

October 27-29, 2008
Atlanta, Georgia



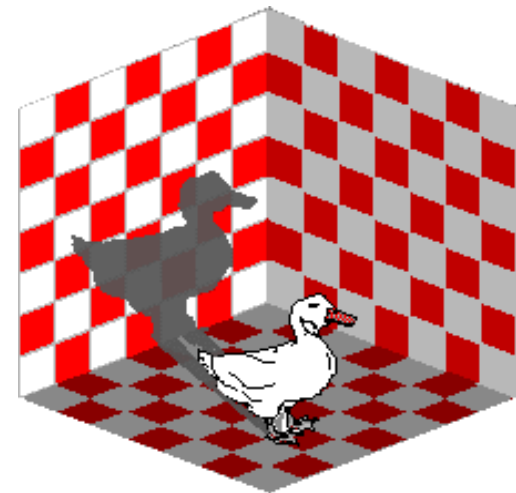
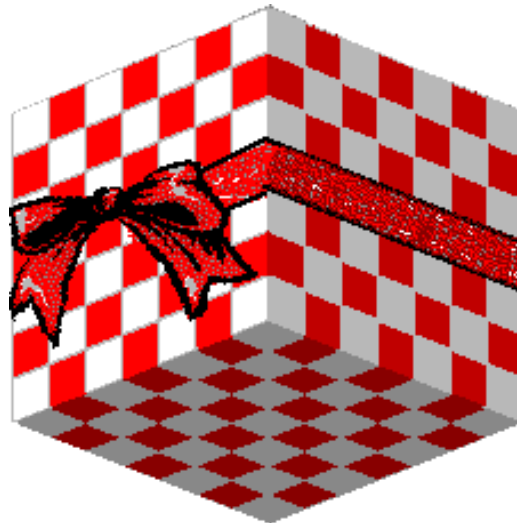
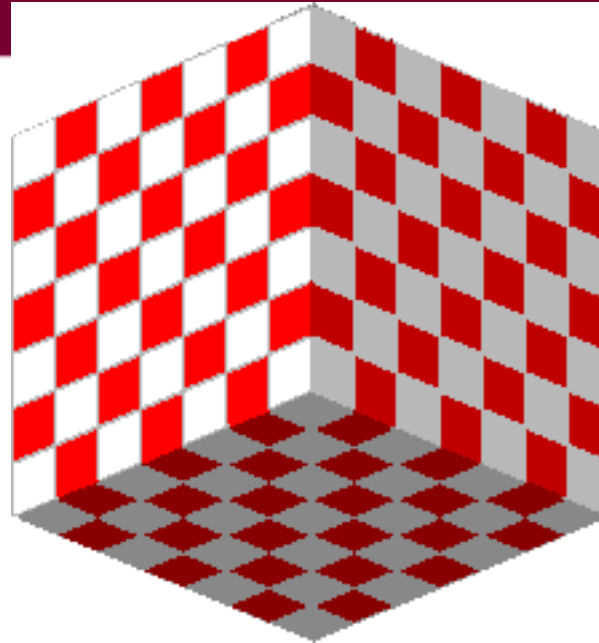
SHRMTM

SOCIETY FOR HUMAN
RESOURCE MANAGEMENT

Measure Inclusion, Not Diversity!
Marc Bendick, Jr. www.bendickegan.com

SHRM Diversity Conference & Exposition

Measure Inclusion, Not Diversity!



DIVERSITY

- Workforces are/are not diverse.
- Lack of diversity is a symptom of lack of inclusion.
- We often try to increase diversity by changing outgroups.



INCLUSION

- Workplaces are/are not inclusive.
- Lack of inclusion is a cause of lack of diversity.
- We increase inclusion by changing the ingroup.



Traditional Diversity Measurement

“Joe’s Steaks” Restaurant in “River City”
Employment Snapshot on June 30, 2006

<u>Title</u>	<u>Total Employees</u>	<u>Minority %</u>	<u>Census Minority %</u>	<u>Shortfall %</u>	<u>Shortfall Number</u>
Manager	6	0 %	23%	- 23%	- 1
Cook	16	36%	41%	- 5%	- 1
Server	42	5%	22%	- 17%	- 7 *
Busser	7	43%	33%	+ 10%	+ 1

* statistically significant

INCLUSION MEASUREMENT

Outgroups = anyone without the modal characteristics defining the ingroup.

