ICEBREAKER ACTIVITY

• Spend a few minutes getting to know your classmates!

Malcolm Stevenson

“Diversity: the art of thinking independently together.”

• Malcolm Stevenson, Forbes

• Diversity isn’t just about hiring minorities and women, being politically correct, or making everyone feel good.

• Diversity is about demonstrating that differences are to be respected, valued, and used to create happier, more productive, and more innovative teams.
Faces of Diversity

- **Traditional**
  - Race, ethnicity, gender

- **Otherness**
  - Age, disability, religion
  - Telecommuters vs. on-site workers
  - Part-time vs. full-time
  - Temporary vs. regular

Valuing Diversity

- The impact of diversity extends beyond demographics, numbers and “letter of the law”
  - Enhanced performance
  - Representative government
  - Environment of trust and respect for differences
  - Essential component of human capital

What is Diversity?

- **Everyone is part of a group**
  - Gender, race, religion, ethnicity, age, physical ability
  - Sexuality, professional identification
  - Who we are – it is quantitative!

- **Impact of diversity**
  - Function of demographics and government
    - Melding multiple perspectives

- **Facet of government- law of the land**
  - Civil Rights Reform Act of 1978 – requires
• Affirmative Action
  • Affirmative action is one of the most effective tools for redressing the injustices caused by our nation’s historic discrimination against people of color and women, and for leveling what has long been an uneven playing field.
• Sensitivity training or awareness
• Total Assimilation
  • The process of adapting or adjusting to the culture of a group
• Unity – the state of combining into one – working together

What is Not Diversity?

Comparison of Government Workforce

<table>
<thead>
<tr>
<th>Classification</th>
<th>2002</th>
<th>2007</th>
<th>2010 or 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civilian Labor Force Individuals 16 and over eligible to work</td>
<td>137,668,805</td>
<td>152,211,303</td>
<td>153,900,000 (2010)</td>
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<tr>
<td>Federal Government Employees</td>
<td>2,425,898</td>
<td>2,730,050</td>
<td>2,792,736 (2012)</td>
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<tr>
<td>State Government Employees</td>
<td>3,564,547</td>
<td>5,200,347</td>
<td>5,286,102 (2012)</td>
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<tr>
<td>Local Government Employees</td>
<td>9,746,084</td>
<td>14,185,622</td>
<td>13,961,268 (2012)</td>
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</table>

US Population Demographics, 2015

<table>
<thead>
<tr>
<th>POPULATION</th>
<th>200,480,000</th>
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</thead>
<tbody>
<tr>
<td>Women</td>
<td>50.8%</td>
</tr>
<tr>
<td>Men</td>
<td>49.2%</td>
</tr>
<tr>
<td>White</td>
<td>74.1%</td>
</tr>
<tr>
<td>Black</td>
<td>12.4%</td>
</tr>
<tr>
<td>American Indian</td>
<td>0.8%</td>
</tr>
<tr>
<td>Asian</td>
<td>4.3%</td>
</tr>
<tr>
<td>Native Hawaiian</td>
<td>0.1%</td>
</tr>
<tr>
<td>Persons Reporting Other Race</td>
<td>6.2%</td>
</tr>
<tr>
<td>Persons Reporting 2 or more</td>
<td>2.1%</td>
</tr>
<tr>
<td>Hispanic or Latino Origin</td>
<td>14.7%</td>
</tr>
</tbody>
</table>

A representative government workforce will mirror this diversity.
How Diverse is the Civilian Labor Force?

- Includes all citizens who are age sixteen and older
- Not in the military
- Working or looking for work
- Brings law enforcement, zoning, public schools, tax collection – face to face with citizens
- As of 2010 – government workers represented 15% of the civilian workforce

GENERATIONS

- Baby Boomers (those born between 1946 and 1964) like formal recognition in front of teams or groups
- Millennials prefer the recognition to reflect a “spirit of fun, with less formality and more frequency,” Allan Schweyer writes in the IRF report Generations in the Workforce & Marketplace: Preferences in Rewards, Recognition & Incentives
- Members of Generation X (those born between 1965 and 1979) prefer receiving recognition privately or within a small group

VETERANS

- Age: 1925-1945 – Veterans or Traditionalists
- Conservative
- Loyal to their employers
- Most concerned they will have enough retirement to last for their remaining years
- Concern for quality health care
- Long-term care benefits
**BOOMERS**

- **Age:** 1946-1964 – 32% of Oldest Still Working
- Baby Boomers - least demanding generation in terms of their employee benefits
  - 71% value their retirement
  - 68% value health care
- Existing benefits packages benefit this generation
  - 63% plan to work part-time
  - Long term care benefits

**GEN X**

- 1966 to 1979
- Biggest debt load of all generations
- Like e-mail
- Worry about not making managers as boomers aren’t retiring as many had projected

**MILLENNIALS**

- **Millennials**
  - People born between 1980 and 1995 tend to be drawn to novel experiences, such as eating at an exclusive, pop-up diner
  - Or, participating in an event that creates originality and excitement
• In the workforce by 2020 - Gen Z or GenEdge
  • Prefer independence
  • Entrepreneurial and diverse
  • Believe they can make a difference
  • A turn towards respect, responsibility, and restraint?
  • Yet another change will be needed for benefit strategies

How do we communicate?

