

Building More Diverse Public Organizations and Businesses

Businesses have started to recognize diversity in the workplace as a business strategy that maximizes productivity, creativity, and loyalty of employees while meeting the needs of their clients or customers. In a competitive marketplace, an organization that puts their people first—regardless of race, religion, gender, age, sexual preference, or physical disability—has an advantage over other organizations.

DIVERSITY IN SOCIETY

Overview of diversity in the U.S.

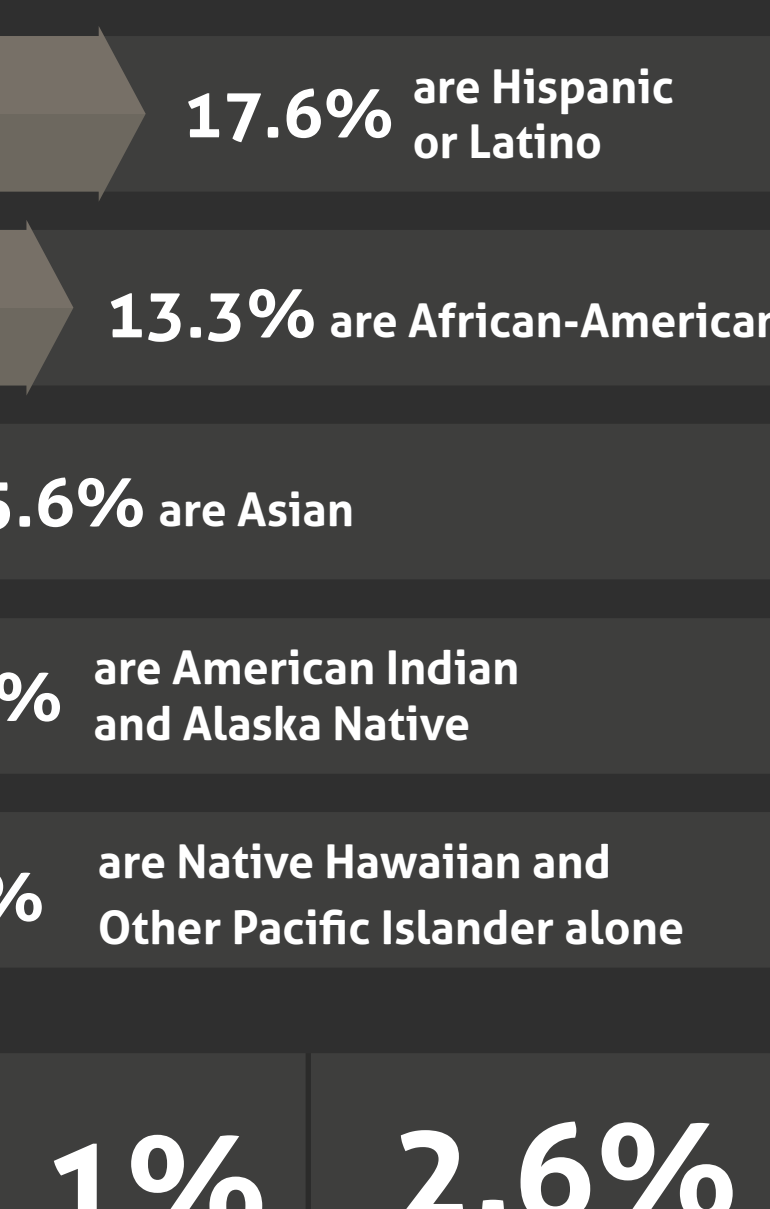


321.4 million people living in the U.S.

