Diversity Tool Kit
This *Inclusion & Diversity Toolkit* was developed by volunteers as an *Advance Kansas community-action project*.

The Diversity Toolkit aims to assist organizations in South Central Kansas in developing a diverse and inclusive culture through guidance and best practices in service of their unique organizational missions.
General Description

• Housed online with Wichita Area Chamber of Commerce & Partner and other chambers and companies
• Includes best practices & resources
• Toolkit to be maintained by SHRM, Wichita Chapter Inclusion & Diversity Committee

General Purpose:

Companies facing challenges in recruitment, retention or crisis management may benefit from the utilization of this toolkit. Organizations can also utilize this toolkit for the development of diversity councils, managers, and/or affinity groups. Beyond improving culture, we aim to help companies leverage the positive potential of a diverse workforce.
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Inclusion and Diversity are distinct but equally important. It’s instructive for leaders to understand how each of these concepts drive culture and how they can be utilized in service of an organization’s central mission.
Developing an inclusion and diversity initiative involves four main phases:

• Data collection and analysis to determine the need for change.

• Strategy design to match business objectives.

• Implementation of the initiative.

• Evaluation and continuing audit of the plan.
Step 1: Compile Data

• First, know what your workforce looks like compared with the labor market
• Be anonymous; consider survey technology or third party
• Capture data on employee demographics: Age, Disability, Ethnicity, Family status, Gender, Life experiences, Religion, Organizational function and level, Thinking/learning styles, Gender Identity and LGBTQ+
Step 2: Identify Needs and/or Areas of Concern

- Identify underrepresented areas; drill down by location, department, position, etc.
  - Is management full of older white males?
  - Does the accounting department tend to hire only females?
  - Are employees at the West Coast branch more ethnically diverse than their East Coast counterparts?
- Analyze attitudes on culture; does it match the demographic survey results?
  - If they do match, then the employer has a clearer path to what change is needed;
  - If not, the organization may wish to conduct employee focus groups to better understand the disconnect
Step 3: Address Policies or Practices Affecting Inclusion & Diversity

• MUST determine if there are barriers impeding the employment & retention of individuals from different demographic groups.

• Address any policies or practices that need to be eliminated or adjusted. Some examples to start with include:
  • Employee referral programs - "like me"
  • Unconscious biases - is any one department less diverse than all others
  • Company culture - pro-life, traditional marriage associate with religious beliefs and repel candidates
  • Political preferences - political signs and/or messages in the workplace, bumper stickers all effect perceptions
Step 4: Identify Business Objectives

• Organization must set specific goals related to inclusion and diversity based on the company's strategic objectives.

• Example: VA has a goal as part of the overall strategic plan to "Make VA a Place People Want to Serve."  
  • Increase diversity index score is one of the agency's performance indicators. Because its clients are becoming more diverse, the agency is responding by embracing a more inclusive and diverse workforce to better serve the population.
  • Recruit more white and Hispanic males as well as Hispanic females after a comparison with the available labor market.
Step 5: Procure Buy-in and Support

- Senior level buy-in and support are vital
- Identify a senior-level champion who can be tasked with visible support of the initiative and ultimately responsible for keeping the program "alive."
- Identify how management will be held accountable for supporting and engaging in the inclusion and diversity initiatives
- Create a diverse committee of employees from all levels with visible leadership presence and support
- Provide the committee with a clear mission, defined budget and expectations/performance indicators
Step 6: Implement Initiatives

- Changes in policies and practices, staff training, targeted recruiting, and employer-sponsored diversity and inclusion awareness events for employees

- Develop an action plan to implement these initiatives by setting realistic goals
  - Initiative: Build R&D team cultural competence and inclusive decision-making to ensure the team can more effectively harness existing team diversity and capitalize on diverse ideas.
  - Responsibility: SVP R&D, Director R&D
  - Action items: Cultural awareness and competency training, team-building exercises, ongoing dialogue regarding diversity and inclusion with R&D team one on one as well as during team meetings.
  - Timeframes: Culture awareness and competency training: within 6 months; team-building exercises: annual staff retreat and monthly meetings; ongoing dialogue: as needed and ongoing during staff interactions and meetings
Step 7: Communicate the Initiatives

- Must identify different stakeholders and design messages for each stakeholder to inform, educate, engage or empower as appropriate
- The communication plan should incorporate executive presentations and all available media, including social media
- Newsletters, intranet and e-mail can also be successful communication tools.
- The organization should use metrics and success stories to connect the inclusion and diversity efforts to its own goals and strategic plan.
Step 8: Measure and Disseminate Outcomes