“Eastern Financial Services”

Modal Personal/Demographic Characteristics

- > **White**
- > **Male**
- > **Age 36-55**
- > **Grew up in US or EU**
- > **Native English speaker**
- > **Married with kids**

Modal Professional Characteristics

- > **Degree from 20 “core” universities**
- > **Served in Marines**
- > **No degrees outside business**
- > **No experience in any other industry**
- > **With firm > 10 years**
- > **No career shifts within the firm**

INCLUSION ASSESSMENT

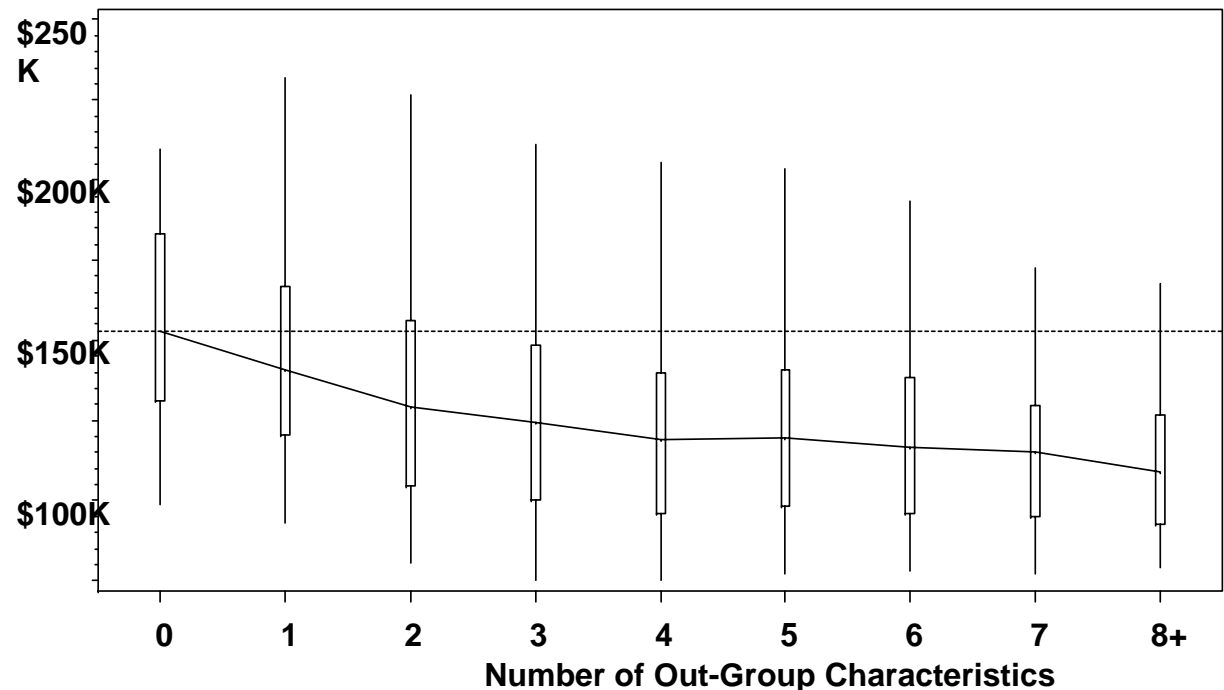
Outgroup penalties at “Eastern Financial Services” are not limited to women & minorities or single HR processes. The common element is the employer, not the outgroup.

Out - Group Characteristics	Annual Earnings	Probability is a Manager	Probability of Inter-Dept. Mobility
Personal/ Demographic Characteristics	- 15%	- 40%	- 79%
Professional Characteristics	- 10%	- 27%	- 90%

INCLUSION TRAINING

Use the same measures train managers to focus on the firm's inclusion, not employee diversity.

