organization to maximize the potential of your workforce.

Sources: *Harvard Business Review, "Women Receive Harsher Punishment at Work than Men," Michael Blanding, 12/17/2018, ** Bureau of Labor Statistics 2019 Labor Force Statistics*** <https://www.bcg.com/publications/2020/inclusive-cultures-must-follow-new-lgbtq-workforce> ****Harvard Business Review, Toward a Racially Just Workplace, 11/20/2019

The views and opinions expressed in the article represent the view of the author and not necessarily the official view of Clark Hill PLC. Nothing in this article constitutes professional legal advice nor is intended to be a substitute for professional legal advice.

Defining the building blocks of engagement through mentorship, sponsorship, and allyship - what they are and what they mean

By: Pete Schramm

“Alone we can do so little, together we can do so much.” -Helen Keller

“Together, we can do so much.” These words mean so much and apply to our families, classmates, teammates, colleagues, and more.

Have you heard of the turnover tsunami or the great resignation? People are leaving their jobs faster now than ever - things are different in this post-covid world, and we have to adapt.

When working together to solve a problem, we care about the results, the outcome, and overall success. The most successful teams are an amalgam of diverse individuals – background, culture, experiences, gender, race, physical abilities, and social awareness - who interact as a single unit to achieve a common goal. There are various ways to categorize people for how they **differ** from one another; however, now more than ever, it's essential to engage with others to find **similarities**, establish a common ground, and highlight overlapping interests to accelerate growth and expedite progress. When team members don't feel valued and lack a sense of belonging, they either look elsewhere for work, lose faith and motivation in their leaders & company, or both.

Any team that is building upon a foundation of trust and respect can collaborate effectively. When the aforementioned is a factual reality, it establishes a sense of **belonging** within the team. When leaders empower their teams, organizations can more easily align on the overall mission, to unlock increased productivity and performance - there is little they cannot achieve. Add diversity of backgrounds to a team's foundation, and the innovation will go through the roof.

If this is all so important and is the “key to success,” how do we make it happen?

A recent Gallup study shared that “employee engagement is an even stronger predictor of performance during tough times such as economic recessions like we are in today.” Managers and senior leaders can establish a culture of cohesive collaboration with a few different engagement solutions. **Mentorship, sponsorship, and allyship** are a few of the more popular solutions that have been evaluating for the last few years to better understand how to integrate diversity, equity, and inclusion (DEI) into our way of life. Talking about DEI is nice, but we all know that actions speak louder than words, and these tools help put DEI into practice, and it's all part of the engagement puzzle ([Forbes](#))!

Mentorship is the process of sharing knowledge from a more experienced person to another individual looking to learn and grow in a specific area. Equally if not more critical, mentorship creates a bond of trust and wellbeing between individuals as both collectively navigate the future together. Mentorship has changed since we migrated into this hybrid, “work-from-anywhere” world - it's tough to find people willing to be mentors, and in-person networking practically evaporated for over a year. However, a [May 2021 HBR article](#) states that this is something every organization can benefit from; “mentorship helps individuals connect their deeper human motivations and values to their careers, and aligning these two will pay dividends to employers and employees alike.”

Defining the building blocks of engagement through mentorship, sponsorship, and allyship - what they are and what they mean (cont.)

Sponsorship takes the engagement process to the next level - leveraging social capital rather than only our time. This process can help organizations increase meaningful engagement to help break down diversity barriers and level the playing field to provide more equitable opportunities for all. [Sponsorship](#) is the process of making introductions and supporting individuals in a way that puts your name, brand, and reputation on the line.





Allyship is the practice of bringing people together across differences and engaging across mixed borders. Pittsburgh, PA allyship expert Dr. Victoria Mattingly taught a [Udemy course](#) that explains allyship as a relationship between two people, “working together toward the shared goal of fairness, equity, and social justice.” We can think of this as a process that highlights what people do rather than who they are. “To be more specific, an ally is someone who uses their power and status to support and advocate for someone who doesn’t share a crucial part of their identity, for example, male allies for women, white allies for people of color, and straight allies for LGBTQ+ individuals.

Mentorship, sponsorship, and allyship help bring diversity, equity, and inclusion to your group. We strive to build DEI into our lives. These efforts are innate in the ideal candidate, and it’s time to remind our folks about the “right way” to do things. The meaningful engagement has to be actively demonstrated by leaders as it acts as a catalyst from the top of the food chain and impacts all team members because teams follow their leaders. It helps when leadership requires 30 minutes of meaningful engagement weekly to allow time for cultivating growth and development when “business issues” aren’t the focus of the engagement.

