Workplace Diversity

UNIT FOUR

Texas Commission On Law Enforcement
Course #3939

Learning Objectives

Learning Objective 4.0: the participant will an understanding of diversity in the workplace

Learning Objective 4.1: the participant will be able to discuss competently workplace diversity

Learning Objective 4.2: the participant will be able to explain how diversity in culture may affect work dynamics

Learning Objective 4.3: the participant will be able to explain how generational diversity may affect work dynamics

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Learning Objective 4.4: the participant will be able to explain and illustrate how the "one size fits all" concept does not fit the 21st Century work environment

Learning Objective 4.5: the participant will be able to explain how gender diversity may affect work dynamics

Learning Objective 4.6: the participant will be able to analyze diversity challenges in your work environment

Learning Objective 4.7: the participant will be able to summarize how diversity in the workplace can strengthen department/agency goals.

Learning Objective 4.8: the participant will be able to summarize how diversity in the workplace relates to the dimensions of diversity model as illustrated in Goal 1.0

Learning Objective 4.9: the participant will be able to explain future concerns for the diversified workforce

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4.0. Gain an understanding of diversity in the workplace

Diversity is a concept that focuses on a broader set of qualities than race and gender.

It is a people issue, focusing on the differences and similarities that people bring to an organization.

4.0

In the workplace, valuing diversity means creating a workplace that respects and includes differences, recognizing the unique contributions that individuals with many types of differences can make, and creating a work environment that maximizes the potential of all employees.

4.0

Diversity affects the workforce in many ways to include:

- **recruitment/retention of staff,**
- **management styles and decisions,**
- **and relationships within the organization.**

4.0

Attracting, recruiting, developing, and retaining a qualified workforce from diverse populations is crucial to a business' survival.

Appropriate and diversified management will also achieve the competitive edge.

4.0

Employees of all backgrounds now expect more from the work environment; from

- **nondiscriminatory,**
- **hostile-free workplaces to**
- **flexible schedules and benefits,**
- **to childcare and family-friendly policies.**

4.0

An environment where all employees feel included and valued yields greater commitment and motivation from its employees, which translates to fewer grievances and resources spent on training due to less employee turnover.

4.0

Because change is the only certainty, making adaptations required by diversity keeps an organization flexible and well-developed.

CHANGE

4.0 How important are these differences in the workplace?

When you think about your closest friends, are they similar to you or different?

4.0

We are naturally drawn to people to whom we have commonalities. We tend to feel less comfortable with individuals with whom we have few dimensions in common.

Is this displayed in the workplace as well?

_____
_____
_____
_____
_____
_____

4.1. Discuss workplace diversity

Managing diversity is not just a social or moral issue; it directly affects the performance of an organization.

_____
_____
_____
_____
_____
_____

4.1. Discuss workplace diversity

Managing diversity is a:
• Social Issue

• Moral Issue

• Performance Issue

_____
_____
_____
_____
_____
_____
_____

4.1

The changing demographics of the US labor force account for increasing gender, cultural, and age diversity in the workplace.

4.1

Just as the workforce is becoming more diverse, so is the customer base that we serve.

Employees that "mirror" this customer base can benefit the organization.

4.1

They "speak their language," can better identify customer needs and respond accordingly

4.1

Changing demographics in the United States account for increasing:

- Gender

- Cultural

- And age diversity in the workplace

4.1

- Diverse customer base

- Employees "_____" customer base

- "Speak their language" due to past experiences to include:

4.1

Dimensions of diversity in the workplace consist of the diversity that each employee brings *due to their various current and past experiences.*

4.1

Being cognoscente of the following areas of diversity will aid *in recruitment and retention processes*.

4.1

Empowerment

Functional Level

Management experience

Past professions

Work experience

Work style

4.2. Discuss how diversity in culture may affect work dynamics

The business world is changing for the better as companies continue to discover the value of culturally diverse employees.

