Self-Identification:
Proactive Strategies that Engage The Workforce and Build Inclusion
Embracing Diversity

• Social identities, including gender, race, age, and sexual orientation intersect in dynamic ways that uniquely shape and inform each individual

• Companies with effective diversity and inclusion (D&I) strategies embrace the multiple dimensions of their employees

• Engaging differences to fuel innovation and performance is the next frontier of diversity and inclusion
Overcoming Inequities

Women, minorities and other equity groups continue to experience discrimination and disadvantages in the workplace:

• In 2014, Fortune 500 CEOs were 95% white, 5.8% female, 2% Hispanic, 1.2% black, and 1.8% Asian
• In 2013, women held less than 15% of Fortune 500 executive officer positions
• Women hold fewer than 17% of board seats among Fortune 500 companies; Hispanics only 3%
• Only 3% of senior executive positions are held by blacks in the country’s largest companies
• There is just one openly gay CEO among the Fortune 1000 companies

Source: Deloitte Report
Engaging a Diverse Workforce

• Demographic shifts, breakthroughs in technology, and globalization have made D&I a social imperative and business necessity
• A robust D&I program creates an environment where all employees have equitable access to opportunities and challenges
• Data generated by employee engagement surveys and self-identification helps companies engage employees from diverse communities, frame diversity challenges, and identify inclusion strategies
Engagement = Inclusion

Employee self-identification is less about getting employees to check a box and more about creating a work environment where employees openly share information and are valued for their diversity and differing perspectives. Equally important is having data to inform your systems and processes necessary to support your inclusive workplace mission.
Ingrained Barriers

• In today’s workforce, women, minorities and members of other under-represented groups still face barriers ingrained in outdated policies, bias and a non-inclusive culture

• These barriers aren’t always intentional; many are systemic and unconscious

• Data helps to remediate barriers. It allows companies to:
  • Understand their employee population
  • Uncover barriers to inclusion
  • Develop targeted strategies and processes specific to their employees needs and potential candidates/stakeholders
  • Create and understand the business case
Importance of Metrics

• Self-identification data is a critical measure of D&I progress

• However, in its 2016 benchmarking report, Diversity Best Practices identified a significant gap between CEO commitment and accountability

• Although 88% of CEOs have a thoughtful and convincing D&I mission/vision plan in place, only 24% have organization-wide performance objectives tied to D&I

• Fewer than 30% tie D&I performance to compensation

• Only 39% require their direct leadership team to report on D&I metrics

Source: Diversity Best Practices
Importance and Use of the Data

• Federal laws and regulations require US companies to report on their workforce by race, gender, disability and veteran status for use in affirmative action reporting

• Collection and analysis demonstrates a company’s good intentions on creating an inclusive environment

• The information can offer critical insight by identifying opportunities for engagement and inclusion. For example,
  • do we offer the most equitable and inclusive policies and benefits that are valuable and beneficial to this demographic?
  • are we engaging this demographic in a way that maximizes productivity and performance?
  • have we created a culture that embraces and leverages these employees?
  • are we utilizing the full complement of talent, perspectives and skillsets this employee population offers?
  • how can we strengthen our brand?

• Self Identification information is used to inform the employee experience: recruitment, employee development, total rewards and succession planning
Data Collection

• Employers capture employee demographic information in confidential employee records via HRIS
• Many companies also collect this information through anonymous engagement surveys
• Employers leverage their ERGs to champion and advocate
• Whether storing employee demographic information as part of the HRIS record or collecting it in a survey, employers must be sensitive to issues of privacy and confidentiality

Self-identification methods must be relevant, accessible, and engaging to multiple diverse audiences
Self Id is a Trust Exercise

Ensure Privacy and Confidentiality + Engage Allies and Stakeholders + Leverage Authentic Storytelling + Share Results & Take Actions = Build Trust
Build Trust

• Self-identification is voluntary

• Creating a climate of trust and open communication will foster employees’ willingness to participate and share information

• Employee video blogs and executive story telling are effective ways to share personal stories and build empathy and trust
Ensure Confidentiality and Privacy

• Self-identification information is confidential and used on an aggregated basis
• Employees provide this information on a voluntary basis – there are no consequences for not reporting
• Beyond the employee’s access, responses are only accessible to a few individuals, as defined by HR policy
• Confidentiality and privacy safeguards need to be explained, including who has access to the information and for what purposes
Start a Dialogue

• Leaders should step out of the corporate hierarchy and communicate personally, authentically and transparently with employees at all levels

• All employees should be provided education and awareness about issues related to diversity and inclusion

• Companies should share why employee demographic is so important: at the federal level and for the success of the organization

• This includes explaining how the company will use the information in recruiting, hiring, promoting and planning
Involve Stakeholders and Allies

• Establish strategic communication plan
• Create self-identification policies that foster open communication and protect privacy
• Get employee input and feedback on self-identification methods, tools and terminology
• Continuously monitor the process to track accomplishments and identify improvements
• Leverage ERGs and Executives to serve as ambassadors
Mistrust

We often seek out and surround ourselves with homogeneous groups: individuals most like us. This can lead to mistrust and misunderstandings when we come into contact with individuals from communities or groups we aren’t familiar with.