- Must measure the results of the diversity initiatives that have been implemented.
- Outcomes such as increased representation of identified groups and improved employee survey scores should be captured.
- Other measurements, such as improved employee retention, and public recognition, such as employer awards or social media accolades, can also indicate how an employer is performing in its inclusion and diversity initiatives.
- The results of the initiatives should be communicated at all levels to demonstrate the return on investment and value-add to the organization.
Step 9: Review and Adjust

- Inclusion and Diversity initiatives are not static, and an ongoing review of the workforce and a response to changing needs are necessary.
- The organization must establish procedures for periodic review of the inclusion and diversity initiatives and goals.
- After a diversity initiative has been implemented for a period of time, the organization should resurvey employees regarding their perceptions of the company's efforts.
- Periodically, an organization may need to start at step 1 again and collect data to refocus its diversity and inclusion program.
Part II: Developing an Inclusive Culture

• Communicate commitment to inclusive workplace culture
• Develop inclusive leaders
• Change the environment
• Set the stage for new hires
• Mentoring and career enhancement
• Celebrating diversity
Communicate Commitment

• Develop an inclusion statement that is integrated with the company mission, core values and is aligned to overall corporate strategy.
  • Communication of an inclusion statement serves to help employees understand the importance to the organization.
  • Provides a foundation for change and outlines expectations for interaction with and outside the company.
  • Must be aligned with recruiting, hiring, development and retention.
Communicate Commitment

- Establish communication strategy and touch points for regular messaging process.
  - Speak of efforts, communicate progress, engage feedback from associates.

- Ensure the visual message is consistent with inclusion and diversity expectation/commitment.
  - Visual on website, in company literature and marketing communication should reflect the commitment.
Develop Inclusive Leaders

• Leverage data to support the potential business benefits of a diverse and inclusive workforce.
  • Provide the “why” for managers and leaders in the organization.

• Recognize inclusion as a leadership skill that drives/supports overall team performance.
  • Coach inclusion as a foundational leadership behavior and integrate into leadership development programs.
  • Help managers value differences on their team and learn to create “safe space.”
  • Train managers in research on bias and increase self-awareness.

• Increase effective communication
  • Provide tools for improving communication and handling proactive or difficult discussions surrounding topics of diversity and inclusion.

• Integrate accountability for progress into management scorecards, KPRs or performance measurement.
• Ensure equal access to rewards and opportunities for all employees:
  • Compensation practices
  • Promotion decisions
  • Access to learning opportunities
  • Recognition programs

• Expose employees to programs designed for sharing experiences and supporting dialogue surrounding diversity of employees.
  • Expose associates to bias concepts and assessments available online.
  • Provide opportunities for learning, expanding knowledge of issues.

• Create safe space for employee feedback and open communication.
  • Utilize engagement or satisfaction surveys to gather employee view regarding company culture and progress on inclusion efforts.
  • Ask employees what they need.
Change the Environment - II

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  • Utilize engagement or satisfaction surveys to gather employee view regarding
    company culture and progress on inclusion efforts.
  • Ask employees what they need.
• Understand inclusion is a process not a program.
  • Maintain visibility, but freshen the messages
  • Involve employees in the message, engage new voices

• Inclusion practices in the day to day:
  • Educate teams on microaggressions, help them identify new habits or behaviors.
  • Hold better meetings - rotate leadership, set expectations for interaction.
  • Revisit team-building activities; the activity itself and the schedule.
Part III: Implementing a Diversity Council or Manager

**Things to Determine:**
- Create a “diversity statement”
- Charter the Council
- What are the limits of authority?
- Establish stakeholder representation
- Organize a strategy

**Things to Consider:**
- Look out for blind spots
- Define policy-making influence
- Have unequivocal support of leadership
- Organize priorities
- Align with values of the company

**Best practices** -


**Manager Resources** -
[https://govinfo.library.unt.edu/npr/library/workforce-diversity.pdf](https://govinfo.library.unt.edu/npr/library/workforce-diversity.pdf)
Implementing a Diversity Council or Manager - Best Practices

As an organization with a Diversity/Inclusion Council...

• Develop 100% commitment to diversity mission at all levels
• Ensure council comprises all constituent groups within an organization
• Have a clear, written plan accessible to all stakeholders
• Proactively intervene via trainings, newsletters, policies, etc. with clear, personnel-oriented processes
• Practice transparency at all levels and is responsive to issues
• Rotate membership and practices strong mentorship
• Contribute to an organization’s brand
Implementing a Diversity Council or Manager - Establishing your charter

As a Diversity Council...