4.2

Historically, a push for cultural diversity in the workplace stemmed from programs such as **affirmative action initiatives.**

4.2

However, businesses today that have incorporated new strategies have found that the benefits of incorporating diverse talent into the workforce not only improves productivity, but also create a well balanced workforce of :

4.2

- knowledge,
- experience,
- creativity and
- finding that cultural misunderstandings can be counterproductive for individual development, organizational effectiveness and _____ .

4.2

Value of culturally diverse employees:

- Improves productivity

- Creates well balanced workforce of knowledge, experience and creativity

- Cultural understanding

4.2 OLD SCHOOL

The "old school" way of assimilation of diversity, to expect people to *blend or adapt their cultural differences*, has led way to the "new school" of thought that encourages diverse thoughts, behavior and culture.

4.2 NEW SCHOOL

New school of thought that encourages diverse (Liberalism)

- Liberal Thoughts vs *Traditional*

- Liberal Behaviors vs *Acceptable*

- Liberal Cultures vs *one unified American Culture.*

4.2

Positive work environments treat diversity as an asset which frees employees to develop to their potential.

BLEND

___

4.2 Diversity questions for discussion:

1. What do you like about your ethnic group or race?
2. What do you wish other ethnic groups understood or knew about your ethnic group?
3. Do you feel all your work-related talents or skills are used on the job?

___

4.2 Diversity questions for discussion - continued:

4. What are the challenges you face at work that may have to do with your race, culture, ethnicity, gender etc.?
5. What can a supervisor or co-worker do to support you?

___

4.3. Discuss how generational *diversity may affect work dynamics*

Organizations _____ are wrestling with a variety of demographic shifts.

The average age of the workforce is increasing as well as the distribution of the ages represented

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4.3

This interprets as many employees finding they are working with a plethora of generational challenges.

4.3 AGE DEMOGRAPHICS

- **Average age is _____**

- **_____ age distribution**

- **Diverse labor pool-student interns to returning retirees**

- **Traditional age-_____ being replaced**

4.3

The average age of the workforce is increasing as well as the distribution of the ages represented.

This interprets as many employees finding they are working with a plethora of generational challenges.

4.3

Demographic shifts, combined with organizational _____ changes and technological advances, have pushed workers of different generations into non-traditional roles creating new diversity challenges.

4.3

The labor pool is diverse and hiring with both extremes of the age distribution; from student interns to returning "_____" has become the norm. **DPS**

4.3

Middle-aged women are entering or re-entering the workforce in entry level positions, while *younger workers* have become more highly educated and are finding themselves in _____ positions.

4.3

Age diversity is replacing the traditional _____-based stratification of the past.

4.3

One such challenge is the trend that has reportedly cut through all classifications.

Employees are becoming less motivated to advance to job positions with greater

_____.

4.3

The Families and Work Institute's 2004 Generation and Gender in the Workplace study, found a dramatic drop between 1992 and 2002 in employees *desire for promotions* that would result in additional responsibility.

4.3

The decline was greatest among college-educated women of all ages and younger workers of both genders.

In 2002, _____ percent of college-educated employees of all ages reported a desire to work fewer hours than they currently work.

4.3

Among younger workers, both men and women are *looking for greater _____ in their lives.*

4.3

Some studies are also reporting a shift in values as women age.

As this overall shift in work values occurs, it is giving work a _____ life priority, which evokes a lower sense of pride in their work force accomplishments

4.3 REVIEW

Challenges:

• Shifting _____

• _____

• _____

• What are your _____?

4.4. Illustrate how the "one size fits all" concept does not fit the twenty-first century work environment

Organizations that once embraced a "one size fits all" approach to their organizational structure and benefit packages must shift gears as they consider the _____ of each generation of employees.

4.4

- Benefits in the areas of _____, money, career, and work/life are viewed quite differently by employees from different generations.

- Organization structure and benefit packages must _____ gears

4.4 EXAMPLES

Healthcare: Baby boomers want traditional _____ and are also increasingly interested in long-term care insurance.

4.4

Gen Xers, next in line, are also watching the healthcare landscape closely.

