



2nd Edition – 2021

DIVERSITY RECRUITING

*A Guide to Recruiting and
Retaining Diverse Employees
with Multicultural
Perspectives*

 dcaprosearch

Contents

Note to the Reader.....Page 3-6

Part I.....Page 7-13

The Current State of Diversity

Part II.....Page 14-21

Recruiting for Diversity at Work

Part III.....Page 22-30

Retaining Diverse Multicultural Talent

Conclusion.....Page 31-36

Tips, Tricks, and Final Thoughts

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**"Diversity: the art of thinking
independently together."**

Malcolm Forbes

A photograph of two women sitting at a white table. The woman on the left has long brown hair and is smiling while talking. The woman on the right has curly hair and is seen from the back. The image is dimmed to serve as a background for text.

Our Why

Note to the Reader

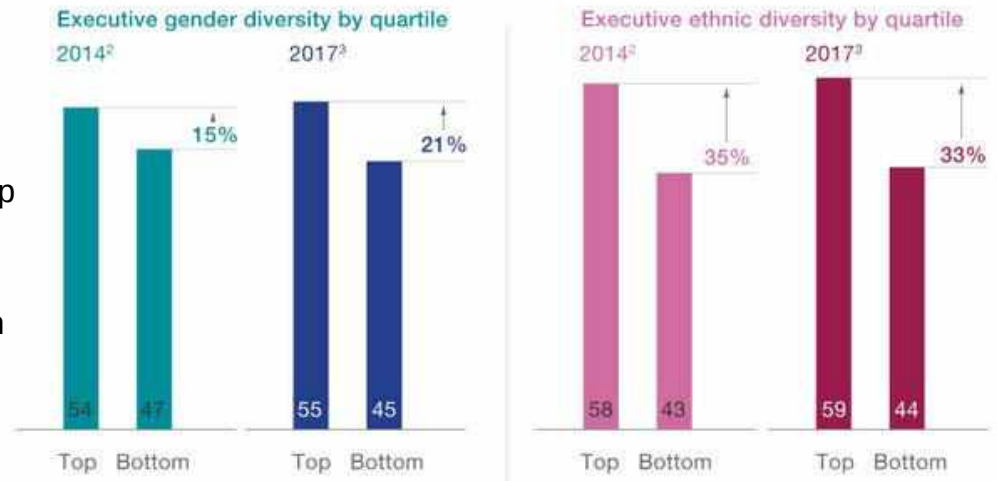
A Business Case for Diversity

When it comes to business decisions it all comes down to the numbers, and diversity is no exception. When meeting with your superiors and executive team to talk about investing in the diversity of your company, you're going to need to convince them that it's not only the ethical thing to do, but it is smart business. Whether you are a skeptic of diversity or a diversity devotee, the numbers prove that diversity works.

Higher Financial Performance

McKinsey & Company published a study in 2018 correlating higher gender and ethnic diversity to higher earnings before interest and taxes (EBIT). The study concluded that companies in the top quartile of gender diversity had a 21% higher likelihood of above average financial performance than companies in the bottom quartile. Similarly, companies in top quartile of ethnic diversity saw 33% higher likelihood of having above average financial performance than companies in the bottom quartile.

Likelihood of financial performance¹ above national industry median, %

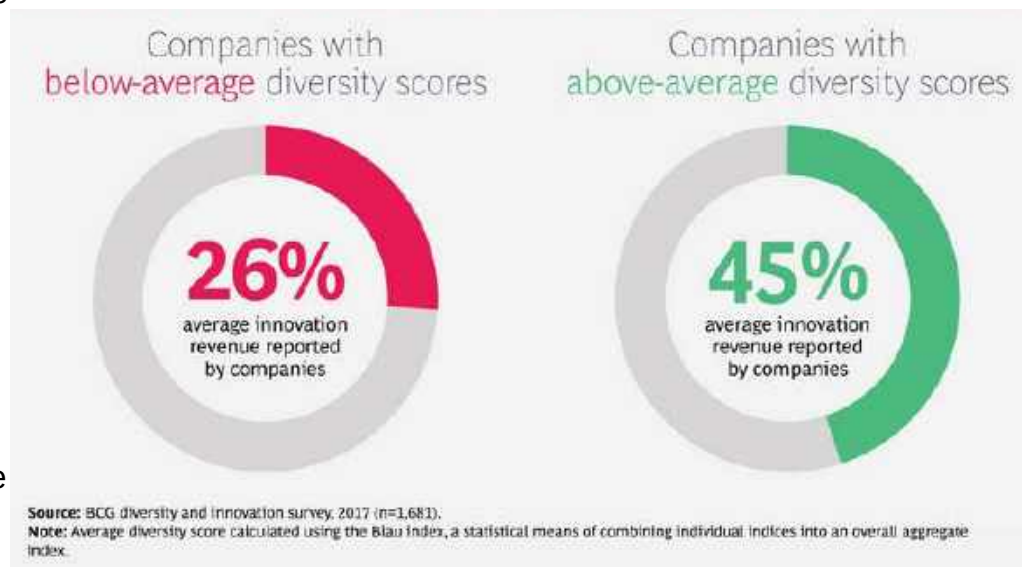


Source:

McKinsey & Company Delivering Growth through Diversity, January 2018

Greater Innovation

Boston Consulting Group (BCG) came out with a similar study concluding that there existed a statistically significant correlation between the diversity of management teams and innovation. Companies that had higher diversity within management saw 19% higher innovation revenue than companies with below-average diversity. A Harvard Business Review study tied this correlation to the fact that diverse teams understand diverse market needs, leading to more relevant product development that meets real world needs versus non-existent problems.



Diverse companies are 70% more likely to capture a new market

Harvard Business Review

Note to the Reader...

Where We Come From

Diversity movements within corporations have seen dramatic growth as companies are eager to recruit diverse talent and tap into the copious benefits of having diverse employees. At DCAProSearch, we are proud to be at the forefront of that movement and have worked to spread multiculturalism and diversity within the workplace since 1995. We specialize in the recruitment of diverse thinkers and multicultural talent for some of the top agencies and companies in the country, and have followed countless candidates throughout their career progression in the areas of marketing, advertising, and digital.

What We've Noticed

Our goal is to have the candidates and clients we match to grow together through their career and business practices. However, what we've realized is that diversity is not enough to ensure success. Companies may be able to attract multicultural talent, but when there are no policies and initiatives that exist to make diverse voices feel valued and respected, diverse employees are not able to thrive within the company and will leave the company within a year or two at most. Whereas clients that actively promote, celebrate, and empower diversity are where we see our clients and candidates thrive and grow together for years to come due to diversity, equity, and inclusion (DEI).

What We're Doing About It

Although DCAProSearch focuses on recruiting diverse talent for multicultural and general market positions, we recognize that recruiting diverse talent alone is not the answer. For diversity to work, companies need to incorporate the trinity of diversity retention: diversity, equity, and inclusion. That is why we went out to research, discover, and identify methods within each of the three areas in DEI to ensure that companies can empower diverse voices to excel and bring about the true benefits that diversity brings. This guide is the product of over twenty years of diversity recruiting experience and hundreds of hours of research, and it is our gift to you. Thank you for for taking the initiative to become a multicultural company, and we look forward to seeing how multiculturalism transforms your business.





Part I

The Current State of Diversity

What is Multiculturalism?

A common misconception of multiculturalism is that it consist of only racial and ethnic identities. However, multiculturalism consists of various identities from age, gender, sexuality, and ethnicity each of which consist of different cultural norms and values.

This list is only a small sample of the vast diversity that exists in the workforce.

Race & Ethnicity

- African American
- Asian
- Native American
- Caucasian
- Hispanic/Latinx
- Pacific Islander

Age

- Millenial
- Gen Z
- Baby Boomer
- Elderly
- Teens & Children
- Young Adults

Political Ideology

- Liberal
- Conservative
- Libertarian
- Apolitical
- Independent
- Third Party

Religion

- Christian
- Hindu
- Muslim
- Atheist
- Buddhist
- Jewish

Gender & Sexuality

- Male
- Female
- Transgender
- Gender non-conforming
- Lesbian, Gay, Bi

Ability

- Physical Disability
- Mental Disability
- Learning Disability
- Disease
- Injury
- Mental Health

What is Intersectionality?

Intersectionality is an analytical framework for understanding how aspects of a person's social and political identities combine to create different modes of discrimination and privilege. Examples include how a queer Black man may view the world differently than a straight black man, who will see it differently from a straight white man.

Benefits of Having Diverse Teams

A 2017 Harvard Business Review report found that teams with higher cognitive diversity were 53% more effective and efficient in completing cognitive tasks than less diverse teams. From being able to identify sore spots in brand marketing to revealing new product and research opportunities, multicultural talent brings new perspectives and solutions.



Innovative R&I

Enhanced Group Think



Real World Perspectives

Cultural Ambassadors



Reach New Markets

New Product Concepts



"If you're a CEO, the most important thing is to have - to me, is people around you that aren't like you, that complement you. Because you want to build a puzzle; you don't want to stack Chiclets up and have everyone be the same. And so I believe in diversity with a capital D."