Our four generation workforce provides challenges

• Creating a work environment where generations can coexist is essential
  • “Managing generational diversity is key for organizations to gain a competitive advantage and make a positive impact on employee morale”
### Summarizing the Diversity of Generations

<table>
<thead>
<tr>
<th>Categories</th>
<th>Traditionalists</th>
<th>Baby Boomers</th>
<th>Generation X</th>
<th>Millennials</th>
</tr>
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<tbody>
<tr>
<td>Business Focus</td>
<td>Quality</td>
<td>Long Hours</td>
<td>Productivity</td>
<td>Contribution</td>
</tr>
<tr>
<td>Motivator</td>
<td>Security</td>
<td>Money</td>
<td>Time Off</td>
<td>Time Off</td>
</tr>
<tr>
<td>Company Loyalty</td>
<td>Highest</td>
<td>High</td>
<td>Low</td>
<td>Low</td>
</tr>
<tr>
<td>Money Is</td>
<td>Livelihood</td>
<td>Status Symbol</td>
<td>Means to an End</td>
<td>Today’s Payoff</td>
</tr>
<tr>
<td>Value</td>
<td>Family</td>
<td>Community</td>
<td>Success</td>
<td>Time Individually</td>
</tr>
</tbody>
</table>

### Generational Activity

- This will be a group activity where we all learn from those of different generations – diversity at it’s finest!
- Discussions will take place on work ethics, working as an individual or a team, understanding the work-life balance requirements and wants, learning from each other!!

### Workers with Disabilities

- 36 – 50 million Americans with disabilities
- ADA Act- Americans with Disabilities and ADAAA (2008)
  - Amended original law
- Provides a clear and comprehensive national mandate for the elimination of discrimination against individuals with disabilities
**ADA ACT of 1990**

- Amended in 1994, provides a clear and comprehensive national mandate for elimination of discrimination of individuals with disabilities
- According to the law, “a qualified individual with a disability is an individual who, with or without reasonable accommodation can perform the essential functions of the job.”
- An individual who brings a claim under ADA is entitled to a jury trial – has the potential to collect punitive and compensatory damages an amount commensurate with the size of the employer’s workforce!

**ADAAA (2008)**

- Congress made it easier for an individual seeking protection under the ADA
- Congress’s mandate that the definition of disability be construed broadly
- Regulations implement Congress’s intent to set forth predictable, consistent, and workable standards by adopting rules of construction
  - To use when determining if an individual is substantially limited in performing a major life activity

**What is Human Capital?**

- The skills, knowledge, and experience possessed by an individual viewed in terms of their value or cost to an organization
- How these individuals can create economic value to employers
What are the Human Capital Challenges?

- **Integration plateaus**
  - Workforce stops short of being as diverse as predicted

- **Job segregation**
  - Found throughout the workplace
  - Contributes to the homogeneity of workers
  - Traditional "women's jobs" constitute a narrower range of occupations than men's do

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Advantages and Disadvantages Age Diversity at Work

- For example, older employees will fall back on their experience while the younger employees will fall back on their academic skills, thus forming a classic mix of skills and abilities.
- A large age diversity in the workplace can be beneficial
- As a result of these limitations, it is commonly believed that age diversity among employees is a problem to be solved.

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Changes in the Workforce

- Valuing diversity within the company should begin with the person at the top
- Diversity exists in spite of, and sometimes because of the action we take!
- One size doesn’t fit all!
- Embrace respect for others
- Mix & match to capitalize on workers’ unique strengths
Technology

- A new age of mobility
  - Technology revises job schedules
  - Telecommuters versus on-site workers
  - Part-time versus full-time workers
  - Temporary versus permanent works
  - Workers with exceptional analytical skills versus those with good expressive or emotive skills

Interaction Between Work Diversity and Workforce Diversity

- Attention to valuing diversity in the changing workplace extends beyond the composition of the workforce to the very work of public service itself
- “All public service is people service”
- Generally speaking, the term “Workforce Diversity” refers to policies and practices that seek to include people within a workforce who are considered to be, in some way, different
- Managing future workforces represents additional demand

Impact of Differentness

- Homogenizing power of organizational culture
- Characteristics and preferences of generations
- Younger employees not the only age group to warrant considerations
- Flatter structures
- Team building becoming the norm rather than innovation
- Diversity contributes to increased creativity
Impact of Differences

• Diverse workforce results in an expanded appreciation for human capacity and individual differences

• Brings HR challenges

• What is a zero-sum game?