• Identify your key resource groups - who are the “point” people with the passion?
• Write a mission statement and share it throughout the organization.
• Identify and secure funding sources - look both within the organization and for outside partnerships/grants.
• Write and vet the charter with all employees/outside diversity experts.
• Review annually and revise as necessary.
Implementing a Diversity Council or Manager - Allow Mentoring to Lead

As Diversity Council manager/leadership...

• Whatever the structure of the council hierarchy, leadership is established and maintained through a strong support system.

• The council/manager has ears “wide open” to listen to concerns of all groups within the agency.

• Always be planning for succession; be open to people who value both the mission and the people.

• Adopt a “no one left out” mindset in all aspects of the agency.
Part IV: Creating Affinity Groups

- Identify desired starting point for groups
- Identify group leadership
- Ensure that each group develops a mission
- Governance structure considerations
- How are people held accountable?
- Empower unique voices
- Be inclusive
- Develop your internal communication plan
- Measure Success
Creating Affinity Groups

An Affinity Group is a group of faculty and staff linked by a common purpose, ideology, or interest. Affinity Groups play a vital role in ensuring an inclusive environment where all are valued, included, and empowered to succeed. They can provide a collective voice for faculty and staff with common interests, and are affiliated with and can receive funding support from the Office of Inclusion and Diversity (OID).
Creating Affinity Groups

Our Affinity Groups include:
University of Kansas Office of Diversity & Equity (Law Student Organization)
Regional Office of SHRM (Human Resource Affinity Group)
Veteran Affairs (Military Personnel Affinity Group)
Kansas State University (Native American, First Nation, and Indigenous People)
Young Professionals of Wichita (Business Networking Affinity Group)
Wichita State University (Youth Entrepreneur Group)
Junior League Women of Color Affinity Group
Creating Affinity Groups

Affinity Groups continued...

Wichita Regional Chamber of Commerce (Diversity and Inclusion Affinity Group)
Heartland Wichita Black Chamber of Commerce (Minority Owned Business Affinity Group)
Wichita Hispanic Chamber of Commerce (Hispanic and Latino Professional Association)
Kansas State University (Native American, First Nation, and Indigenous People)
Wichita Black Nurses Association (Black Women Affinity Group)
Creating Affinity Groups

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Creating Affinity Groups

If you have an idea for a new Affinity Group, here's how to get started:

Group Charter

Each Affinity Group should include a Group Charter which should include the following:

A mission statement - a brief statement of what you want the Affinity Group to represent and accomplish; its purpose and reason for existing.
Creating Affinity Groups

Value proposition - clearly defined benefits that faculty and staff will receive by joining and participating within the Affinity Group.

Goals/Objectives - the goals and objectives should align and support the University's Strategic Plan—The Plan for Heartland Black Chamber: *Connect. Grow. Promote Minority Owned Businesses.* They should communicate both the Organization and the affinity group’s core values and common interests.
Creating Affinity Groups

Executive Sponsor

The Executive Sponsor's role is critical and multi-dimensional. It is our vision that the Executive Sponsors:

Act as a champion for and visible representative of the Affinity Group.

Share information about the Affinity Group's activities with other leadership and management and vice versa.

Encourage attendance at key events by engaging the Executive's professional networks.
Creating Affinity Groups

Committees

Each Affinity Group should develop committees and assign committee chairs or co-chairs to each based on the goals and objectives of the group, including the following:

Communication/Marketing - assist with website upkeep, developing marketing/branding collateral, social media exposure and other duties assigned.

Community Relations - assist in forming relationships with internal communities and other Affinity Groups, but also developing partnerships with the local external diverse communities of Central Kansas.
Creating Affinity Groups

Initiatives

Each Affinity Group should develop the following items consistent with the goals and objectives. Each can be stand alone or joint partnership with internal and external organizations:

Events - this can be social or professional and can also be an inclusive event exclusively for the faculty and staff participants of the group or include all faculty, staff, and students across the university or organization. In addition, each group will have a signature event that will be a partnership with the ODI.
Creating Affinity Groups

Office of Inclusion and Diversity

Here’s how the Office of Inclusion & Diversity (OID) can play a part in the commitment and success of your organization or Institution Affinity Groups:

Provides guidance and financial support to all Affinity Groups;
Assists in the development of new Affinity Groups;
Assists in any relaunch or rebranding of existing Affinity Groups;
Provides ongoing mentorship to all.