Stereotyping

Being unfamiliar with workers from a different ethnic group or community can lead to stereotyping based on color, religion, sexual orientation or race. Inaccurate stereotypes in turn result in misunderstandings and miscommunication. Workers who fall victim to negative, inaccurate stereotypes are often less likely to commit to the job, excel on teams, or perform well.
Leadership: Walk the Talk

• Authentic, personal stories make a strong impression on employees

• Leaders who share authentic narratives of their struggles and the challenges they have faced can help create a culture where employees feel safe sharing their own personal story
Leadership: Walk the Talk

- Authentic, personal stories make a strong impression on employees
- Leaders who share authentic narratives of their challenges and decisions can help create a culture where employees feel safe and included

Northrup Grumman, L’Oreal, and Exelon are a few examples of organizations that have created engaging and powerful video series to promote employee self-identification.
The Good, The Bad and the Actions

**Share Results** – Build trust and credibility by being transparent and sharing anticipated outcomes, results, actions and rationales. Good or bad.

Ensure transparency is timely, relevant and genuine.

**Take Action** - If employees don’t see the company acting on issues identified in self-ID efforts such as engagement surveys, they are less likely to take the time to participate in future efforts. Taking action builds employee confidence in the process and demonstrates that input is valued.
Future Considerations & Focus on LGBTQ, Millennials, Disabilities, Veterans

Source: Decision-wise
The Census Bureau is considering major changes to how it asks about race

- Statistics about race and identity are used to enforce civil rights laws, assist in political redistricting and provide data for research
- Currently, many Hispanics, Arabs and people of multiple origins, are unsure about how to categorize themselves on census questionnaires and other federal forms
- The proposed changes combine separate race and Hispanic questions into one, and adds a new Middle East-North Africa category
- The changes would improve the accuracy and reliability of race and ethnicity data by making it easier for people to answer questions about their identity,
- If approved, the revisions will show up in 2020 on the census questionnaire and other federal government surveys and forms

Source: Pew Research Center (2017)
Engaging LGBTQ Employees

• The LGBTQ community is highly educated and well represented in the workforce

• The community has one of the highest discretionary income pools of any diverse demographic in the US population

• Employers committed to diversity and inclusion routinely invest in this community through initiatives related to recruiting, retention, professional development, or other employee satisfaction measurements

• Many employers track the impact of those investments through LGBTQ self-identification activities that gather data on the composition of the workforce with regard to gender identity

Source: Catalyst
Engaging LGBTQ Workers

• In the 2016 HRC Corporate Equality Index, 45% of employers encourage employees to voluntarily disclose gender identity on anonymous surveys or in confidential HR records, compared to 17% in 2006

• According to 2015 study by Gallup, the American public estimate that on average 23% of Americans are gay or lesbian

• This estimate is seven times higher than the 3.8% of the adult population who identify themselves as LGBT

• A 2014 National Health Statistic Report found even lower statistics: 1.6% of the population as being gay or lesbian and 0.7% as bisexual
Engaging LGBTQ Workers

• Whether an employee discloses their gender identity or sexual orientation is voluntary
• Any reporting or access to the data must protect the confidentiality of the employee
• Some companies tap into LGBTQ employee resource groups to develop survey questions and terminology
• Information is collected through anonymous employee engagement surveys, and through confidential and secure employee records
Engaging LGBTQ Employees

The Human Rights Campaign (HRC) recommends employers to consider the following when evaluating whether to ask employees about gender on non-essential forms:

• What is the business rationale for asking about gender on the particular form?
• How does asking for the data relate to your organization's overall diversity strategy?
• How will that data be used, protected and reported?
• What legal restrictions might there be on collection or storage of demographic data, in the U.S. or globally?
• If the data is not essential, consider removing the question, make sure the question is clearly optional (particularly for online forms), or allow people to self-identify by asking an open-ended question.

Source: HRC
HRC Suggested Wording

Broad Self-Identification as LGBT

Our company does not discriminate on the basis of sexual orientation, gender identity or expression. In order to track the effectiveness of our recruiting efforts and ensure we consider the needs of all our employees, please consider the following optional question:

- Do you consider yourself a member of the Lesbian, Gay, Bisexual and/or Transgender (LGBT) community?