Integration of Differences

• Zero-sum game
  • Advantage in a competitive environment
  • No side really wins

• Affirmative action
  • Diversity diminishes privilege or what we sometimes take for granted
  • Sometimes employees are used to things “the way they were”

A Manager’s Approach

• Describe . . . Diagnose . . . Prescribe . . . Act
• Acknowledge the value of diversity in the workplace
• Remove obstacles encountered by women, minorities, older workers, and physically challenged employees
• Know how personality differences affect a person’s work
• Recognize the role values and attitudes play in job performance
• Help workers build effective careers
• Develop programs to help workers create work–life balance
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Race or national origin</td>
<td>36.2%</td>
<td>35.4%</td>
<td>36.0%</td>
<td>35.0%</td>
</tr>
<tr>
<td>Sex</td>
<td>30.7%</td>
<td>30.2%</td>
<td>29.7%</td>
<td>29.3%</td>
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<tr>
<td>Age</td>
<td>19.1%</td>
<td>23.6%</td>
<td>25.8%</td>
<td>23.2%</td>
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<tr>
<td>Disability</td>
<td>22.4%</td>
<td>18.9%</td>
<td>20.4%</td>
<td>28.6%</td>
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<tr>
<td>Religion</td>
<td>2.2%</td>
<td>3.0%</td>
<td>3.4%</td>
<td>4.0%</td>
</tr>
<tr>
<td>Equal Pay Act</td>
<td>1.3%</td>
<td>1.5%</td>
<td>1.0%</td>
<td>1.1%</td>
</tr>
</tbody>
</table>

Workplace discrimination costs employers $64 billion annually!!

Superficial Vs. Deep Diversity

- Differences in personal values and temperaments
- Deep diversity develops *over time* as individual idiosyncrasies emerge
- Once members of different groups have worked together and developed comfort level, group output increases

Legal Protections

- Equal Pay Act of 1963
- Civil Rights Act of 1964 and 1991
- Executive Order 11375
- Equal Employment Opportunities Act of 1972
- Age Discrimination in Employment Act of 1967
- Civil Service Reform Act of 1978
- Pregnancy Discrimination Act of 1978
- Older Workers Benefit Protection Act of 1990
- Family & Medical Leave Act of 1993
- Lilly Ledbetter Fair Pay Act of 2009 – Ledbetter vs. Goodyear Tire and Rubber Company
**Strategies for Capitalizing on Diversity**

- The greater the diversity of employees, the greater diversity of ideas!

- Strategies that advance diversity at work
  - Include relying on teams rather than hierarchy
  - Offer cross-functional training that capitalizes on individual differences rather specializations

- Capitalizing on diversity is a two-way street

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**Diversity Vs. Unity**

- Unity in diversity is a concept of "unity without uniformity and diversity without fragmentation"

- "One of the toughest things for organizations to accomplish is to get people to set aside personal differences and work for the good of everyone involved."

- Management Techniques from the Best D--- Ship in the Navy — by Captain D. Michael Abrashoff, former commander, USS Benfold

- Abrashoff's speeches challenge people to re-imagine their own leadership thinking and instill a renewed responsibility for results and success

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**Michael Abrashoff**

- The story of Captain D. Michael and his command of USS Benfold has become legendary inside and outside the Navy.

  - When Captain Abrashoff took over as commander of USS Benfold, a ship armed with every cutting-edge system available, it was like a business that had all the latest technology but only some of the productivity.

  - Within months he created a crew of confident and inspired problem-solvers eager to take the initiative and take responsibility for their actions. The slogan on board became "It's your ship," and Benfold was soon recognized far and wide as a model of naval efficiency.

- Progressive leadership!
Leaders

- "A challenge for leaders in the twenty-first century is attracting and retaining not just employees, but the best employees – and more important, how to motivate them so that they work with passion, energy, and enthusiasm."