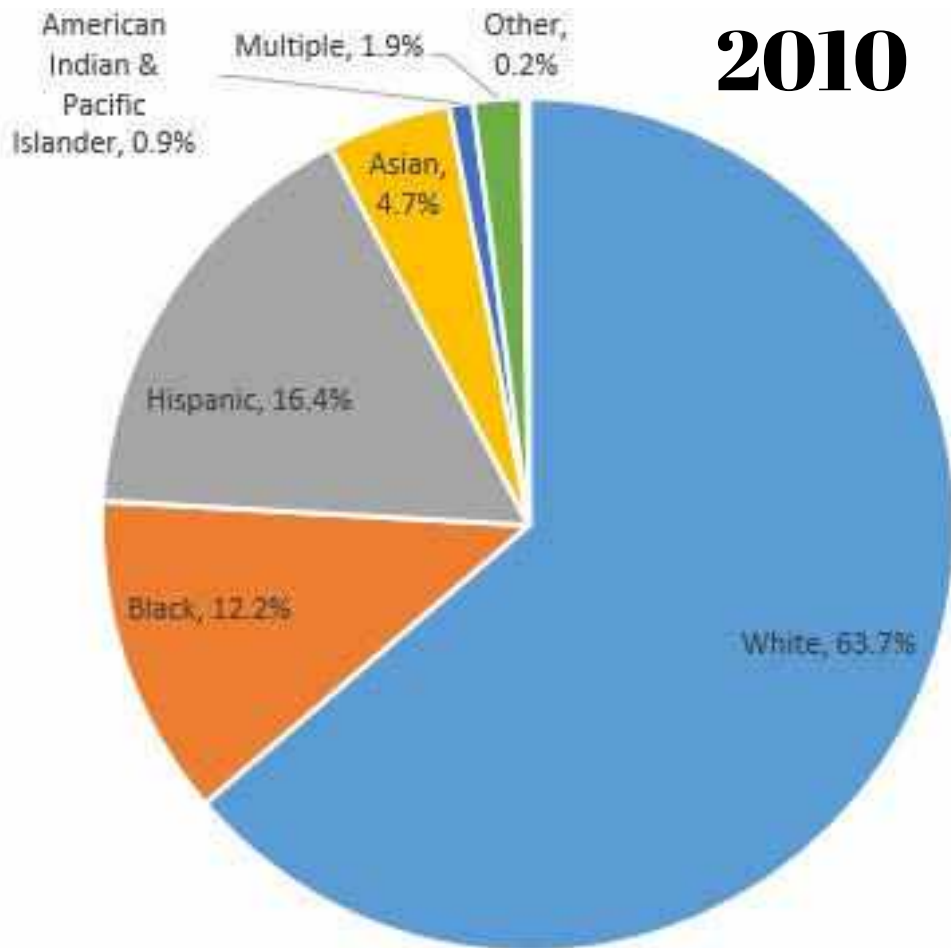
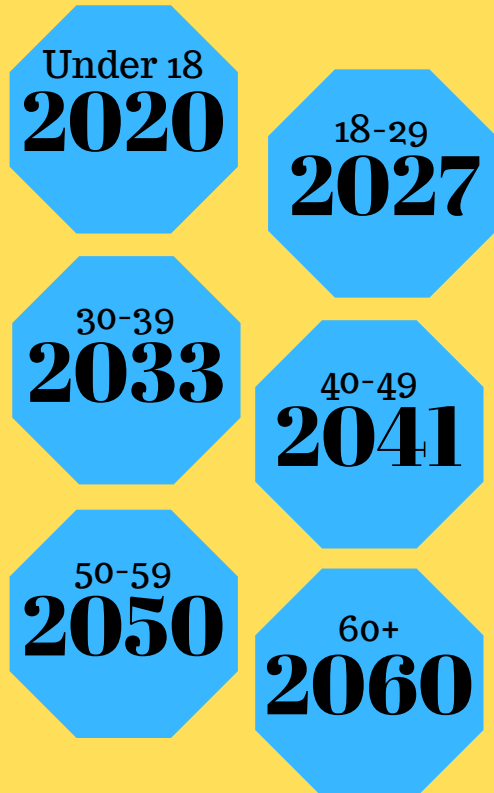
Tim Cook, CEO of Apple

Racial Minorities are only getting larger

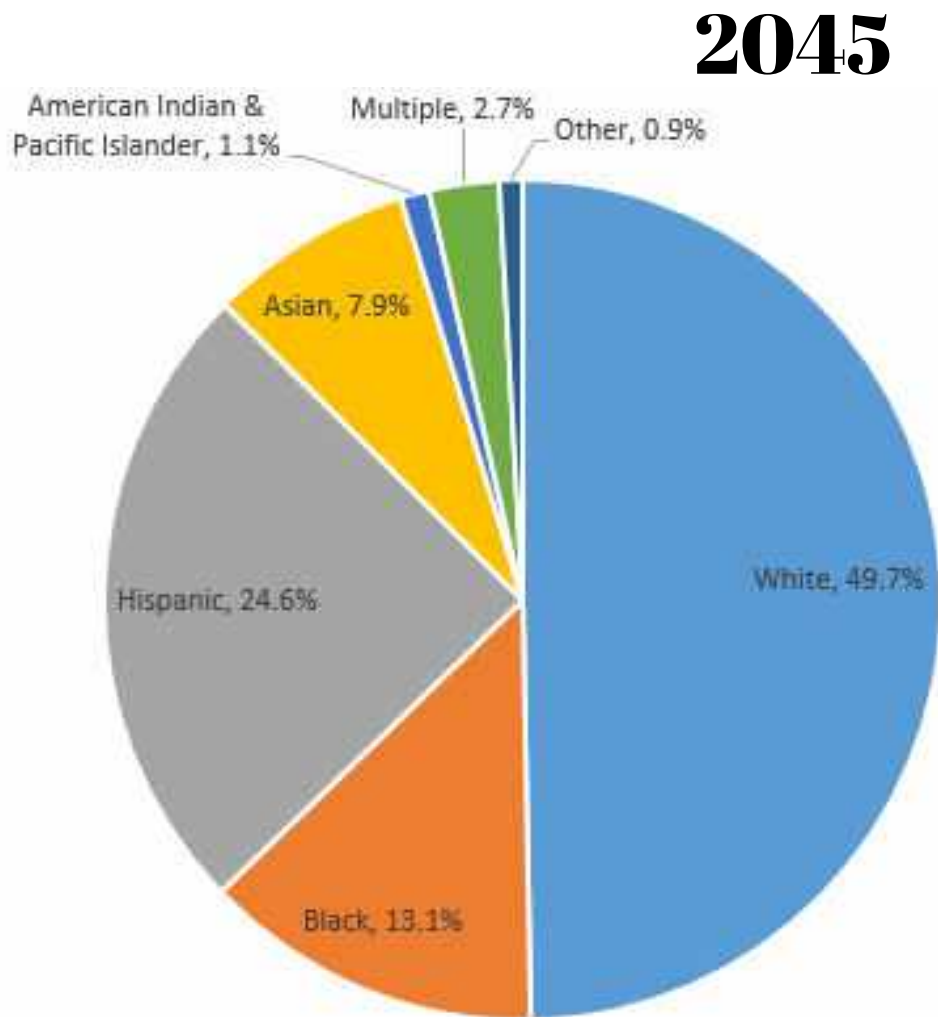
The Brookings Institute estimates that minorities will make up the majority of the United States population by the year 2045. The Hispanic community is set to see the fastest growth in population. However, all minority groups are forecasted to see steady growth as well.

By Age Group

The year at which minorities will be majority by age group



Source: 2010 United States Census



Source: Source: William H. Frey analysis of U.S. Census population projections released March 13, 2018 and revised September 6, 2018

Diversity Disparities

Discrimination and Corporate Bias

- 1) There are less Fortune 500 CEOs who are women (4.1%) than who are named David (4.5%) (NY Times)
- 2) Only 11 out of all Fortune 500 CEO's are Hispanic (2.2%) and only 5 are African American (1%). (Diversity Inc.)
- 3) Both men and women are more likely to hire men over women. (Pew)
- 4) Men are 30% more likely than women to be promoted from entry level to manager. (Women in the Workplace)
- 5) Resumes submitted by people with African American or Hispanic sounding names are 14% less likely to get a call back than those with white-sounding names. (Research study by University of Wisconsin)
- 6) 41% of managers say they are “too busy” to implement diversity initiatives. (SHRM)
- 7) 50% of LGBTQ+ Employees are not out at their workplace because they feel as if there may be retribution or social stigma. (Harvard Business Review)
- 8) About half of transgender individuals earn \$15,000 or less per year, even though 71 percent have some level of post-secondary education. (Trans Pulse)

Pay Gap Compared to White Men

Source: The American Association of University Women

White Men	Black Men	Hispanic Men	Asian Men	Native Hawaiian and Pacific Islander Women
\$1.00	\$0.75	\$0.67	\$1.17	\$0.61
White Women	Black Women	Hispanic Women	Asian Women	Native American Women
\$0.77	\$0.61	\$0.53	\$0.85	\$0.57

Rise of the Socially Conscious Brand

Before the rise of the modern day activist brand, companies previously held a low standard on what it meant to be a socially conscious brand. However, as the evolution of the socially conscious brand has begun to take on more meaning, consumers are demanding brands take a stand on the social inequalities that the brands had once tried to ignore. Marketers must understand the evolution of the socially conscious brand to foresee the future of what the socially conscious brand will become.