  ☐ Yes  ☐ No  ☐ No, but I identify as an Ally  ☐ Prefer not to say

Source: HRC
HRC Suggested Wording

Specific: Sexual Orientation

Our company does not discriminate on the basis of sexual orientation, gender identity or expression. In order to track the effectiveness of our recruiting efforts and ensure we consider the needs of all our employees, please consider the following optional question.

• What is your Sexual Orientation?

☐ Straight/Heterosexual  ☐ Gay or Lesbian  ☐ Bisexual
☐ Prefer to self-describe ___________  ☐ Prefer not to say

Source: HRC
HRC Suggested Wording

Specific: Gender & Transgender Status (ask together)

Our company does not discriminate on the basis of gender identity or expression. In order to track the effectiveness of our recruiting efforts and ensure we consider the needs of all our employees, please consider the following optional question:

• What is your gender?
  □ Female □ Male □ Non-binary/ third gender
  □ Prefer to self-describe ________________ □ Prefer not to say

Transgender is an umbrella term that refers to people whose gender identity, expression or behavior is different from those typically associated with their assigned sex at birth. Other identities considered to fall under this umbrella can include non-binary, gender fluid, and genderqueer – as well as many more.

• Do you identify as transgender?
  □ Yes □ No □ Prefer not to say

Source: HRC
Self-Identification and Millennials

- Millennials will comprise more than 50% of the workforce over the next four years.
- Millennials are more diverse than previous generations; 40% belong to a non-white race or ethnicity.
- Although Millennials are more diverse than any preceding generation, they are less willing to use traditional categories of “diversity” to label themselves.

Source: Catalyst; PWC Millennial Impact Project
Self-Identification and Millennials

• Millennials self-identify with multiple cultures and identities

• This generation rejects being boxed into traditional diversity categories, especially race, gender, and sexual orientation

• According to a 2015 Pandora study, 71% of millennials and 80% of Hispanic millennials identify with cultures outside of their own ethnicity
Engaging Workers with Disabilities

- Build and communicate an abilities-inclusive culture
- Communicate to all employees why employing and retaining individuals with disabilities is important to the company, how it improves talent, market share, and supplier diversity
- Recognize that disclosure is a personal decision for candidates and employees with disabilities
- Leverage the knowledge, experience, and relationships of employees and employee resource groups
- Engage existing employees to share their stories about self-disclosure and requests for accommodations
Engage the Workforce around Disabilities

- Actively recruit individuals with disabilities
- Demonstrate to job applicants that diversity is important to the business
- Provide awareness training to educate employees on disability etiquette, stereotypes, and biases
- Benchmark best practices for engaging individuals with a disability
- Encourage an open dialogue around disability
- Promote visibility of individuals with disabilities in the workforce
Workers with Disabilities

- **Section 503** requires federal contractors and subcontractors to take affirmative action to hire people with disabilities.

- 2014 updates to the law require federal contractors and subcontractors to develop an action plan to achieve 7% utilization of people with disabilities.

- The 7% utilization rate is not a mandate, but progress is measured each year.

- The updates also require federal contractors to invite employees and job candidates to self-identify as people with disabilities.

Source: DOL, OCFPP
Workers with Disabilities: What questions can you ask?

ADA prohibits businesses from asking specific questions about whether an applicant has a disability.

A hiring manager may ask a candidate if they can perform essential functions of the job.

However, asking questions about the existence of a disability is illegal.

HR departments now attach the form as just one more item for applicants to fill out.

The employer can distance themselves from the form by saying, “It’s a government regulation, not something we would ever ask under other conditions.”
Engaging Veterans

- The Vietnam Era Veterans’ Readjustment Assistance Act (VEVRAA) requires companies with federal contracts to take affirmative action in the recruitment, hiring, retention, and promotion of veterans.

- Under VEVRAA, federal contractors must establish annual hiring benchmarks and invite applicants and current employees to voluntarily self-identify as a veteran.

- Companies with federal contracts must annually report on the number of protected veterans who apply for jobs and are hired.

Source: OCFPP
Self-Identification Requirements

- VEVRAA established specific rules on self-identification reporting
- An applicant should be asked if he or she is a protected veteran, but only after a job offer can a new hire be asked to self-identify if he or she belongs to one or more specific categories of a protected veteran
- Post-offer self-identification should be done after a job offer, but prior to beginning the new hire's duties

Source: SHRM
Veterans Protected Under VEVRAA

• Veterans with disabilities
• Recently separated veterans (i.e., veterans who were discharged or released from active duty within the last three years)
• Armed Forces service medal veterans (i.e., veterans who, while serving on active duty in the U.S. military, ground, naval or air service, participated in a U.S. military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985)
• Active duty wartime or campaign badge veteran (i.e., veterans who served on active duty in the US military, ground, naval or air service during a war or in a campaign or expedition for which a campaign badge has been authorized under DOD laws)

Source: OCFPP
Case for Hiring Veterans: Starbucks

#veterans

Veterans and Military Spouses have reached a milestone as Starbucks partners and are raising our game.

