



## **Inclusion in Action: Recruiting and Onboarding Diverse Talent**

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### **The Current State of the Manufacturing Workforce**

The U.S. manufacturing industry employs close to 13 million people with 500,000 job openings. By 2030, there will be as many as two million jobs unfilled in manufacturing. Further increasing the gap is an increased number of furloughs and retirements which have widened the skills gap. Seventy-seven percent of surveyed manufacturers anticipate there will be ongoing difficulties in attracting and retaining workers in 2021 and beyond.

#### **Women Workers in the U.S.**

- 47% percent total
- 30% Mfg.

#### **Minority Workers in the U.S.**

- 12% total
- 10% Mfg.

### **The Importance of Intentional Hiring of Diverse Talent**

Acknowledging the skills gap is important because it allows for companies to hire talent with diverse skills and talent. Strategies must take place to attract diverse talent. Look in different places and change traditional ways and hiring patterns to attract diversity. Diversity, equity and inclusion (DEI) are important and increase value to your company because:

- People are your most valuable asset.
- Companies with diverse teams are more profitable and more innovative.
- Diverse organizations improve retention and employee engagement.

### **What is Diversity, Inclusion and Equity**

Diversity is the presence of difference within a given setting. It could represent people's identities, places, thoughts, perspectives. It is the uniqueness of being different. For example, an organization can be diverse without being inclusive. An organization can have a diverse workforce without being

equitable. Inclusion is people of different identities, feeling valued; feeling like they have a sense of belonging; feeling like they are being heard; feeling welcomed.

### **Benefits of Workplace Diversity**

According to McKinsey and Company, companies with more diverse teams were top financial performers. Data shows that when you have a diverse workforce it gives a sense of belonging and people are happier and engaged. The following are indicators of a diverse and inclusive environment:

- Increased innovation
- Reduced turnover
- Variety of perspectives
- Better decision making
- Increased profits
- Better company brand (reputation)
- Higher employee engagement
- Increased creativity
- Improved hiring results

### **Myths about Diverse Talent**

There are myths about diversity and inclusion, that they are the same as ethics and morality. Or the concept of diversity excludes white men. You can be a white male in a group of all women, African Americans or a group of all ages. Diversity is not just about gender and race. Diversity is about recognizing differences, whatever environment you're in. It could be sexual orientation, political affiliation, religious affiliation, disability or marital status. Diversity is a unique subset you bring when you are in each environment.

### **Diversity is Everyone's Responsibility**

Think more broadly about the benefits of diversity. It is not just the labor of human resources, it's everybody's responsibility in the organization. Starting with leadership setting the vision and expectations. It is everyone's responsibility within the organization to own building an inclusive workforce with a shared responsibility to respect, leverage and embrace diversity. Change your strategy:

- Focus on inclusion first.
- Be intentional about building that diverse workforce.
- Establish a vision.
- Develop a talent strategy.
- Educate and inform your employees.
- Avoid microaggressions.

### **Model Good Behavior**

Build a more inclusive and welcoming workplace where the leader sets the vision and expectations. They hold everybody accountable horizontally and vertically throughout the organization. One thing hiring managers within your company can think about is providing training on unconscious bias and fair hiring

practices. Make sure the words in your job descriptions reflect inclusive hiring. Broaden your base of opportunity for candidates to hone in on the core skills and competencies needed.

### **Affinity Groups**

Diversity is about recognizing the differences, not eliminating or dismissing them. Be mindful of word choice during interviews. Utilize a hiring team or committee to be a part of the hiring process.

Onboarding is critical in the information that new hires receive:

- Allow opportunities to grow and become leaders. This will set your new hires up for success.
- Introduce employees to resource or affinity groups to conversate and engage with people who look like them. This group can be for people with disabilities, African Americans, Asians, Hispanic or whoever the underrepresented groups are within your organization.