1900's: Fiscal Philanthropist

In the past, all brands had to do was simply write a yearly check toward a cause or selected charity to be considered socially conscious. Their impact to bring about social change was no more than the silent Fiscal Philanthropist. Although monetary donations are appreciated, donations alone do little to bring positive social change. Today, brands still claim to be socially conscious by writing a yearly check. However, consumers are dismissing the "blank check" approach as part of a corporate show with little sentiment to create lasting social change.

Mid 2000's: Social Givers

Then came along brands like Tom's and Warby Parker that revolutionized the Socially Conscious Brand with the Buy One, Give One model of giving that redefined what it meant to be active. The new socially conscious brand was no longer a once-a-year commitment, but a constant source of social good to support far-away nations and impoverished peoples. This created a wave of corporations poorly copying the Tom's and Warby Parker model of the socially conscious brand. Major companies patted themselves on the back by putting on shows in photos and videos playing the role of "saviors of the third world", but continuing to ignore their own policies that were causing damage at home and abroad.

2010 – 2016: Cautious Ally

With the rise of multiculturalism and the modern LGBT movement, 2010 brands began to test their influence to impact social change through celebration and representation. As support for diversity and LGBT causes increased, brands such as IKEA, Oreo, and Tiffany & Company recognized the power of representation by engaging with the LGBT movement. Meanwhile, Coca Cola celebrated multiculturalism with their America the Beautiful ad in 2014 that championed racial and ethnic diversity. During this era it became popular for brands to celebrate diversity with words but little to no action. Almost every major brand would make their logo rainbow for pride month, but only few would change their internal policies to support LGBT employees or donate to an LGBT organization.

The new Socially Conscious brand celebrated diversity and used its influence to recognize the beauty of multiculturalism at face value without fully understanding it. Consumers rewarded brands that they saw represented the diversity of America with higher sales and higher brand recognition. Hundreds of companies began establishing diversity and inclusion departments. However, although brands were quick to embrace multiculturalism, their involvement only went as far as being cautious corporate allies that spoke out if finances supported it.

**I always wondered "why doesn't somebody do something about that?"
Then I realized I was somebody.**

-Lily Tomlin, American Actress

Rise of the Socially Conscious Brand

Present and Future

2016 - 2020: Vocal Activist

The election of a new administration rang in a new era for the Socially Conscious Brand: The era of the Resisters. Socially Conscious Brands have evolved from the brand as an active observer to a vocal advocate against injustice. The presence of more multicultural, female, and LGBT representation in the workforce has given rise to the vocally polarizing brands we see today. From Ben & Jerry refusing to serve two scoops of the same ice cream in Australia for LGBT rights to Nike's Collin Kaepernick ad to Gillette's #MeToo ad, brands have recognized the power of their voice for social change.

Brands were finally willing to use their platforms and influence to demand social change. In May 2020 after the killing of George Floyd at the hands of police brutality it was expected that brands speak out against racial injustice and embrace the Black Lives Matter movement. Thousands of brands donated millions to racial justice organizations and came together to show solidarity with a social media movement called #BlackoutTuesday.

Today, the socially conscious brand must go further than donate money. They must create discourses around injustice and be able to challenge the status quo. Consumers are more active in social issues than ever, and they expect the brands they use to reflect those values. Although new social warrior brands have repelled some consumers, all in all, they have been rewarded for their social convictions by loyalists and activists alike.

2021 Onward: The Transparent Role Model


Skepticism still exists around the socially conscious brand of today and the motives behind becoming social warriors. Many consumers argue that the socially conscious brand is only challenging the status quo to benefit their bottom line. Therefore, the socially conscious brand of the future must prove to consumers that they practice what they preach by incorporating diversity throughout the office. Transparency is the next step in brand evolution where consumers will want to see top management reflecting diversity principles that the company promotes. With trends such as the #PullUpforChange challenging beauty companies to be transparent about the diversity of their executive teams, or consumer watch groups like EsteeLaundry policing brands to remain socially conscious, brands are held more accountable now than ever.

Customers in stores will want to see products that accommodate people of different abilities, religions, and gender identities. Marketers, heed note because diversity has become tangible in the products and services we use every day. Utilize diversity recruiters to start the change in the office space, create social groups within your company to celebrate diversity, and engage in social celebrations such as Pride and other cultural festivals. Start preparing your corporate culture now, otherwise, you will fail to be the socially conscious brand of tomorrow.



Major Cultural Movements

and what it means for brands



Black Lives Matter

Black Lives Matter (BLM) is a non-violent activist group founded in 2013 to advocate for social change in policing and police brutality. After the murder of George Floyd in 2020 brands and companies heeded the calls of Black and Indigenous people of color (BIPOC) and publicly supported the movement. Since then, the movement has been a catalyst to review workplace culture, unfair policies, and to have serious discussions with BIPOC employees and diversity groups on how to make the workspace more inclusive of minority voices.



#MeToo Movement

The #MeToo aimed to change the narrative around sexual abuse and harassment brought on by toxic masculinity and powerful or prominent men. This movement empowered women to share their stories and forced employers to hold male leaders accountable for their actions, while reviewing policies that made it easier and safer for women to report instances of sexual assault. Many brands adopted this movement as the catalyst to promote female empowerment, debunk toxic masculinity, dismantle "boys club" management, and ban vulgar "locker room" talk.



LGBTQ+ Rights

In the past decade LGBTQ+ communities have seen major wins at the hands of the supreme court with the 2015 decision to enforce marriage equality and the 2020 decision to protect LGBTQ+ employees from workplace discrimination. However, companies still need to ensure that benefits, policies, and facilities are inclusive of LGBTQ+ people. Parental leave should be extended to adoption, HR systems should be able to utilize the employees correct pronouns and chosen name, and bathrooms should feel safe and inclusive for all employees and their needs.



Gen-Z Activism

Gen-Z's have proven to be some of the most involved generation in recent history. They are experts in utilizing social media to organize movements, hold brands accountable, and be activists for causes they believe in. They have organized BLM marches, March for our Lives, and voting rallies faster than any generation. Brands need to recognize the needs of this generation, and rally with them to gain support around movements they are passionate about such as diversity, the sustainability, and mental health.



Mental & Physical Disability

While most brands recognize physical disabilities in accordance to the Americans with Disabilities Act (ADA), physically disabled individuals are often not represented in marketing or advertising. Furthermore, mental disabilities and mental health has taken a back seat with most companies not having policies on how to navigate topics around mental health and mental well being. Brands need to adapt and ensure that mental disabilities and mental health needs are recognized as well as physical.



Part II

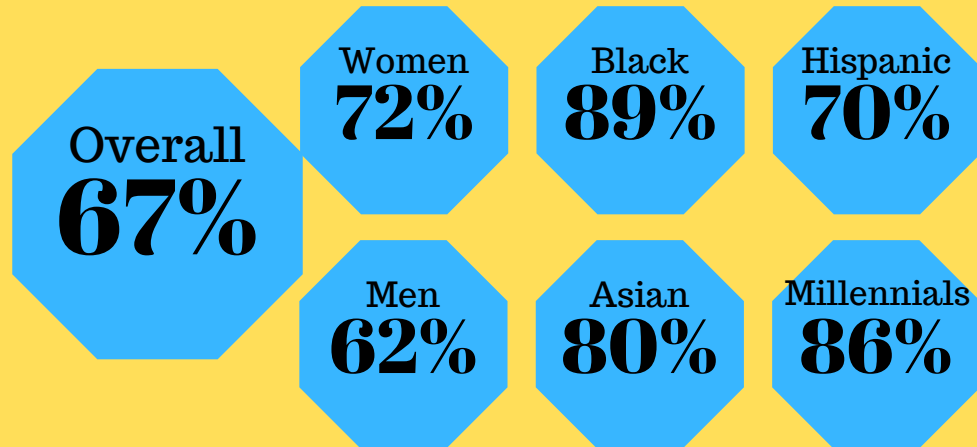
Recruiting for Diversity at Work

Diversity is an Expectation

Candidates & Employees Seek it Out

Job seekers are beginning to expect companies to have a diverse workforce and value diverse employees. According to Glassdoor, 2 in every 3 active and passive job seekers said that a diverse workforce is an important factor when evaluating companies and job offers.

"A diverse workforce is an important factor when I'm evaluating companies and job offers."