**HIRING**

10,000

Veterans, Military Spouses, Guard and Reserve members hired since November 2013 with a goal of 25,000 by 2025

**CULTURE**

32

Military Family Stores located in military communities with 100 more by 2022

16

Chapters of the Starbucks Armed Forces Network

**BENEFITS**

60+

Arizona State University online degree programs available to Veterans and Military Families through the Starbucks College Achievement Plan

up to 80 hours

of annual military leave with full pay for Guard and Reserve members

**ACTIVE DUTY SUPPORT**

25

Active duty units supported in 2016 by the Adopt-a-Unit program

60,000 pounds

of whole bean coffee shipped in fiscal year 2016 to service members serving overseas

Source: Starbucks
Resources
Case Study: Sodexo

• Sodexo’s annual Employee Engagement Survey found annual increased engagement of women and minority employees: both groups feel good about being able to bring ‘all of themselves’ to work
• Survey results show that diversity is one of the top two engagement drivers for employees
• 83% of employees reported workers who are diverse are valued for the differences they bring to the workplace
• White male managers said they were proud to be a part of a company committed to diversity and inclusion
• Sodexo also uses the survey to measure the impact of mentor/mentee initiatives

Source: Diversity Inc.
Case Study: Sodexo

• 65% of Employee Business Resource Group members said participation on resource groups enhanced their engagement and connection to the business.

• Employee engagement has increased considerably year-to-year for employees on resource groups compared to those not on resource groups.

• Resource group members reported that networking, engagement and opportunities were the three top reasons for increased engagement.

• Those participants said they were more likely to stay with Sodexo because of their involvement on a resource group.

Source: Diversity Inc.
EEOC

- The Employer Information EEO-1 survey is conducted annually under the authority of Title VII of the Civil Rights Act of 1964
- Employers with 15 or more employees are required to keep employment records as specified by EEOC regulations
- Employers must submit a consolidated report that includes all employees by race, sex and job category
- Based on the number of employees and federal contract activities, certain large employers are required to file an EEO-1 report on an annual basis
- EEOC sample reporting forms
LGBTQ Resources

LGBT workplace inclusion with a global focus (including tips for self ID, trans inclusion, etc.) -
http://www.stonewall.org.uk/our-work/workplace-resources

Transgender Solutions - Stephanie Battaglino; stephaniefyh@gmail.com; Stephanie@followyourheartllc.com

Identity - Best practices in collecting Transgender-Inclusive Gender Data in the Workplace;

Gender Identity Terms -
http://www.huffingtonpost.com/entry/spectrum-of-gender-identity_us_57757543e4b04164640f1921


Transequality - http://www.transequality.org/

OSHA Guide to Restroom Access -
http://www.transequality.org/blog/new-osha-guide-to-restroom-access-for-transgender-employees
Resources for Hiring Veterans and Individuals with Disabilities

ADA; US Equal Employment Opportunity Commission (EEOC)
www.eeoc.gov

US Department of Justice (DOJ)
www.ada.gov

USERRA; US Department of Labor (DOL)
www.dol.gov/vets

DOL, Office of Federal Contract Compliance Programs (OFCCP)
http://www.dol.gov/ofccp/regs/statutes/4212.htm
OFCCP Requirements

• The Office of Federal Contract Compliance Programs (OFCCP) holds contractors and subcontractors who do business with the federal government to take affirmative action.

• Specific regulations protect against discrimination on the basis of race, color, sex, sexual orientation, gender identity, religion, national origin, disability, or status as a protected veteran.

• OFCCP sample reporting forms are available at programs website.
Sample Forms for Veteran Self-Id

- **Affirmative Action: Applicant Invitation to Self-Identify as a Veteran (VEVRAA)**
- **Affirmative Action: Post-Offer Invitation to Self-Identify as Veteran VETS 4212**
- **Affirmative Action: Applicant Invitation to Self-Identify: Veteran, Gender and Race (VETS-4212 & EEO-1 reporting)**
- **Affirmative Action: Post-Offer Invitation to Self-Identify: Veteran, Gender and race (VETS 4212 & EEO-1 reporting)**
- **Applicant Tracking Spreadsheet**
www.diversitybestpractices.com
www.workingmother.com