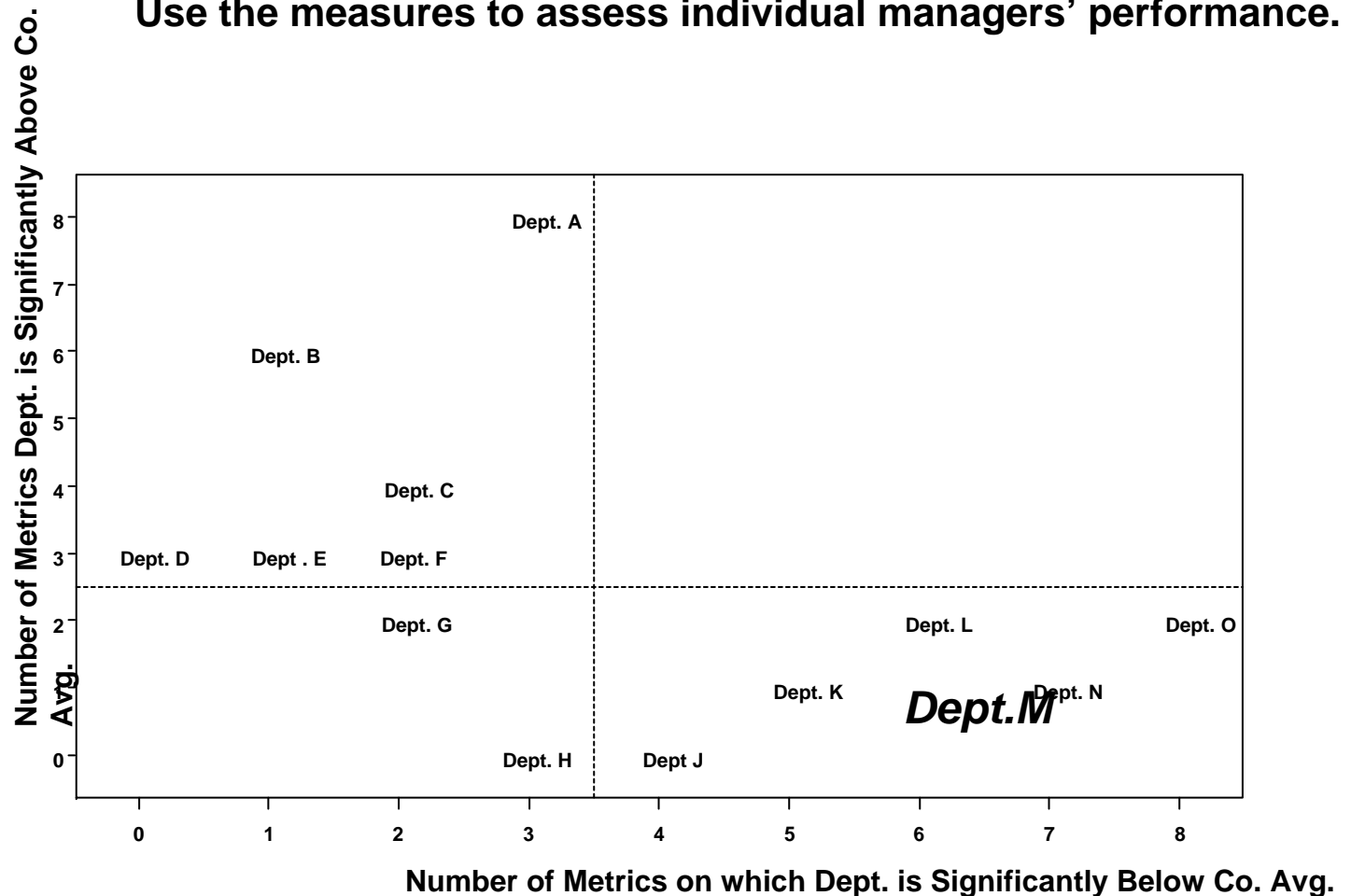
Annual Earnings
Of Managers



Measure Inclusion, Not Diversity!

INCLUSION ACCOUNTABILITY

Use the measures to assess individual managers' performance.



RECAP

- **Measurement defines the problem, which then defines the solution.**
- **Inclusion is the cause, diversity is the symptom. So need to measure inclusion, not diversity.**
- **Inclusion measurement is not a conspiracy to shift focus away from race/gender issues. Instead, the goal is to get at the root causes of those issues and therefore permanent solutions.**

TO LEARN MORE

(available at www.bendickegan.com/publications)

- **Bendick, M., Jr. (1999).** “Adding testing to the nation’s portfolio of information on employment discrimination.” In *A National Report Card on Discrimination in America*. Urban Institute Press.
- **Bendick, M., Jr. & Egan, M.L. (2000).** “Changing workplace cultures to reduce employment discrimination.” Presentation, Urban Institute.
- **Bendick, Marc, Jr. (2000).** “Using EEO-1 Data to Analyze Allegations of Employment Discrimination,” Presentation, American Bar Association.
- **Bendick, Jr., M, Egan, M, & Lofhjelm, S. (2001).** “Diversity training, From legal compliance to organizational development.” *Human Resource Planning* 24, 10-25.
- **Egan, M.L., Bendick, M., Jr. and Miller, J. (1994)** “International business careers in the United States: Salaries, advancement, and male-female differences.” *International Journal of Human Resource Management*.
- **Egan, M.L. , & Bendick Jr., M. (2008).** “Teaching cultural competence: What multicultural management can learn from diversity.” *Academy of Management Learning & Education*
- **Hewlett, D., Bendick, Jr., M., et al. (2008).** “Enhancing women’s inclusion in firefighting.” *International Journal of Diversity in Organisations, Nations, and Communities*.