Given the nature of most companies in the United States where everything needed to be done “yesterday,” you may be asking why the “busy leaders” take time to pay it forward and participate. Here are the core reasons:

1. It’s the right thing to do
2. Helping others build self-worth which is at the top of Maslow hierarchy
3. People learn in each conversation, and reverse mentorship presents the opportunity for valid give and take for both people in each engagement.
4. Helping others and doing good deeds releases dopamine and oxytocin, which leads to a healthier lifestyle for all of us.
5. Establishing trust and respect and helping others on an ongoing basis releases oxytocin which takes the “feel-good feeling” to the next level - explained in the image below.

Defining the building blocks of engagement through mentorship, sponsorship, and allyship - what they are and what they mean (cont.)

Dopamine	Oxytocin	Endorphin	Serotonin
"The reward chemical"	"The love hormone"	"The painkiller"	"The mood stabilizer"
<ul style="list-style-type: none">• self-care activities• completing a task• achieving a goal	<ul style="list-style-type: none">• socializing• helping others• giving compliments	<ul style="list-style-type: none">• exercising• eating dark chocolate• meditating	<ul style="list-style-type: none">• mindfulness• surrounded by nature• sun exposure
			

When we make people feel good and help them feel accomplished, they receive a surge of dopamine. Coupling the reward chemical with increased oxytocin levels throughout ongoing relationships reduces stress. It can eliminate worry, which reduces the chance of mental illness, especially when about 80% of doctor visits each year are due to self-inflicted pressure. Engagement mitigates and actively addresses mental wellness issues.

Are you ready to take the next step? Reach out to PHRA or your local SHRM group to learn what people are doing in your area. We are all in this together, and it's about us! Together we can achieve beyond our wildest expectations.

About the author - Pete Schramm grew up on a farm near Pittsburgh, studied engineering, played college basketball, and continued his athletic career when traveling the world. He then went to work for Lockheed Martin, where he learned the true power of people helping people and the value of a network. While developing systems to protect our people and robots from staying a few steps ahead of the adversaries, he realized that his purpose in life was to make it easier for people to establish meaningful relationships. Pete has been helping people connect for over a decade and has been educating people formally and informally for the past few years. He has presented the value of meaningful engagement and the pier of mentorship on an international stage. He is the founder and CEO of www.Lattus.com that genuinely is a one-stop-shop for engagement! After a conversation with Pete, you'll feel energized, motivated, and passionate about ramping up the engagement and armed with a few more tools to accelerate the solutions of tomorrow with the power of people helping people.

AAPI and Social Change in the Workplace

By: Diane Houser, PHRA Board Member

As a result of the dramatic increase in violence against Asian-American and Pacific Islanders (AAPI), the [Covid-19 Hate Crimes Act](#) was passed by Congress this past May. The Act notes that roughly 36% of the nearly 3,800 incidents of violence- occurred at a business over the last year.

Consider what the impact may be to your employees, company core values, and your customers if this were your business. Recent years have brought many issues to the forefront of our daily lives- the MeToo movement, Black Lives Matter, and AAPI Hate Crime reflect a world that is reckoning with injustice and inequality.

That reckoning does have an impact on not only each of us as citizens but also our businesses and our profession. Human Resources is the safe place that many employees go to when they need to disclose uncomfortable things. Having empathy and concern for your employees is a key function of HR. In many ways, we stand between the company and the employees. If we are doing it right, we should bridge the gap from business to individual- and back again.

What are some ways that you can help to do that for your employees? How can you help to drive change in your Company?

- Educate yourself- [SHRM.org](#) has plenty of resources to help you with this. There is an entire member resource section with articles, toolkits, videos, forms, sample policies, news, and research. If you haven't checked out the Together Forward @ Work toolbox, you should do that right now. You don't need to wonder where to start when SHRM has a robust program that you can adapt for your workplace.
- Celebrate Diversity- Most companies are aware of Black History Month (February), Women's Month (March), and Pride Month (June). Add in AAPI next May to your celebrations. The [Asian Pacific Heritage Month](#) website has a lot of historic information as well as videos and even a teacher resource section to pick ideas from. Don't forget to add Juneteenth to next year's festivities now that it is a federal holiday ([Juneteenth.com](#)). All of these celebrations combined show your employees that you recognize their diversity and value the contributions their communities have made.
- Protect- Remind your employees about your anti-harassment and anti-bullying policies. (If you don't have them in your handbook- now is a great time to add them!). Consider holding Bystander Training for employees to help to create safer spaces in your office. Get buy-in from the top down so that all employees are aware of where your company stands on the safety of your workplace.

I am a proud member of the Human Resources profession. I know how hard we work to support our employees, communities, and companies. We do good things every day and being part of positive social change is just another example of the good we can do together!