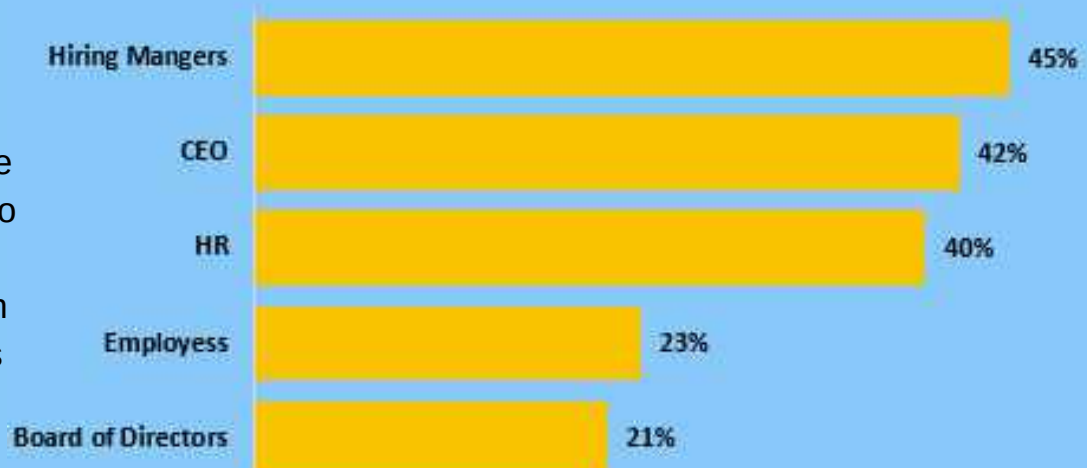
57%

Percent of Employees who think their company should be doing more to increase diversity

Who is Responsible for Diversity

When asked who in the company is in the best position to increase diversity in the company, the top three answers were hiring managers, CEOs, and HR. However, nearly 1 in 4 people said that employees were also in a position to promote diversity. Therefore, although hiring managers are seen as the most responsible for diversity, everyone in the company should get involved in DEI initiatives.

Who in the Company is in the Best Position to Increase Diversity?



Achieving Diversity

By setting goals and measuring diversity

In the world of business, everything is measured. The same goes for our hiring practices. Diversity and inclusion cannot be an initiative that is only spoken about. HR and hiring managers should be establishing diversity goals to encourage diverse hiring practices throughout the company. Human resources, top level executives, hiring managers, and employees should make it a priority to sit down and define what diversity looks like within the company. Hold a town hall or fireside chat so all members of your organization can get involved in defining what their workplace will look like and what improvements should be implemented in the hiring process. Here are some tips on how companies throughout the country have set their goals.

“What gets measured gets done”

**Sophie Bellon,
Chairwoman of Sodexo**

Match the Demographics of the Country

With countless different voices in the country, it can be difficult to ensure that all are represented within the organization. That is why many companies strive to match the racial demographics of the country to ensure all voices are present in proportion to the population.

Diversifying all Levels of Management

In addition to diverse hiring practices, make sure that you continue to empower different voices within the organization from interns to C-Suite executives. Diversity will not be effective if your diverse employees are concentrated at the bottom levels of management.

Invest in a Chief Diversity Officer

Consider your Chief Diversity Officer your accountability partner. With their team, the CDO will measure the effectiveness of your diversity, equity, and inclusion (DEI) initiatives and find areas to improve diversity practices by creating a report for top management every quarter.

Strive for Diversity and Inclusion Awards

Various awards and recognitions exist for companies that have excelled in their DEI practices. Such awards include the Human Rights Campaign's Corporate Equality Index, Bloomberg's Gender Equality Ranking, NASSCOM Corporate Awards for Excellence in Diversity and Inclusion among various other awards.



Diversity Tip: Know the difference between a goal and a quota.

Goals recognize the value of diversity and encourage diverse hiring practices while a quota forces hiring practices without valuing what diverse talent brings to the table.

Identifying Areas to Diversify Your Company

To understand how you can better diversify your workforce, you first have to have a concrete understanding of the current makeup of your employees. Get together with HR and create a voluntary workforce survey to send out to your employees to understand the demographics of the company. Share with your employees the reason you are asking for this information and emphasize that it will only be used to create a more diverse, equitable, and inclusive company. Analyze the results to understand areas to improve or develop strategies. Talk to your DEI team to decide what questions to include in the survey.

Things to Keep in Mind



Integrate Diversity Across Departments

When analyzing survey results, avoid simply looking at diversity at the company level. Delve deeper into individual teams and departments to ensure that diversity is integrated in all parts of the business. There is no use in segregating diverse viewpoints to only one team or department. Diversity should be implemented throughout the company to see its benefits.



Does the Workforce Mirror Consumers

If you want minority consumers, give them a seat at the table. Your employees should mirror the demographic of your consumers or the consumers you want to target. This way, your employees are able to give insight and perspective to products or services that your consumers are likely to have. This will help avoid marketing mishaps that can break a brand.



Incorporate Diversity Within Leadership

What use is diversity if all the people making decisions hold the same point of view and have had the same experiences? Look at your survey results within different leadership levels throughout the company. Are diverse voices integrated throughout leadership or are they concentrated at one level? Diverse voices should be heard at all levels of the company and have a say on decisions that affect the business.



Work with Diverse Vendors & Partners

Diversity should also exist within the vendors and partners you choose to work with outside the office. These can include multicultural advertising agencies, diversity executive recruiters, freelancers, or contractors. Diverse vendors and partners will bring diverse points and diverse talent to your projects. Consider minority owned businesses or agencies that have multicultural specialties.

Strength lies in difference, not similarities.

-Stephen Covey,

Author of *The 7 Habits of Highly Effective People*

Diversity Recruiting Strategies



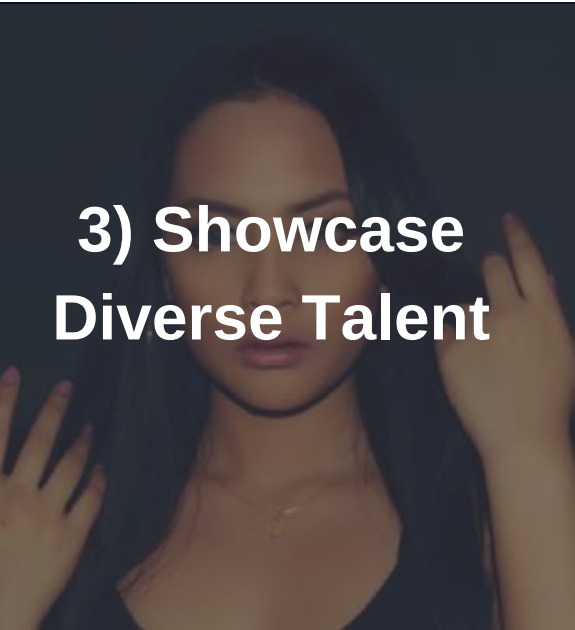
1) Recruit in Diverse Places

This goes without saying, but if you want to attract multicultural candidates, recruit in places that attract multicultural professionals. This includes Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs), diversity conferences, job fairs in minority communities, and online social media pages or forums serving minority communities. Not only do you meet a diverse set of candidates, but you also position your company's brand to be one that values diverse talent. When candidates feel like they are being sought out by a company, they are more likely to want to work for the company because they feel wanted and valued. Therefore, continuously seek out diverse talent and they will seek you out in return.



2) Sponsor Cultural Celebrations


Sometimes the best recruiting happens when you are not trying to recruit at all. By creating a reputation for your company as an ally to diversity, you are attracting top talent without even having to ask for a resume. Diverse candidates like to see their potential employer champion diverse causes and show their support for cultural activities. It makes potential employees feel that your company is a place that they could feel at home and valued. There are thousands of events that you can sponsor: Juneteenth celebrations, Dia de los Muertos Celebrations, Pride, Black History Month Exhibits, Women's March, Diwali, Holi, etc. It is also a fun event just to take some friends from the company and enjoy a day celebrating diversity. Who says you can't have fun at work.



3) Showcase Diverse Talent

You are proud of your employees, there is no shame in letting the world know too. People want to work at places where they know they will feel challenged and where they will succeed. When companies showcase that diverse talent has thrived within their workplace, it attracts other diverse voices to join the team. No one wants to work at a place where they do not feel represented or where their voices won't be valued. When showcasing your team on social media, ensure that the diversity of your team is represented. Avoid only sharing images that consist of only one type of gender, race, age, etc. Showcase the diversity of your workplace and be proud of the teams you have put together.

Diversity Recruiting Strategies



4) Reward Employee Referrals

Ambitious people surround themselves with ambitious people. Therefore, encourage your employees to tell their friends and family about open positions. Sometimes all you have to do is recruit one employee and they will do the rest of the work for you by referring friends and co-workers to follow. When you reward your employees for encouraging their network to work at the company, you are creating a welcoming place where people like coming to work because they get to work with people they enjoy. This will help diversify the office due to the efforts of your employees. Diverse employees will attract a diverse set of candidates that bring different points of view to the workplace and help the company find new opportunities.



5) Host Networking Events

Who doesn't love Friday happy hours? It is great getting together with members of the company after a long week, but what about bringing together top talent from various companies to mix and mingle? Large companies are often coming together to empower minority groups within the industry to meet each other and share ideas. Events such as 'Women who Code,' LGBTQ+ Marketing mixers, Circulo Creativo, Black Women Talk Tech, 3 AF Asian Marketing Summit, and Society of Hispanic Engineers events happen throughout the country. Team up with other companies and host an event at a local cafe or park and get all of your employees to meet people from other companies. Your employees create connections and mentorships that will attract talent to your company because of how well your employees were admired.