Conclusion

- Gradual loosening of the old ways
- Moving toward greater involvement of all segments of the population
- To achieve diversity
  - Hiring and promoting most capable candidates,
  - Be always mindful of a workforce that serve the citizens
- Recruitment strategies need to be inclusive
- Provide options for flexible work schedules
- Value of diversity is achieved through awareness, education, and workplace

Conclusion

- Job satisfaction is an essential ingredient for retaining workers
- Promotion from within
  - An effective way to signal the importance of diversity
- Performance appraisal and reward systems
  - Should reinforce the importance of effective diversity management
- Celebrate diversity
  - Take pride in your own uniqueness
  - Welcome others as individuals
  - Enjoy your similarities and differences
The greater the diversity of employees, the greater diversity of ideas! 😊

Strategies that advance diversity at work
- Include relying on teams rather than hierarchy
- Offer cross-functional training that capitalizes on individual differences rather than specializations

Capitalizing on diversity is a two-way street

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PART II

MOTIVATION

EMPLOYEE ENGAGEMENT

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QUOTE

“Life is like riding a bicycle. To keep your balance you must keep moving.”

-Albert Einstein
EXERCISE
• Write a sentence that describes the following:
  • EFFECTIVE MOTIVATION

DEFINITION OF MOTIVATION
• Motivation is the process of stimulating to action, providing an incentive or motive, especially for an act.

MASLOW’S HIERARCHY THEORY
• Self-actualization Needs
  • Creativity and self-realization
• Self-esteem Needs
  • Recognition and acceptance
• Social Needs
  • Belonging and acceptance
• Security and Safety Needs
  • Danger, threats and deprivation
• Physiological Needs
  • Food and Shelter
Motivators

- Achievement
- Growth
- Recognition
- Responsibility

Employee Motivation

- Motivation is an employee's intrinsic enthusiasm about and drive to accomplish activities related to work.
- Motivation is that internal drive that causes an individual to decide to take action.

Work Life Balance

- Employees who feel they have good work-life balance work 21% harder than those who don't, according to a survey by the Corporate Executive Board, which represents 80% of Fortune 500 companies.
DEFINE IT!!

- Reality or myth? You decide
- Definition of Work-Life Balance
  - Means different things to different people
- Who needs balance?
- About 15 years ago term came into being
- First came to light with FSLA 1938 introducing 40 hour work week

BENEFITS TO THE EMPLOYER

- Better teamwork and cooperation
- Improved morale
- Measured increase in productivity, accountability and commitment
- Less negative organizational stress

WORK OPTIONS THAT MOTIVATE

- Flexible work schedules
- Telecommuting
- Part-time work
- Compressed work weeks
**EMPLOYEE ENGAGEMENT**

- Workplace approach resulting in the right conditions for all members of an organization to give of their best each day
- Committed to their organization’s goals and values, motivated to contribute to organizational success, with an enhanced sense of their own well-being.

**HOW CAN WE FIND BALANCE?**

- Build a support system
- Let go of guilt
- Establish limits and boundaries
- Determine your own standards
- Create time for yourself
- Get organized
- Try to be flexible
- Enjoy quality family time

**WHAT IS IN A DAY?**

Day: 24 Hours
Week: 7 Days

- Exercise
- Sleep
- Social Events
- Personal Pursuits
- Family Demands
- Work Demands
REALITY HOURS IN THE DAY

• Number of hours in a day 24
• Number of hours in a workday 24
• Number of hours in a weekend day 24
• Number of hours on a bowling day 24
• Number of hours on the day of your child's parent-teacher conference 24

Number of hours stays the same no matter what!!

AVERAGE HOURS WORKED

Average Hours Worked by Full-Time U.S. Workers, Aged 18+
In a typical week, how many hours do you work?

<table>
<thead>
<tr>
<th>Employed full-time</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>40+ hours</td>
<td>18</td>
</tr>
<tr>
<td>35 to 39 hours</td>
<td>21</td>
</tr>
<tr>
<td>30 to 34 hours</td>
<td>11</td>
</tr>
<tr>
<td>26 to 29 hours</td>
<td>42</td>
</tr>
<tr>
<td>Less than 20 hours</td>
<td>8</td>
</tr>
</tbody>
</table>

Based on Gallup data from the 2013 and 2014 Work and Education polls, conducted in August of each year.

GALLUP

MEASURING EMPLOYEE ENGAGEMENT

• Employee asks?
  • Do I know what is expected of me?
  • Do I have the materials and equipment I need to do my work right?
  • At work do I have the opportunity to do what I do best every day?
  • Does my supervisor seem to care about me as a person?
  • Does someone encourage my development
MOTIVATING EMPLOYEES

• Treat employees like stakeholders

• Make team building an everyday priority

• Make employees successful! This is the most important way to motivate employees.

• Valuing employees is an important part of retention and can also help decrease turnover rates

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QUOTE

The art of communication is the language of leadership –

• James Humes

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Questions & Answers