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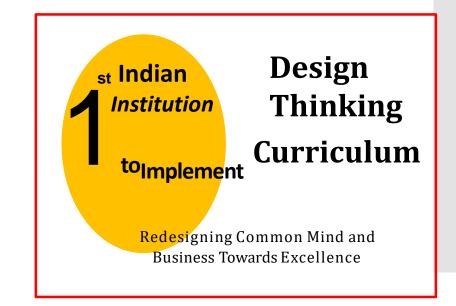
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19BAE717 – CROSS CULTURAL MANAGEMENT

Unit II – DIVERSITY AT WORK

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1st **Indian** *Institution* to**Implement**

Design Thinking Curriculum

Redesigning Common Mind and Business Towards Excellence

TODAY'S TOPIC

MANAGING DIVERSITY

Hire the most-qualified people

- Sounds like a no-brainer, right? But it's often hard to look beyond the "this is the way we always do it" mentality to get to the true qualities of the person sitting across from you during the interview.

- First of all, your goal should not be to force a diverse environment or impose any artificial rules. If you hire the most-qualified people, those with the right education, experience and skill set, a diverse workplace will naturally follow.

- Level the playing field by putting uniform and equal practices in place.

- Managers may need to be trained in the basics of interview techniques documentation and what can and cannot be asked. For example, questions about an applicant's personal life, such as how many kids they have or where they go to church, are strictly off-limits

Recruit outside the box

- Finding candidates who have different backgrounds and experience can be difficult in some industries or areas. If that's your situation, look for better, more creative ways to recruit.

- For instance, if you'd like to include highly qualified engineers who are women, expand your recruiting efforts to professional organizations in which they might be members. Try job fairs in other parts of town or other cities

Put your policies in writing

- Confirm that all of your personnel policies include documentation about equality, including hiring, pay and promotions based solely on performance. Your employee handbook should address diversity in the following sections:

- Code of conduct should outline the company's policy toward diversity

- Communication plan should detail non-discriminatory communication

- Non-discrimination policy lets people know about the laws and exactly what is not allowed

- Compensation and benefits policy

- Employment and termination policy

Enforce a zero-tolerance policy

- Off-color jokes about people's differences or stereotypical slurs have no place in today's workplace. Put policies in place to handle transgressions and let it be known they will not be tolerated.

- Encourage employees to report any instances of this type of behavior. Establish formal grievances policies and procedures so that employees know exactly how to report issues and managers can respond promptly. Managers must be responsible for holding people accountable.

Stay current

- Keep abreast of changing employer-related laws and trends. Be sure your human resources policies, especially those around harassment and equal opportunity, reflect the most current information.

- Remember laws vary from state to state, and they can change at lightning speed. What's accepted this month may not be the next.

- Good resources to stay abreast of news are websites for the <u>Society of HRM</u> and Bloomberg BNA (Bureau of National Affairs)

Secure executive buy-in

- Executives and upper management need to be on board and model open-minded behavior. For example, they should:

- Treat all employees with respect and not show favoritism toward a particular group

- Act swiftly if there is a diversity breach, such as an employee making jokes about a pregnant woman's weight gain

- Communicate about the value of diversity at company-wide meetings

- If you meet resistance, you may want to counter with a list of ways that diversity in the workplace can be good for business and a reminder of the legal consequences for ignoring it.

Invest in sensitivity training

- Some people might be reluctant to get on the diverse workplace bandwagon, especially in an industry or business that has been a particular way for a long time.

- Even if this is not the case in your business, sensitivity training is a good investment in your culture, and in some states it's required. It can help employees:

- Examine and adjust their perspectives about people who are different than they are

- Appreciate the views of others

- Learn exactly what is offensive

- Communicate calmly if someone offends them

- Apologize if they unknowingly offend someone

- All employees should be included in the training; adding special training for managers makes it even more impactful. Some companies even offer sensitivity training online.

REFERENCE

- https://www.insperity.com/blog/7-tips-sure-youre-managing-diversity-workplace-correctly/

- https://hr.berkeley.edu/hr-network/central-guide-managing-hr/managing-hr/interaction/diversity/process

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Thank you…