6) Empower Minority Youth

Representation is one of the most important things when creating a spark in young talent. Teens and college students want to work at a place where they see themselves. Organize outreach missions that empower the youth and inspire them to reach for their dreams. No kid will ever forget the first time they felt like they could be the next CEO or create the big viral ad. Create opportunities for minority youth to engage with your brand such as Hackathons, school events, company tours, and other fun events that allow students to see themselves working for your company in a few years. Investing in students and continuously engaging with them year after year is the best way to capture young talent and develop them throughout their career.

Hiring a Diversity Recruiter

The Golden Rule of Recruiting: Less is More

The secret to recruiting: less is more. Most hiring managers like to think that the more resumes they look at, or the more people their resume database screens, or the more recruiters they hire, the more likely they are to get the right employee. However, this couldn't be further from the truth. When it comes to recruiting, more always means more complicated, cumbersome, and frustrating. Our advice, keep it simple.

Less Recruiters, More Coverage

The way modern day recruiting is set up makes it easy to hire five recruiters on contingency and let them do all the work for you. However, there are a few things wrong with this. First, you are making the other four recruiters work for free if you end up not hiring their candidate. Second, your recruiters know there are other recruiters on the same search meaning they are likely to send the same candidates they sent to you to other companies as well to heighten the odds of them getting a hire. Lastly, you are devaluing the position and the company. Odds are the recruiters are pulling from the same talent pool. Meaning the best candidates are going to be approached by multiple different recruiters about the same position making your company look bad and devaluing the desirability of the position.

The easy fix is to hire only one recruiter that you trust, AND hire them on an exclusive Cotainer or Retainer basis. You aren't losing out on any of the coverage of having multiple recruiters because this recruiter is now even more loyal to you and willing to give you 110% since you are now both fully vested in the search because you both have skin in the game. Furthermore, you aren't losing out on the coverage of having more recruiters because your chosen recruiter is looking in the same talent pool. The only difference is they are maintaining the exclusivity and high desirability of both your company and position.

"Doris is extremely personable and deeply connected with multicultural marketing executives. In my opinion, she is the best in the industry. She will always be my recruiter of choice for Hispanic market experts. And I always recommend her to friends in search of an executive recruiter."

David Morse
President and CEO,
New American
Dimensions

Recruiter Tip: Limit your choices to only **FIVE SOLID** resumes

You're thinking, "I am only supposed to look at five resumes before making my choice?" However, have you heard of the Paradox of Choice? American Psychologist, Barry Schwartz, defines it as when you get so anxious by all the choices that it affects your ability to make the right choice. The more resumes you look at, the less certainty you have that person you chose to hire was the right choice. Let your recruiter review the hundreds of resumes and remember that these FIVE resumes she sends should all be from candidates with the SOLID skills that exceed your requirements. The only uncertainty would be whether they are a culture match which you can find out as you interview them. Remember in recruiting, less is always more.

Accommodating and Celebrating Diversity

By Celebrating What Makes Us Different

Diversity is something to celebrate and learn from our colleagues about different ways of life. Encourage your DEI teams to suggest policies that not only make the workplace more equal, but create events where employees can learn about their colleagues. Incorporate holidays & celebrations throughout the office when appropriate, or sponsor public community festivals such as Women's Marches, Pride, Dia de Los Muertos, Holi, or Diwali.

Consider giving your employees flex days off to observe their religious or cultural holidays. If you can't do that, allow them to take the Holiday off by working an extra hour for the eight days prior to make up for a lost eight hour work day, or provide prayer rooms for employees to observe religious days. If fasting, allow your employees to work around their fasting schedule.

List of Holidays and Celebrations Not Observed on U.S. Corporate Calendars

	2021	2022	2023	2024
Holi	Mar 29	Mar 18	Mar 8	Mar 25
Diwali	Nov 4	Oct 24	Nov 12	Nov 1
Rosh Hashanah	Sept 7	Sept 26	Sept 16	Oct 3
Yom Kippur*	Sept 16	Oct 5	Sept 25	Oct 12
<small>End of 40 Day Ramadan Fasting</small> Eid Al-Fitr*	May 13	May 3	Apr 22	Apr 10
Eid Al-Adha	Jul 20	Jul 10	Jun 29	Jun 17
Ash Wednesday*	Feb 17	Mar 2	Feb 12	Feb 14
Good Friday	Apr 2	Apr 15	Apr 7	Mar 29
Vesak	Apr 8	Apr 8	Apr 8	Apr 8
Bodhi Day	Jan 20	Jan 10	Dec 8	Jan 18

Hindu
 Jewish
 Islam
 Christian
 Buddhist
 *Consider Allowing Adjusted Work Schedule

This is not a complete list. Ask employees which Holidays they observe

When we're talking about diversity, it's not a box to check. It is a reality that should be deeply felt and held and valued by all of us.

Ava DuVernay,
American Film Director

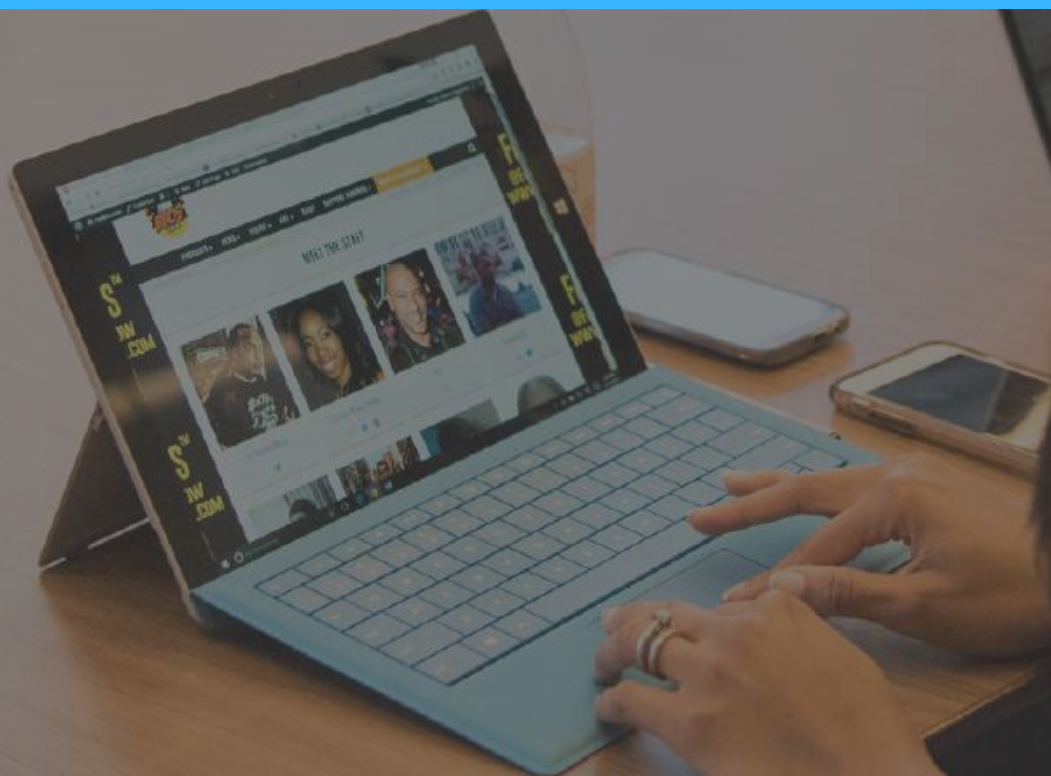
Cultural Appreciation vs Cultural Appropriation

Culture is appreciated when employees take time to actually learn about the traditions and celebrations from other employees and take joy in celebrating. Be sure not to appropriate an employee's culture by changing cultural customs or traditions to fit office norms and expectations. Employees or employee diversity groups who traditionally celebrate the tradition should be involved in the planning and initiating of cultural celebrations to avoid appropriation and promote cultural appreciation.



Part III

Retaining Multicultural Talent



Why Diversity Efforts Fail

Research by the Association of National Advertisers (ANA)

As great as multiculturalism sounds, it isn't always the easiest process.

Employees will be exposed to new ideas and viewpoints that are not considered the norm for many people and you will be challenged to step outside of your comfort zone to embrace other points of view. This can cause friction in the office as employees may begin to disagree on which solution is the best solution for the company. However, as a leader within the company it is up to you to be the mediator between conflict. After all, that is why you want diversity in the first place: to bring in new ideas that are outside the norm.

Otherwise, you run the risk of becoming complacent and outdated as your competitors pursue new ideas and win new markets. According to the ANA, the top four reasons diversity has failed to be successful in some organizations is simply because nobody took the time to enforce inclusive policies first.

Management Disconnect

Many diverse employees admitted that when they arrived to predominately white teams, they felt their managers weren't able to relate to their experiences in regards to the importance of diversity. This led to distrust between employees and managers that resulted in delayed promotions and decreased productivity

Microaggressions


Although many times these microaggressions were unintentional, new hires felt that other employees were belittling their culture or questioning their intelligence when they introduced new ideas or customs that were seen as unusual to other employees. This left diverse employees feeling uncomfortable, disrespected and helpless in their new career.

