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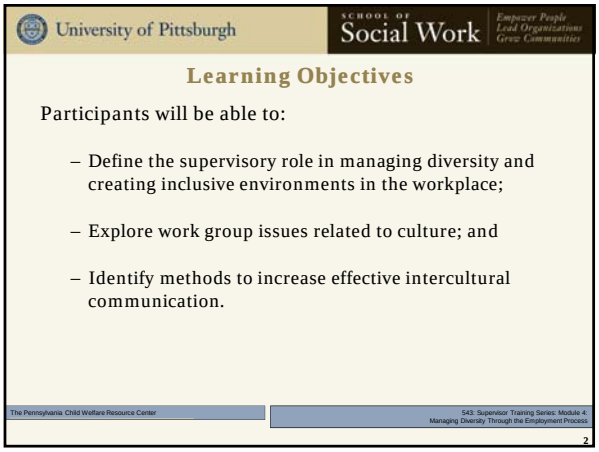
PA Child Welfare Resource Center
543: Supervisor Training Series
Module 4: Managing Diversity Through the Employment Process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Learning Objectives
Participants will be able to:
– Define the supervisory role in managing diversity and creating inclusive environments in the workplace;
– Explore work group issues related to culture; and
– Identify methods to increase effective intercultural communication.
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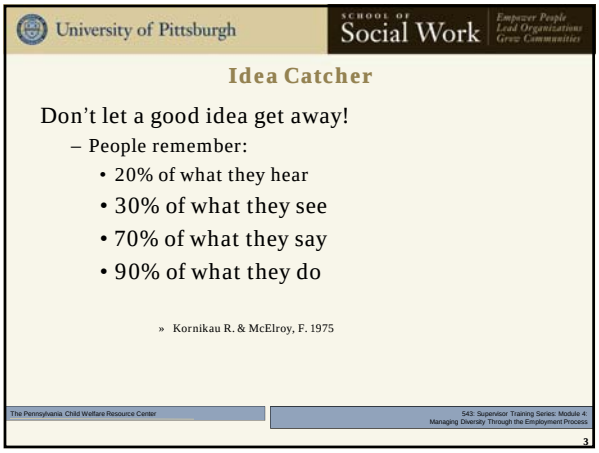
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Idea Catcher
Don't let a good idea get away!
– People remember:
• 20% of what they hear
• 30% of what they see
• 70% of what they say
• 90% of what they do
» Kornikau R. & McElroy, F. 1975
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The Supervisor Training Series

Module 1: The Preparatory and Beginning Phases of Child Welfare Supervision

Module 2: Living the Mission of Child Welfare

Module 3: The Middle/Work Phase of Supervision

Module 4: Managing Diversity Through the Employment Process

Module 5: Endings and Transitions/Managing Staff Retention, Satisfaction, and Separation

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Agenda

Section I: Introduction
Section II: Exploring Culture and Diversity
Section III: Looking at Generational Differences
Section IV: Considering Diversity in the Organization
Section V: Managing Employees
Section VI: Connecting Diversity in the Organization
Section VII: Transfer of Learning and Evaluation

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Managing Diversity Includes:

Administrative Supervision

Educational Supervision

Clinical Supervision

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Supervisor Responsibilities Relating to Diversity

- Being aware of one's own filter;
- Understanding the laws and guidelines surrounding diversity;
- Valuing human differences; and
- Managing workplace diversity.

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Four Layers of Diversity

- Personality Traits;
- Internal;
- External; and
- Organizational Dimensions

Loden and Rosner (1991)

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Valuing Diversity

An approach to help an organization benefit from employee's differences. It usually concentrates on several general objectives:

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Valuing Diversity (continued)

- Fostering awareness and acceptance of individual differences.
- Fostering greater understanding of the nature and dynamics of individual differences.
- Helping participants understand their own feelings and attitudes about people who are "different."
- Enhancing work relations between people who are different.
- Exploring how differences can be tapped as assets in the workplace.