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

Keep the Focus on Diversity, Equity and Inclusion in The Workplace

By: Janet K. Manuel, MS, SHRM-CP and PHR

It is really easy to get caught up in ensuring efforts when the topic of diversity, equity and inclusion is “trending.” The definition of trending is “To undergo a rapid increase in public interest or attention.”

In 2020, diversity, equity and inclusion (DE&I) was a “trending” topic due to the civil unrest, inequities exposed by COVID-19 (secession, accessibility and disability, digital divide etc.). A lot of workplaces came out with statements of what they would do to ensure DE&I, hired Chief Diversity, Equity and Inclusion Officers and implemented DE&I workplace trainings etc.

In 2021, this topic has not been spoken of as much nor have much information been shared about the continued efforts of workplaces to ensure DE&I is a focus.

Who is going to keep the focus going in the workplace?

The answer is simple – Human Resources! As human resource professionals, it is incumbent upon us to help our workplaces keep the focus.

Why us? Why isn't it the CEO/President or the Chief Diversity, Equity and Inclusion Officer?

I am so glad you asked the questions!

But before I answer the question. I have a question for you the reader. Which department in the workplace impacts all aspects of the workplace lifecycle of the employee? If you said human resources, you are correct!

That is part of the answer as to why human resources has to help keep the focus on DE&I. Other reasons are DE&I should not be the responsibility of one person for the entire workplace. Yes, the CEO/President should be on the forefront of informing every one of the importance and the workplace dedication/focus to DE&I but the CEO/President isn't the only person that works for the company. Some workplaces do not have a Chief Diversity, Equity and Inclusion Officer and DE&I is a workplace business strategy that everyone (especially HR) should be supporting and ensuring the implementation of.

Make this topic a part of a weekly or biweekly report or spoken of during your workplace management/ leadership meetings. Don't just focus on the number of minorities hired, women identifying hires or placement of sourcing efforts with diverse organizations and websites.

DE&I is more than race, gender and placement of sourcing efforts. Human resource professionals must help educate and lead our workplaces beyond those three areas for DE&I to be an effective focus.

As human resource professionals, I challenge you to:

1. Ensure that your policies and procedures address DE&I. (Is President's Day or Veteran's Day a workplace holiday but MLK or Juneteenth isn't a workplace holiday; Do you still ask the salary question on your application; Do you have a DE&I workplace statement)

Keep the Focus on Diversity, Equity and Inclusion in The Workplace (cont.)

2. Ensure that your benefit offerings address DE&I. (Does your medical benefit plan offer a transgender healthcare inclusive benefit).
3. Ensure that your voluntary benefit offerings address DE&I. (Do you offer onsite child care services or discounts to child care services)
4. Ensure that your workforce represents DE&I (everyone at all levels) – do a panoramic scan of your workplace, how many veterans, people with disabilities, women & minorities in management, leadership and C-suite levels, non-degree and degrees, formerly incarcerated, over the age of 40 etc.
5. Ensure that your workplace activities address DE&I. (Does your workplace acknowledge Black History Month but doesn't acknowledge Women's History Month, Asian American Pacific Islander Heritage Month, Pride Month, Hispanic Heritage Month or Disability Awareness Month; Does your workplace have ERG's/BRG's (Employee Resource Groups/Business Resource Groups).
6. Ensure that your Training & Development address DE&I (Have you conducted Implicit Bias and SOGIE (Sexual Orientation Gender Identification & Expression) training)

If you do these suggested things and there are more to do but this is a start, then we (human resources professionals) will help keep the focus on diversity, equity and inclusion in the workplace!

Janet K. Manuel, MS, SHRM-CP and PHR

A PHRA Past President (2019)

City of Pittsburgh - Director, HR & Civil Service and EEO/D&I Officer

How Diversity, Equity and Inclusion Can Make Your Business Better

By: [Patrick Gilchrist](#), [Robert Half](#)

When a business commits to supporting and promoting diversity, equity and inclusion (DEI), and fully integrates DEI into its core values, it can help employees, customers and communities to thrive. In short, it creates a cycle of positivity that can benefit everyone.

An emphasis on DEI helps foster a collaborative and welcoming work environment — one that recognizes that good ideas can come from every employee and respects all viewpoints. “When you embrace a DEI mindset at your company, it helps move DEI from a concept into a living, breathing reality,” says Alfredo Mendez, vice president of employee experience at Robert Half.

But what do strong DEI programs look like? How can you put them into action? And how can you get your employees to adopt a DEI mindset at work?

The following six strategies can help on all fronts:

1. Seek buy-in

DEI needs to extend to every corner of your company and go beyond lip service. It’s a mentality that should reach from top executives to individual contributors. A great way to spread the DEI mindset is to lead by example — and call attention to what you’re doing and why.