350 languages spoken in American homes

60.3 million Americans speak a language other than English at home

Most common languages outside of English



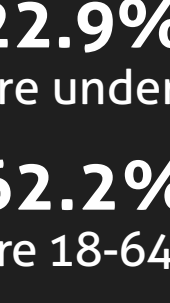
13.1% are foreign born

2.6% are two or more races

GENDER



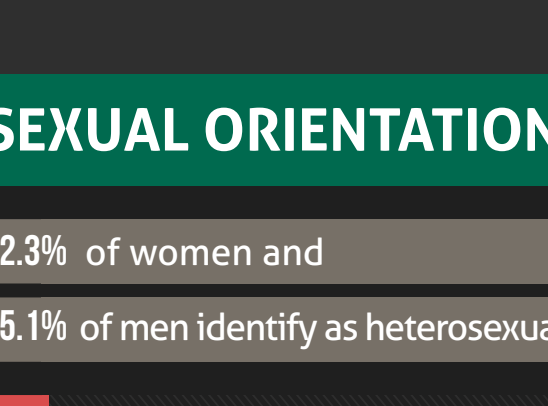
AGE



DISABILITY



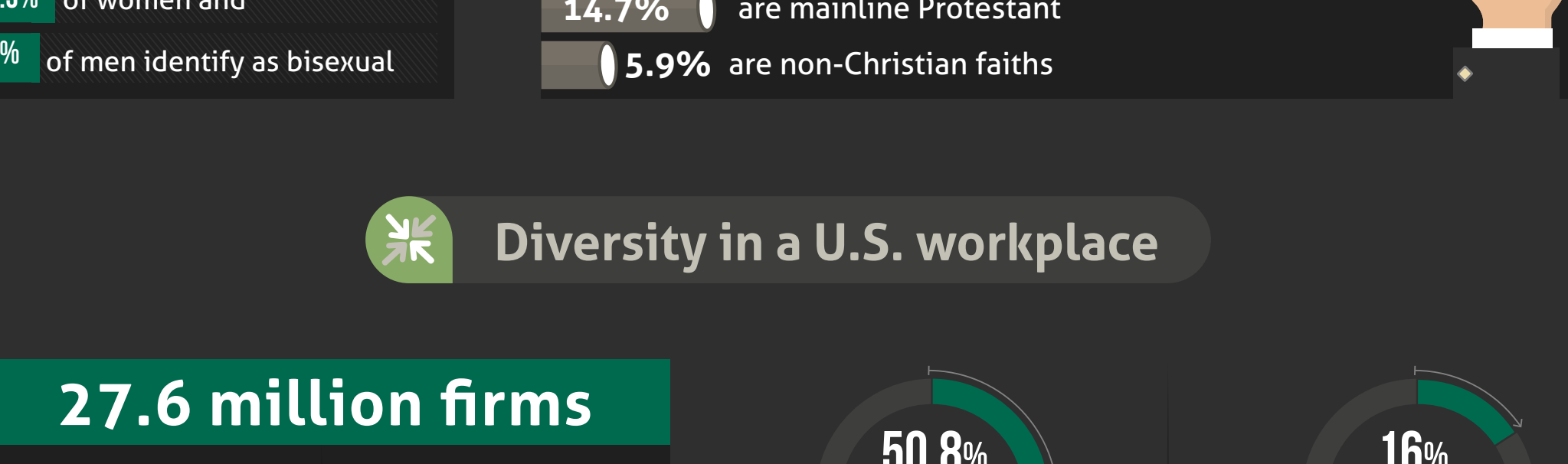
SEXUAL ORIENTATION



RELIGION



Diversity in a U.S. workplace



IMPORTANCE OF DIVERSE ORGANIZATIONS

Importance of diversity within organizations

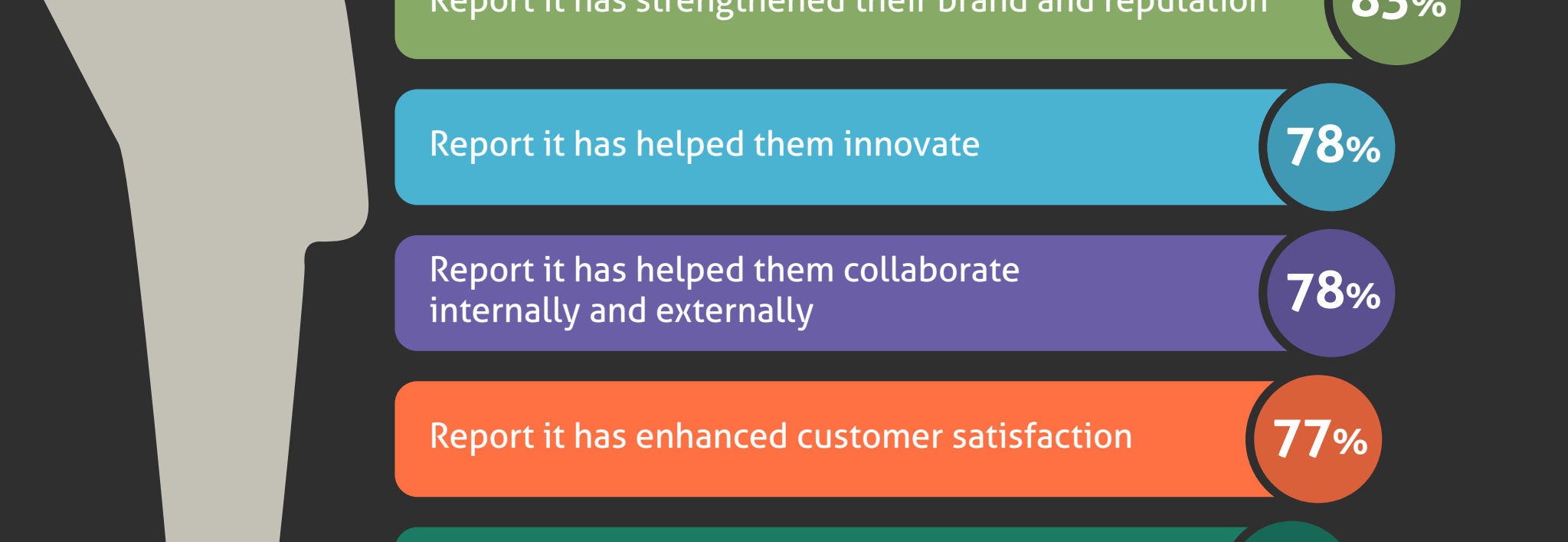
A DIVERSE WORKFORCE HAS MANY ADVANTAGES

- INCREASED PROBLEM SOLVING**: Employees with different backgrounds and experiences will bring a variety of perspectives, strengths, and skills to the table.
- INCREASED CREATIVITY**: Exposure to differences in culture, opinions, and ideas can bring personal growth to all employees.
- INCREASED RECRUITMENT AND RETENTION**: A diverse and inclusive workforce is attractive to new candidates.
- INCREASED PRODUCTIVITY**: Happy employees, like those in inclusive workplaces, are more loyal and willing to work together towards common goals.