Cultural Illiteracy

Many cases occurred when diverse hires found themselves having to create lengthy explanations to justify their actions or ideas that other employees did not understand. Managers should encourage explanation to foster cultural literacy and invest in a cultural broker.

Workplace Integration Dissonance

Oftentimes, minority employees feel uncomfortable bringing up topics around diversity for fear of being the lone voice in the room, or appearing discontent with their job. Many didn't expect to have to address issues around diversity, or be the person voicing concerns. Managers should instigate discussions around diversity and encourage active engagement.



**“If we cannot now
end our
differences, at
least we can help
make the world
safe for diversity.”**

**John F. Kennedy,
35th President of
the United States**

See the full Report by the ANA

Bridging the Diversity Disconnect: Charting More Inclusive Pathways to Growth

Your Company Might be Diverse, but is it Inclusive?

To put it simply, everyone has a different way of doing things based on how they were raised and the background they grew up in, and this can have far reaching effects on how employees adapt to your company culture. **If you are not sure where to start when creating an inclusive environment for your diverse team, ask yourself these questions to illuminate areas you may not have thought about before:**

Dietary Restrictions

- 1) Are company snacks/foods clearly labeled for people with allergies?
- 2) Does the cafeteria offer diverse food options for people with dietary restrictions? (ex: Vegan, Halal, Kosher)
- 3) Do company happy hours include non-alcoholic beverages?

Religious Expression

- 1) Are employees able to get their religious holidays off that are not recognized on the corporate calendar? (ex: Eid al Adha, Rosh Hashanah)
- 2) Are employees able to wear religious coverings at the office?
- 3) Is there a place for meditation within the office?

Family Planning

- 1) Are there private nursing rooms designated for nursing mothers?
- 2) Are new fathers and mothers given enough time with new children?
- 3) Is parental leave extended to parents of adopted children?

Physical and Mental Disabilities

- 1) Are ramps and elevators available to people with physical disabilities?
- 2) Are accommodations provided for employees with mental disabilities?
- 3) Are employees able to privately disclose disabilities to managers and HR?

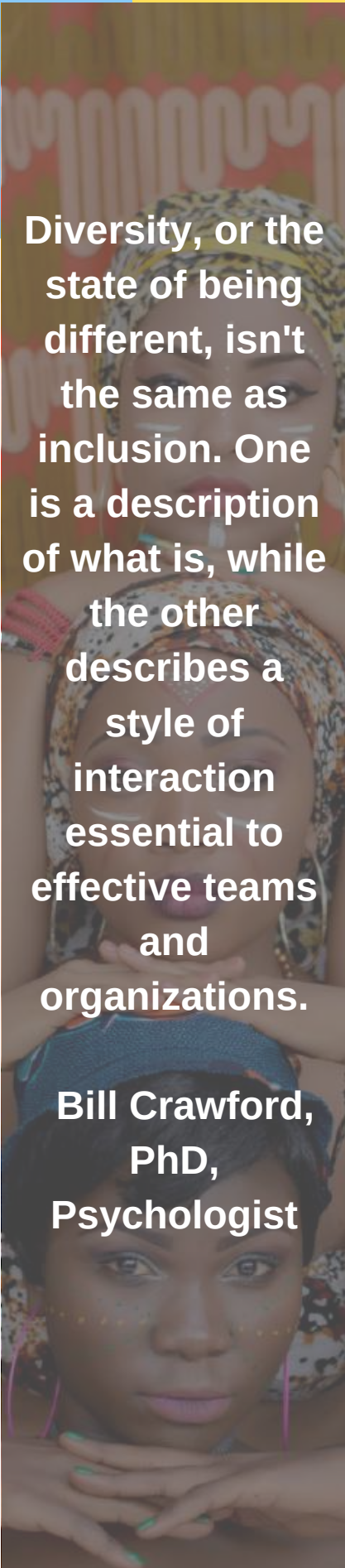
Race & Ethnicity

- 1) Are different traditions observed and celebrated in the office?
- 2) Are diverse employees concentrated in one team or department?
- 3) Can employees talk to managers about cultural differences openly?

LGBTQ+

- 1) Do HR systems have the ability to utilize correct or gender neutral pronouns?
- 2) Can LGBTQ+ parents ask for parental leave for adoption family planning?
- 3) Do all bathrooms have sanitation receptacles in all stalls?

Are ALL employees respected as valuable individuals?



Diversity, or the state of being different, isn't the same as inclusion. One is a description of what is, while the other describes a style of interaction essential to effective teams and organizations.

Bill Crawford,
PhD,
Psychologist

Six Proven Inclusion Techniques

Inclusion Tip:

Different techniques work for different companies. Your company is unique, so adapt these techniques into styles that will work for your company.

Diversity Group Think Tanks

Most large corporations consist of thousands of employees each coming from various backgrounds. With so many people, minority voices can often be muted by the thousands of other voices within the company. Also known as Employee Resource Groups (ERGs), diversity groups serve as a means to amplify and unite similar voices into a collective force to promote inclusion for minority employees, minority consumers, and minority causes. L'Oréal has landed itself a top 20 spot on the Thomson Reuters Diversity & Inclusion Index for their incorporation of diversity groups within the workplace. With think tanks such as disABILITY, Out@Loreal, and Women of Color L'Oréal employees are empowered to speak out for new inclusive corporate policies and develop products for under-served consumer groups. This strategy has resulted in significant growth for the brand, increasing their sales in emerging and multicultural markets by nearly 10% versus 7.1% overall according to the recent financial statements made public in their 2018 annual report.



Encourage Diversity Mentoring

Mentoring is often praised for developing new talent, but it also serves as an opportunity for both parties involved to learn from each other. Part of Pricewaterhouse Cooper's (PwC) Diversity & Inclusion strategy is to encourage their employees to participate in diversity mentoring and sponsorship. Similarly, Microsoft has introduced speed dating for mentors where Upper-level management is often eager to mentor lower-level employees who come from different backgrounds and bring different points of view. Diversity mentoring opens different points of view that top management had not recognized before and allows employees access to leaders within the company. This not only develops management from within but it encourages employees to develop open minds and find solutions that they may not have seen before.



Six Proven Inclusion Techniques

“A diverse mix of voices leads to better discussions, decisions, and outcomes for everyone.”

Sundar Pichai
CEO of Google

Serve Multicultural Audiences

Having a multicultural team also makes it easier to expand into multicultural consumer spaces. Multicultural advertising agencies will all be quick to tell you the secret toward targeting multicultural audiences is to hire employees who mirror your audience. Multicultural employees are able to create connections with multicultural audiences because they share common cultural backgrounds. Being able to share a sense of sameness with consumers makes the job more fun and more familiar, therefore increasing employee morale. P&G Chief Brand Officer, Marc Pritchard, told an audience at the 2018 ANA conference that “if you aren’t doing multicultural marketing you aren’t doing marketing.” Like the multicultural workforce, multicultural markets have accounted for the majority of growth in spending within the United States over the past decade. Serving multicultural audiences is in the best interest for your employees and your bottom line. After all, if you want multicultural consumers, give them a seat at the table.



Incorporate Multicultural Teams and Management

Every year, the group Working Mothers releases their list of “Best Companies for Multicultural Women.” Consistently on the list are companies like IBM, Deloitte, P&G, and Accenture. A Forbes report looked into what these companies all had in common and found that the CEO’s of these companies actively promoted three things: They all provide an annual update on diversity to the board of directors; they all have a dedicated DEI executive to update them on diversity metrics; and they all meet regularly with a DEI executive to review goals and performance. These companies invest in diversity at all levels of the company and integrate it into all teams. These are key actions that companies can take to achieving their goals for Diversity and Inclusion.



Six Proven Inclusion Techniques

"Sameness breeds more sameness, until you make a thoughtful effort to counteract it."

Michelle Obama,
Former U.S. First Lady

Invest in Cultural Brokers

Although multiculturalism has been recognized by most Fortune 500 companies to be beneficial to the workplace, oftentimes, multicultural teams develop the Tower of Babel Syndrome where team members talk past one another without understanding and teamwork breaks down. That is where cultural brokers come in. Sujin Jang, assistant professor of Organizational Psychology at INSTEAD, defines Cultural brokers as "team members who have relatively more multicultural experience than others and who act as a bridge between their monocultural teammates." There are two types of cultural brokers: a cultural insider and a cultural outsider. Say you come from a team based in America and are working with a team based out of Korea. A **cultural insider** would have extensive knowledge of both American and Korean culture and be able to use their knowledge to explain ideas from either culture. A **cultural outsider** has no experience in either culture and is patient in understanding ideas from both cultures so everyone can learn.



Seek Out Diverse Points of View

The very nature of multiculturalism in the workplace is to develop diverse points of view and gain an understanding of solutions that differ from what your company was doing before. Therefore, valuing and empowering multicultural voices is the first step to being able to unlock the benefits of a multicultural team.

Furthermore, listening to and empowering diverse voices reveals areas of growth that may have been unnoticed by the company. A Harvard Business Review case study revealed that cosmetic giant L'Oréal actively seeks to hire multicultural talent in their product development teams to find opportunities in new markets and to serve a diverse consumer base.