Younger workers, on the other hand, are more likely to push for portable health insurance and wellness programs.

4.4

Work/life balance is among the most important factor in job satisfaction for younger employees of both sexes.

4.4

Today's most effective organizations don't just tolerate diversity...they seek it out.

4.4 Class Exercise

Each student make a list of employee benefit priorities.

Discuss with class and identify any generational patterns to the student's lists.

4.5. Discuss how gender diversity may affect work dynamics

Great strides have been made over the past 50 years regarding gender and hiring practices but there are still _____ between men and women at work.

4.5

Women have different challenges and may require different _____ to be successful in the work place than their male counterparts.

4.5

The traditional "female" jobs still lend itself to women finding themselves learning shorthand and secretarial skills in addition to their college degree.

4.5

The causes and impact of these differences vary depending upon the:

- size of the organization,
- level of management, and
- specific job duties.

_____

_____

_____

_____

_____

_____

_____

4.5

Male and female differences at work:

- _____

- _____

- _____ roles

- _____ inequalities

- _____ Balance

_____

_____

_____

_____

_____

_____

_____

4.5

Although economic _____ between men and women have become more similar over time, tensions still exist in the workplace.

Women and men _are not_ significantly _____ from each other _in_ _____

_____

_____

_____

_____

_____

_____

_____

4.5

But, there are some "differences in skills that *develop out of _____ in opportunity* and experience for women and girls compared to men and boys.

4.5 Gender balance

Workforce consists of:

- ____% women

- ____% men

- These figures may balance by year 2025

4.5

Not only do we see differences by gender, but we can also identify differences within gender. *Professor Ruth Fassinger noted that there are also several work differences between younger and older women in the workforce.*

4.5

Differences within gender:
- Generational
  - Question expectations
  - More open
- Parenting obligations
- Commitments

4.5

For example, younger women tend to more often _____ workplace expectations, such as long work hours or taking work home.

4.5

They are also more open about their _____ *obligations* and *commitments* unlike their older generation female counterparts.

4.5

These *demographic* shifts, combined with dramatic changes in organizational structures and technological advances, have pushed workers of different generations into non-traditional _____ creating new diversity challenges

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4.5

One such *challenge* is the trend that has reportedly cut through all classifications.

Employees are becoming less _____ to advance to job positions with greater responsibility

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4.5

The Families and Work Institute's 2004 Generation and Gender in the Workplace study, *found a dramatic drop* between 1992 and 2002 in employees desire for promotions that would result in additional responsibility

4.5

The decline was greatest among *college-educated* _____of all ages and younger workers of both genders. In 2002, ____%of college-educated employees of all ages reported a desire to work fewer hours than they currently work.
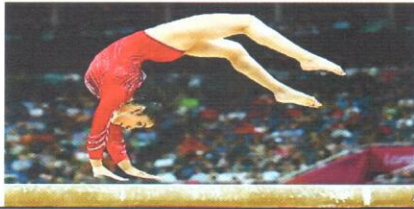
4.5

Among *younger workers*, both men and women are looking for greater _____ in their lives

4.5

Some studies are also reporting a shift in _____ as women age. As this overall shift in work values occurs, it is giving work a lower life priority, which evokes a lower sense of pride in their work force accomplishments

4.5 WHY

What is the cause and affect of women aging?

Why are their values impacted?

Why the sense of lower pride in their office accomplishments?

4.6. Analyze diversity challenges in your work environment

We see barriers between co-workers due to;

- _____,
- **educational,**
- _____, and
- _____ diversity.

4.6

We also see style differences that can result in;
- **communication _____,**
- _____, and
- **other barriers that impact our employment success**

4.6

Style differences
- Communication _____

- _____

4.6 EXAMPLES

- *The high school educated technician who is working on a project with the PHD chemist*

- *Role play solutions to resolve barriers.*

4.6

- *The production engineer who participates in a development project with the salesperson*

- *Role play solutions to resolve barriers.*

4.6

- *The Taiwanese law enforcement officer who has been assigned to work at your agency*

- *Role play solutions to resolve barriers.*

4.7. Summarize how diversity in the workplace can strengthen departmental goals

"...diversity in the workplace can have a number of benefits, including improved understanding of the _____, enhanced creativity and problem-solving abilities."