AND BUSINESS LEADERS ARE WELL AWARE OF THESE ADVANTAGES



Financial impact of diversity in an organization

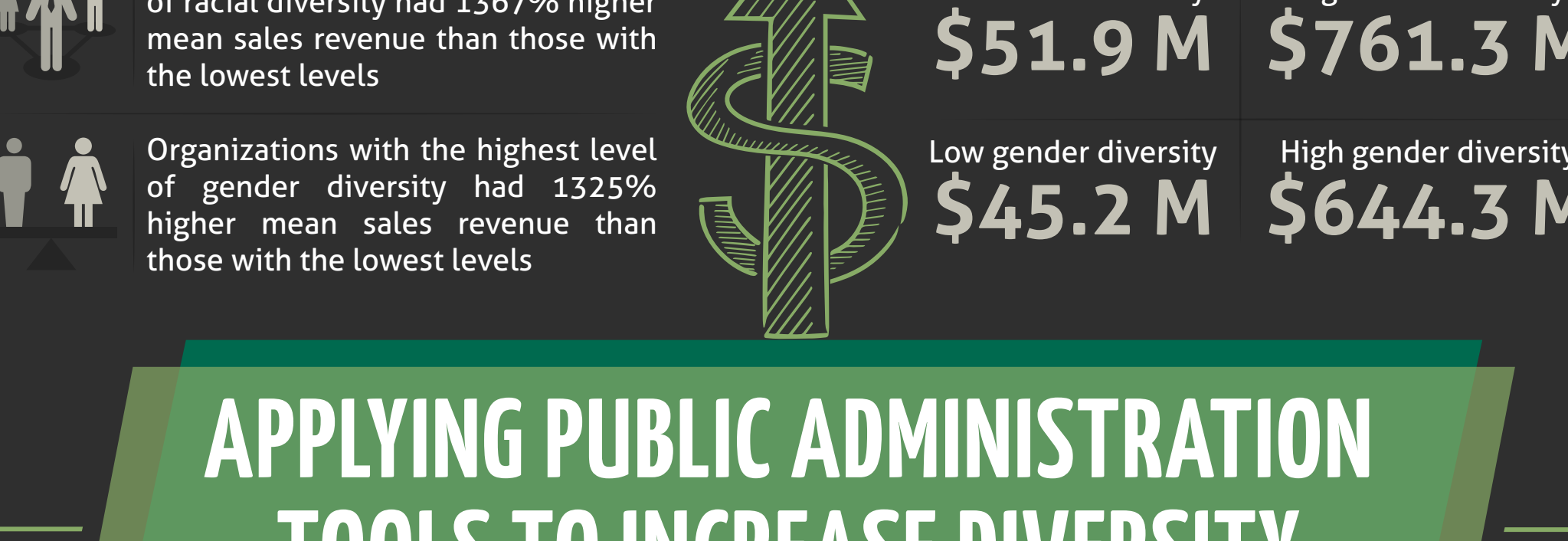


Low racial diversity: \$51.9 M | High racial diversity: \$761.3 M

Low gender diversity: \$45.2 M | High gender diversity: \$644.3 M

APPLYING PUBLIC ADMINISTRATION TOOLS TO INCREASE DIVERSITY IN ORGANIZATIONS

Diversity tools in Public Administration programs



COMPETENCIES THAT BUILD DIVERSITY WITHIN ORGANIZATIONS

- Communication**: Accept and respect cultural differences, different ways of communicating, and different traditions and values.
- Cultural Self-Awareness**: Culture shapes our sense of who we are and where we fit in our families, schools, communities, and societies.
- Knowledge of Differences**: Know what can go wrong in cross-cultural communication and how to respond to these situations.
- Knowledge of Culture**: Administrators must have a base knowledge of the cultures in their organization so behaviors can be understood in their proper context.
- Institutionalizing Cultural Knowledge and Adapting to Diversity**: Organizations can institutionalize cultural knowledge so they can adapt to diversity and better serve diverse populations.

Steps to increase diversity

- Make diversity part of the organization's mission**: Strive for involvement at all levels and through all branches of the organization.
- Enlist and involve all employees in diversity initiatives**: 57% of employees think their organization needs to be doing more to increase diversity among its workforce.
- Take an active role in making diversity part of the organization**: Reach out to diverse candidates instead of waiting for applications to come in.
- Evaluate current workforce and executive team**: Identifying gaps provides targets for organizations to work on.

Encourage employees to express their opinions and seek their advice on important organizational decisions

Success stories

1 MARRIOTT INTERNATIONAL IS RANKED ONE OF THE BEST WORKPLACES FOR DIVERSITY

- 54% of the workforce are women
- 64% are minorities
- 94% of employees report welcoming atmosphere for newcomers
- 92% report great communication
- 91% report great bosses

Diversity initiatives include those for guests, associates, and suppliers

- Goal is to have 1,500 hotels owned by women and diverse partners by 2020
- Currently 800+ owned by women and diverse partners
- 10% of suppliers are made up by women owned businesses.