The (OID) Advisor will provide day to day advice and act as the liaison to the organization. Funding requests will be submitted to ODI for review and approval if needed.
Creating Affinity Groups

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Part V: Recruiting and Retaining a Diverse Workforce

• Define the company’s diversity statement
• Establish a structured culture of mentorship
• Hire with intent
• Internal communications
• Ongoing education
Part V: Recruiting and Retaining a Diverse Workforce

• Define a company diversity statement
  • Clearly communicate your commitment to diversity company wide
  • Ensure company culture is supporting the diversity statement by modeling appropriately

• Establish a structured culture of mentorship
  • Host seminars that address cultural awareness and diversity
  • Create a mentorship program
    • Engage diverse voices
    • Provide training (both for Mentor and for Mentee)
      • Develop & provide support tools
      • Create a timeline for check in and update as needed
Part V: Recruiting and Retaining a Diverse Workforce

• Hire with intent
  One of the most challenging aspects faced is developing and implementing effective techniques to attract and engage prospective well-qualified employees across a diverse platform. Once developed, these techniques must be reviewed and adapted with each job posting.

  • Advertise in a manner that expands the applicant audience
    • Is the job posting accessible to communities that might otherwise not even be aware that such an opportunity exists
    • Does it clearly articulate the job skill(s) required to do the job
    • Are the materials used representative of the audience being targeted
Part V: Recruiting and Retaining a Diverse Workforce

• Hire with intent cont.
  • Keep an open mind when evaluating applicant credentials and candidate experience
    • Acknowledge substantive work experience in desired skill alongside educational requirements
    • Look for potential
    • Avoid hidden biases across the hiring committee, awareness tools (https://implicit.harvard.edu/implicit/education.html)

• Standardize pre-hire & hiring processes
  • Structured Interviews (OPM.gov link https://bit.ly/2GCuODt)
    • Use Pre-defined, skill based questions
    • All applicants are asked the same questions in a similar format
    • Evaluate all using the same rating scale and standards for acceptable answer
Part V: Recruiting and Retaining a Diverse Workforce

• Internal communications
  • Actively perpetuate philosophy and values of diversity
  • Articulate commitment through company policy, support functions, and the benefits offered to employees
  • Train employees to use inclusive language where possible and avoid slang and colloquialisms which may be easily misunderstood
  • Promote diversity and a profit center
    • Diversity expands the talent pool
    • Diversity fosters a more creative workforce
    • Diversity helps to reduce turnover cost

• Ongoing education
  • Provide diversity sensitivity training
  • Host focus groups for information share & input
  • Remain teachable and open to new ideas
  • Ensure that all members of management and supervisors model diversity and inclusion
Part V: Recruiting and Retaining a Diverse Workforce

• Ongoing education, cont.
  • Develop metrics to track and evaluate initiatives
  • Utilize metrics to aid with designing and revising initiatives

Diversity is about understanding, supporting and promoting the identity of all people - think less “melting pot” and more a mosaic for company success.
Part VI: Managing Crises: Are you prepared?

- Anticipate Crises - perform a “Vulnerability Audit” to determine those crises you can prepare for and establish a plan of action
  - Train managers how to identify risk and to respond timely & appropriately
  - Identify alternative solutions and entrust managers with the authority to enact change

- Communication is key to making sense in crisis
  - Create a communication plan
  - Situational Awareness & Social Media

- Ensure your leaders are diversity advocates
  - Walk the Walk
  - Create accountability measures to maintain diversity progress

- Create a crisis response team
VII: Additional Resources

- [https://implicit.harvard.edu/implicit/takeatest.html](https://implicit.harvard.edu/implicit/takeatest.html)
- [https://www.lever.co/resources/the-diversity-and-inclusion-handbook](https://www.lever.co/resources/the-diversity-and-inclusion-handbook)
- [http://www.insala.com/Articles/5-tips-for-planning-a-mentoring-program-for-diversity.asp](http://www.insala.com/Articles/5-tips-for-planning-a-mentoring-program-for-diversity.asp)
- [https://mentorloop.com/blog/mentoring-survey-questions/](https://mentorloop.com/blog/mentoring-survey-questions/)
VII: Additional Resources Cont.

- https://www.learningsolutionsmag.com/articles/tips-for-establishing-a-successful-mentoring-program
- http://www.insala.com/Articles/5-tips-for-planning-a-mentoring-program-for-diversity.asp
- https://mentorloop.com/blog/mentoring-survey-questions/
- https://www.learningsolutionsmag.com/articles/tips-for-establishing-a-successful-mentoring-program
- https://www.everbridge.com/blog/crisis-management-seven-skills-required-leaders/