4.7

Diversity across dimensions, such as functional expertise, education, or personality, can increase _____ by enhancing creativity or group problem-solving.

4.7

"...the mere presence of diversity you can see,...actually _____ the team in that there's likely to be differences of opinion."

"A more homogeneous team ... won't handle _____ as well ... because TEAM does not expect it."

4.7

The assumption is that people who look like us think like us, but that's usually not the case

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4.7

In work environments where diversity is not addressed, undue _____ results. So we must begin by understanding that diversity begins by awakening our own "hot buttons" and discovering how and why we behave the way we do.

4.7

People do not respond to our intentions.

They respond to our _____.

A higher level of success emerges from mutual respect and cross-cultural _____.

4.7

Mutual _____ comes from internal structures of each individual and must cascade down from the senior leadership to every level of the organization enhancing creativity, productivity, and an emotionally safe environment.

4.7

Diversity initiatives in the workplace can:

• Improve quality of organization

• Increase diversity of customer base

• Attract the best and brightest employees

4.7

Diversity initiatives in the workplace can:

• **Increase organizations** _____

• **Flexibility ensures** _____

4.7 GROUP DISCUSSION

It is reported that the worst kind of group for an organization that wants to be innovative and creative is one in which everyone is _____ and gets along too well.

4.7 GROUP DISCUSSION

What feels good may not always reflect the performance of the team.

In fact, teams with a very stable membership _____ in performance over time because members become too similar in viewpoint to one another or get stuck in ruts..

4.7 GROUP DISCUSSION

While it may seem paradoxical, one way to foster cooperation is to create an atmosphere in which _____ can be freely discussed.

4.7 GROUP DISCUSSION

It is group intellectual conflict, not personality conflict, that actually makes a team _____ with more of the razors edge it needs to be innovative.

4.7

Educating managers and staff on how to work effectively in a diverse work environment assists in preventing _____ and helps to promote inclusiveness.

4.7

There is evidence that **managing** a diverse work force well, can contribute to increased staff retention and productivity.

4.7

It can increase the organizations responsiveness to:

• The increasingly _____ world of customers

• Improve _____ with surrounding communities

4.7

- Increase the organizations ability to _____ with change

- Expand the _____ of the organization.

4.8. Summarize how diversity in the workplace relates to the dimensions of diversity model as illustrated in Goal 1.0.

Diversity is not a legal requirement. Sometimes, diversity is mistaken for Affirmative Action or Equal Employment Opportunity.

LAW

4.8

These are specific programs based on legal _____. As a law enforcement agency, we are committed to the success of these entities.

4.8

Diversity and _____ take on a much broader perspective and go beyond legal provisions to embrace the multitude of ways we are different, as seen in the dimensions of diversity model.

4.9 *Discuss future concerns for the diversified workforce*

The Bureau of Labor Statistics reports a structural change in today's work environment.

This change is affecting everything from _____ styles to the nature of the workplace itself.

4.9

The _____ itself will increasingly be taking over the responsibilities traditionally borne by women in the past, such as childcare, sick childcare; eldercare etc.

4.9. Discuss future concerns for the diversified workforce

Class Exercise

4.9 Class Brainstorming

Brainstorm future concerns and solutions for future management initiatives.

Each group select a spokesperson to relay information for class discussion.

4.9 CLASS PRESENTATIONS & Discussion

- Group I
- Group II
- Group III
- Group IV
- Group V
- Group VI

RESOURCE

All Course Sources and/or Resources are listed in your Participant Handout

CULTURAL DIVERSITY
Participant Handout

TEXAS COMMISSION ON LAW ENFORCEMENT
Course # 3939
TRAINING SUPPLEMENT
Hosted By:

Bexar County Constable Office PCT#4

QUESTIONS

END OF Part IV (4.0 – 4.9)