Employees and managers alike should not only welcome but seek out diverse voices to weigh in on business initiatives and projects of all types. Showing the team your openness to every person’s input and the good ideas that come from that approach will go a long way toward making DEI a part of everyday practices at your firm.

2. Foster belonging

If employees feel safe to express their ideas and viewpoints, they’ll be encouraged to think boldly. The concept of bringing your whole self to work without fear or shame — acknowledging vulnerabilities right along with strengths — is vital to DEI. A sense of belonging increases bonds between team members and shines a positive light on the differences everyone brings.

3. Hire and promote through a DEI lens

You always want to hire the best available person for the job but also leave out any potential bias as to who the best candidate really is. Having a diverse set of hiring managers or interviewers engaged in the hiring process helps cut through unconscious bias.

Keep DEI in focus beyond hiring, too. Your DEI goals should help inform your process for identifying employees for professional development and advancement opportunities. Promoting talent through a DEI lens helps ensure your organization has a well-rounded management team.

How Diversity, Equity and Inclusion Can Make Your Business Better (cont.)

4. Spread the word about the benefits of DEI at work

A company culture where every voice is welcomed — and truly heard — encourages people from diverse professional and personal backgrounds to apply to open positions at your firm. This type of organizational culture helps your business stand out as an employer of choice.

Highlight details about your DEI efforts and any outside recognition you've received on your website, in social media channels and in job descriptions. That information sends a strong, positive message to potential hires. Posting opportunities on diversity-focused job boards, such as Diversity Jobs and Diversity Working, can also help your business attract a wide range of applicants to open roles.

5. Practice pay equity

Discrepancies in pay equality drives a wedge between segments of your workforce. Perception can come into play as well, especially if certain groups of employees seem to receive more recognition than others. So, be sure to spread the wealth — and the appreciation — throughout your organization.

6. Make it multigenerational

To the extent possible, include employees of all ages and experience levels on projects, especially for high-profile initiatives. And, of course, make sure teams are assembled with other diversity factors in mind, such as gender and ethnicity.

A focus on DEI in all aspects of work and life benefits people both professionally and personally. And with your employees fully engaged in and motivated by your company's sincere efforts to promote DEI, the potential benefits for your business are almost limitless.

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



2021 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

AFFILIATE OF



August 17 | **Learn**
IDEAS: Inclusion, Diversity, Equity, Access, and Sustainable Change

August 20 | **Learn**
Starting Small with Your Diversity, Equity, & Inclusion Strategy

August 23 | **Learn**
The Vibrant Index: Promising Practices and Measuring What Matters

August 23 | **Certify**
12 Week Virtual SHRM-CP & SHRM-SCP Prep Class Begins

August 25 | **Learn**
Inclusive First Impressions: Are You Asking the 'Right' Questions?

August 26 | **Learn**
Welcome to Steel City

September 8 | **Informational Webinar**
PHRA Member Experience Webinar

September 10 | **Network**
Coffee Corner: Meet the PHRA Board of Directors

September 14 | **Learn**
Growing Your Conflict Management Skills During times of Change

September 22 | **Network and Learn**
PHRA Book Club Meeting

September 23 | **Learn**
HYBRID PROGRAM: Speaking of Viral: Preparing for a Social Media Crisis Before it Hits

September 24 | **Network**
Annual Golf and Bocce Outing

October 8 | **Network**
Coffee Corner: Meet the PHRA Board of Directors

October 19-20 | **Learn**
2021 PHRA Annual Conference & Exhibition: Virtual Experience

* Online Registration Coming Soon For This Event



BUSINESS PROGRAMS AT LA ROCHE UNIVERSITY

Master of Science in Accounting

- Earn your degree within one year and meet the education requirements for CPA licensure
- Six different start times throughout the academic year
- 30-credit program and convenient, eight-week courses

Master of Science in Human Resources Management

- 36-credit program offering hybrid, online and accelerated courses
- Three concentrations and four certificate options
- SHRM Learning System course preparing you for PHR or SPHR designation
- Professional Development Series offering certification credits

Master of Science in Information Systems

- Competitive program offering a broad-based study of information systems and current industry trends
- 30-credit program with evening classes
- Earn your degree within one year

20 PERCENT TUITION DISCOUNT FOR PHRA MEMBERS.

Apply online at laroche.edu/graduate.

graduateadmissions@laroche.edu
412-536-1260 | 844-838-4578
laroche.edu



**LA ROCHE
UNIVERSITY**



PHRA

AFFILIATE OF
SIRM[®]
BETTER WORKPLACES
BETTER WORLD™