Equity vs Equality

Equity within the workplace starts with understanding that there are underlying, and often unacknowledged, biases built within organizations that favor some groups of people over others. Furthermore, equity is acknowledging the role of systematic privilege in the success of some employees over other employees due to those underlying biases. Therefore, equitable policies are those that help to bridge the gap between marginalized groups of employees while addressing and eliminating corporate bias.

Equity vs Equality

Equality is giving everyone the same advantages and expectations while failing to recognize the distinct advantages some have over others. Whereas, equity is providing employees with resources that give them the ability to succeed regardless of not having the past advantages of other employees. Equitable policies also define various methods of success for employees who excel in different skills, whereas equal policies would measure success on one scale (eg. profit) that may not be fair for all employees.

Equality

The state of being equal only looking at their current opportunity or success without acknowledging previous advantages/setbacks

Equity

The quality of being fair by recognizing what was/is needed to be successful based on previous skills, tasks, or abilities.

In the example to the right, equal policies would have given each person a box to reach the apple, but the tall man would have still had the unfair advantage due to his height. Equitable policies are available to provide the resource of a box to the short man to get the apple, but also recognize the success of the man who climbed the tree in order to reach the orange. While equal policies would have seen the short man and climbing man as failures, equitable policies gave all participants a fair chance of success, and rewarded the employees based off their abilities and specific tasks.



“The point isn’t to get people to accept that they have biases, but to get them to see [for themselves] that those biases have negative consequences for others.”

Theresa McHenry, HR Director at Microsoft UK

Ensuring Equitable Practices

How to Ensure Equitable Practices



Provide Development Resources

Not all employees come from the same educational background or have gained the same work experience throughout their career. Therefore, find ways to continuously develop your employees to enhance the skills that they are missing or have not utilized in a long time. Create your own training courses, or team up with outside vendors to provide quarterly training.



Diversify Performance Matrix

Everyone has different skills they excel in. While a creative director may not be able to turn massive profits like a marketing executive, he should not be considered a failure due to his inability to bring in direct profit. Define various definitions of success and celebrate a wide range of talents. This lets your team have skills for all occasions instead of being a one-trick pony.



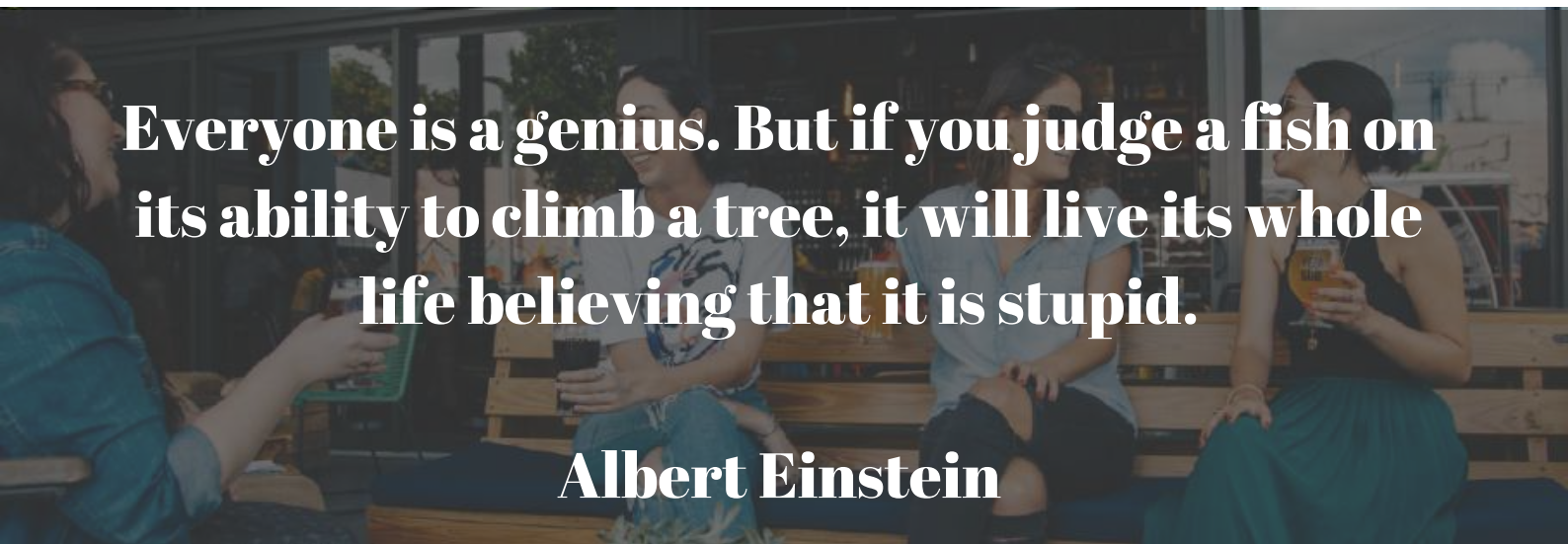
Establish Clear Promotion Tracks

Take the ambiguity out of what it takes to get a promotion, and you will also eliminate unacknowledged bias that many managers have when deciding who to promote. Define clear paths of what should be achieved before being considered ready to move to the next level of the company, and provide regular performance updates with employees so they know where they stand in their career progression.



Standardize Pay Brackets

Employees who do similar work should be guaranteed similar salaries to their colleagues. This will effectively close the pay gap that exists among employees of color and women and eliminate salary discrepancies. Create salary brackets that employees of different ranks fall into to ensure equitable pay practices while still allowing for some flexibility in pay, raises, and negotiations without creating huge gaps in salary.



Everyone is a genius. But if you judge a fish on its ability to climb a tree, it will live its whole life believing that it is stupid.

Albert Einstein

Creating Diverse, Equitable, and Inclusive (DEI) Policies

Diversity and Inclusion Built to LAST

Reevaluating all your DEI policies to find holes in coverage and inclusion can be a cumbersome task. Do not think that you have to scrap all your existing policies to create new inclusive ones. Instead, focus on where policies fall short and mend them to cover all employees. One strategy you can use is the LAST approach to build inclusive policies that are meant to...well...last.

Listen

Start by listening to your employees. The Chief Diversity officer should work together with the DEI team to promote open dialogue about current policies by setting up open houses and fireside chats to understand areas in which the company can be more inclusive and equitable. Furthermore, there should be ways to submit concerns anonymously for employees who are too shy to speak out or are fearful of being reprimanded.

Analyze

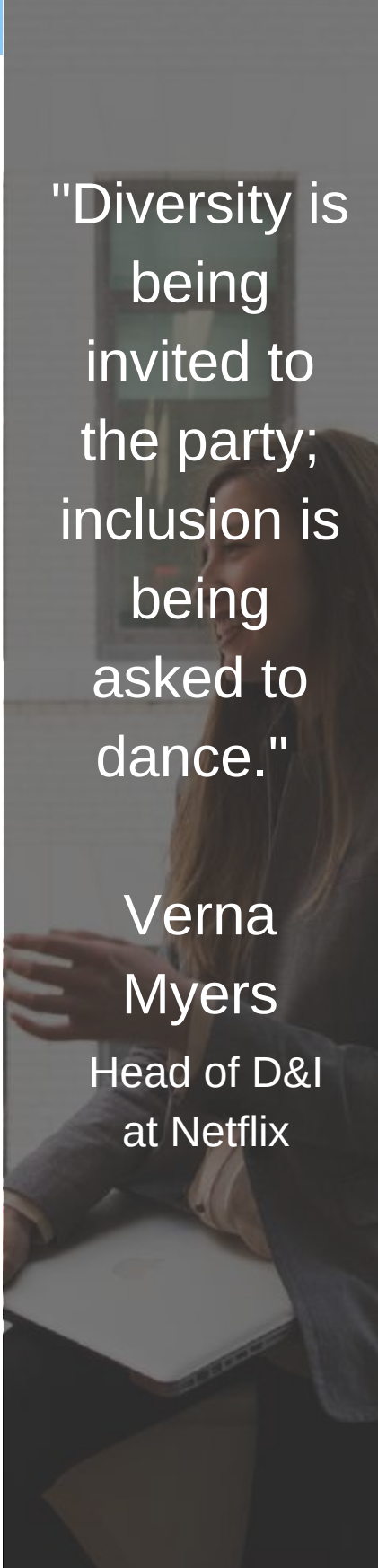
Once you are finished with your official audit of DEI gaps and policy concerns, categorize the concerns two ways. First, categorize by who the policy effects (eg. LGBT, Muslim Employees, Women) to understand individual concerns. Secondly categorize by policy area so that you can address all the individual concerns by making broad changes to a specific existing policy or create new policy where inclusive regulations don't already exist. (eg. Health Care, Family Benefits, PTO).

Strategize

After analyzing, you should have defined areas of concern that you want to address. Work with your diversity think tanks and affected employees within the company to formulate improvements that close holes in inclusion. Organize a meeting with HR, management, and employees who the policy affects to create the proper solution and implementation of the new policy.

Transition

Begin transitioning the outdated policy out and implementing new policies in. Ideally inclusive policies should be implemented immediately. However depending on the impact of the policy and amount of changes needed to be adopted, work with the Chief Diversity Officer and DEI teams to plan out a proper transition of the policy to minimize disruption of office functions.



"Diversity is being invited to the party; inclusion is being asked to dance."

Verna Myers

Head of D&I
at Netflix

More inclusive companies have a 2.3x higher cash flow per employee over a 3-year period.

Source: Josh Bersin, founder of Bersin by Deloitte



Conclusion

Tips, Tricks, and Final Thoughts



Checklist When Designing DEI Initiatives

1) Know Your Workforce

Send a *voluntary* survey to employees to understand demographics of the company. Explain it is to improve DEI efforts and that you will utilize the results to improve the inclusivity and equity within the company.

2) Identify Areas of Need

Identify areas that your employees most identify with, or areas that your employees have brought to your attention.

3) Review Current DEI Practices

Look at current policies, benefits, and practices and see how they address the needs of your employees and how they can be improved.

4) Establish Measurable Goals

Create measurable goals that you want to achieve and the impact they will have on the company's performance and costs.

5) Design DEI Initiatives

Find possible solutions to meet your goals and develop a 360 plan of how you are going to implement solutions to the problem areas you identified.

5) Convince Company Leaders

Hold meeting with leaders in the company and gain support. Suggest that all top leaders sponsor an initiative to oversee and grow.

6) Implement and Communicate

Design a company-wide initiative and disseminate it to every member of the company. Answer questions and clarify what the new D&I practices entail.

7) Interweave into Company Culture

Include mission statements and vision statements for D&I in the company mission. Incorporate D&I into every business decision.

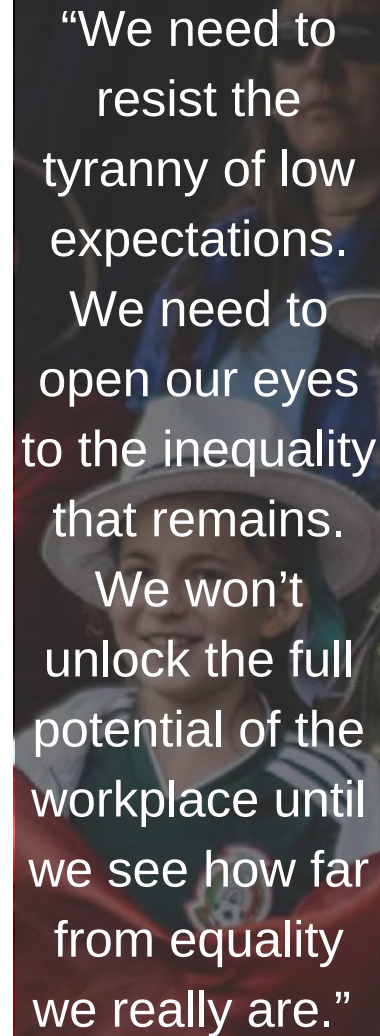
8) Measure and Analyze

Measure progression toward goals and analyze whether the initiatives are going to plan and the effect they are having on the company.

9) Gain Employee Feedback

Hold employee focus groups to understand what the employees feel about the new initiatives and get them involved in causes they feel strongly toward.

10) Review, Revise, and Keep Up to Date



“We need to resist the tyranny of low expectations. We need to open our eyes to the inequality that remains. We won’t unlock the full potential of the workplace until we see how far from equality we really are.”

Sheryl Sandberg,
COO of Facebook



Things to Remember

If the culture isn't already inclusive and equitable, you're not ready for diversity

Even the name "Diversity and Inclusion" seems to imply that the order is diversity THEN inclusion. However, a design set up on securing vast amounts of diverse talent before establishing a culture of inclusivity is already designed to fail. Companies should focus on creating inclusive policy for the diversity and continue to expand on those practices or create new policies as needed rather than scrambling to create something from scratch.



'Diversity first' puts the burden on minorities to create inclusion and equity

When companies focus on diversity first, they are putting an undue burden on minority employees who have been tasked with either learning to adapt to a non-inclusive environment or with designing inclusion for themselves and others like them in the company. These tasks require minority employees to take on responsibility beyond what their job calls for and affects their performance and longevity within the company.



DEI shouldn't be limited to a department in Human Resources

When many people think of diversity and inclusion they think it's admirable, but it's also not their problem. DEI has been reduced to a department out of HR rather than a movement within the company. In reality, DEI should be an ideology held by all members of the company. When DEI is siloed within HR, employees and hiring managers are able to brush it off as not their responsibility when they should be the ones at the forefront of creating an inclusive and equitable environment.



Diversity is a movement, not a mandate

A movement serves as a force that revolutionizes the values and decision making process of a company, leaving no process untouched. Although hiring multicultural talent is beneficial toward improving diversity of thought, if companies do not take continuous steps to foster a multicultural movement then diverse thinkers will feel marginalized and excluded. Therefore, if companies want multicultural talent, they need to take the time and resources to ensure that multiculturalism is fully implemented into the vision and culture of the company to ensure the promise of diversity, inclusion, and equity is fulfilled.



Diversity ~ Equity ~ Inclusion

Diversity



Equity



Inclusion



The process of attracting diverse faces, voices, and thinkers to a company and listening to diverse points of view.

Eliminating bias, and ensuring diverse voices succeed throughout their career based on individual strengths.

Making diverse voices feel welcomed and valued throughout the office and implementing diverse projects.

A successful DEI strategy has proven to be beneficial for the productivity, success, and the well-being of your employees. Employees who work in diverse work places reported feeling happier and more likely to stay with the company than employees who work in homogeneous environments. Constantly review your DEI practices and hold quarterly meetings with your Chief Diversity Officer to identify ways in which the company can grow and continue to promote DEI.

Your employees are your greatest asset. Listen and identify ways in which you can continue to improve as a company, and identify perspectives that you are missing in your organization. The world is made up of diversity, and although our companies cannot begin to accommodate all the diverse points of view that exist, we can start by valuing what makes us different.

At DCAProSearch we want to share the diversity that exists within the workforce with you and your company. We recognize that diverse mindsets bring about new solutions, new ways of thinking, and new opportunities that make our world better. We thank you for being a part of this movement and challenge you to continue to redefine what it means to be a diverse, inclusive, and equitable company.

"Diversity enriches our world, our way of thinking, and our value systems. It refines our compassion and treatment for each other as human beings."

Doris Aguirre

Principal/Executive Recruiter at DCAProSearch

About dcaprosearch

DCAPROSEARCH specializes in recruiting premium multicultural and general market professionals in advertising and marketing who excel in the contemporary reflection of today's diverse cultural and digital landscape. At DCAPROSEARCH we strive to give our clients the Distinctive Client Advantage, meaning we only present premium candidates that we are certain will strengthen your teams. Culture Marketing is leading the way, and DCAPROSEARCH understands that these changes require a unique talent. This is why our executive recruiters are dedicated to finding professionals with experience and passion in multicultural advertising and diversity marketing to target your specific culture market needs.

We are lucky to have a team of passionate professionals who, day in and day out, work to bring the right candidates and companies together. Our 92.8% client repeat and referral rate is a testament to what we believe: that consistent client satisfaction is vital to maintaining the firm's integrity.

Founder

Doris Aguirre



As Principal/Executive Recruiter, Doris Aguirre has been a leading voice in the multicultural recruiting space since 1995. She believes that consistent diversity, inclusion and equity practices are an integral part of a companies growth and the growth of its employees. Her dedication has rewarded her with clients who have continued with her for 20+ years and many friendships in the industry.

Prior to DCA ProSearch, Doris started her career in Hispanic advertising sales, where she spent 10 years working with various agencies and brands. During this time, she learned about the dire need of multicultural talent and decided to do something about it - that's when DCAPROSEARCH was born. A recognized career authority and recruiter, Doris has been a speaker at various conferences including The Association of Hispanic Advertising Agencies, Hispanicize and has been featured in Fast Inc. 500 and Ad Age.

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Inclusivity means not 'just we're allowed to be there,' but we are valued. I've always said: smart teams will do amazing things, but truly diverse teams will do impossible things.

-Claudia Brind-Woody, Vice President and Managing Director of Intellectual Property at IBM



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At DCAPROSEARCH, we build premium relationships with our clients and help you develop power teams by searching out passive candidates currently successful in their careers and those currently in the job market who are a true fit. You'll only see the few star candidates that meet our rigorous standards. Each position receives a custom marketing campaign that starts with a hand crafted job description from you. From there we market your position via our proven Networking Platform Process. Our candidates are more than just their resumes. We don't make robo-calls and we don't send out mass emails to find candidates. Instead, we hand pick the candidates for you by taking time to get to know them and build relationships. This way you are assured that when you get a resume from DCAPROSEARCH, you are getting candidates that are a true fit for your team.

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Legal Disclaimer: The intent behind this guide is to provide ideas to have a successful DEI process within your organization. DCAPROSEARCH does not claim to be a DEI specialist. However, we do encourage you to hire a DEI Executive to implement solid DEI initiatives in order to gain the business benefits that come along with having a diverse workforce.