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Benefits to Diversity

- Creativity and Innovation;
- Broader Range of Skills;
- Better Decisions;
- Better Service to Diverse Clients;
- Better Management Skills;
- Attracts Other Talent; and
- Fairness/Equity/Humanity.

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The Desired Future State

Cultural Proficiency

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Cultural Proficiency

When an individual and/or organization:

- Advocates for cultural competence throughout the system;
- Seeks to add to the cultural knowledge base;
- Strives to make improvements in cultural competency permanent;
- Holds culture in high esteem;

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Cultural Proficiency (continued)

- Is able to cope successfully with perceived or real discrimination and has some effective strategies for dealing with it; and
- Has courageous conversation regarding culture and diversity while staying engaged, speaking truth, allowing discomfort and accepting non-closure in order to promote multicultural competence in others.

– Sources: (Adapted from Prochaska, J.O., and DiClemente, C.C. 1984; *AAOP Journal*,1990; CWLA and the Juvenile Law Center, 2008; and Casey Family Programs, 2009).

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Implications of Many Age Groups

Older Workers

– Greater concern for retirement security and planning, health care and wellness, different rewards.

– Loss of reward systems which reflected greater economic stability—*e.g.*, medical benefits after retirement, time off for education.

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Implications of Many Age Groups (continued)

Middle of the Road Workers

- Strong influence on policies related to benefits and a family-friendly work atmosphere.
- More positions open in supervision and management levels.

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Implications of Many Age Groups (continued)

Younger Workers

- More competition to attract and retain entry-level workers.
- Greater demand for a variety of workers, such as bilingual/bicultural employees.

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Changing Times

- Global economy
- Advances in technology
- World order/political situation
- Changing work force

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521: Generational Differences in the Workplace.

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Civil Rights Act of 1964

The law states that it is unlawful for an employer to fail or refuse to hire, or otherwise discriminate against any individual on the basis of race, color, religion, sex, or national origin.

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Affirmative Action is..

- a commitment made by an employer to take positive steps to end discrimination in the workplace;
- good faith actions the employer makes to recruit, hire, and promote qualified individuals; and
- goal setting based on the composition of the labor market, timetables and numeric goals for the hiring and promotion.

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The Goal of Affirmative Action

The desired future state is to have a work force reflective or representative of the general population.

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Equal Opportunity Employment

- Based on the concept that every individual should be given an equal chance to pursue employment. Upon employment, every individual should then receive fair and equal treatment from the employer.

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Equal Opportunity Employment (continued)

- Protects job applicants or employees, based on their race, color, religion, sex, national origin, age, disability or veteran status related to any manner that would deprive them of employment or adversely affect their status as employees.
- In 1998, Executive Order 13087 was signed that prohibits discrimination based on sexual orientation.

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Human Resource Trainings

- 501: The Employee Performance Review Process
- 533: Beyond the Evaluation: Managing Performance to Increase Caseworker Retentions and Job Satisfaction
- 533: Supervising Difficult Employees
- 534: Employee Performance Evaluation
- 535: Management of Conflict
- 540: Supervising through HIPAA, FMLA, and ADA and Privacy
- 540: The Disciplinary Process
- 703: Legal Issues to Consider in Making Hiring Decisions
- 703: The Employee Review Process
- 704: Legal Issues to Consider in Making Firing Decisions

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Equal Pay Act

Prohibits discrimination on the basis of gender in compensation (including most fringe benefits) for substantially equal work in the same establishment.

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The Pregnancy Discrimination Act of 1978

Prohibits discrimination on the basis of pregnancy, childbirth, or related medical conditions.

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Americans with Disabilities Act (ADA)

Prohibits an employer from discriminating against a qualified individual with a disability on the basis of that disability, whether physical or mental, with regard to job application procedures, hiring, advancement or discharge, compensation, training or other terms, conditions and privileges of employment.

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Fact or Myth?

Employees with disabilities have a higher absentee rate than employees without disabilities.

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Myth

FACT: Studies show that employees with disabilities are not absent any more than employees without disabilities.

Source: U.S. Department of Labor, Office of Disability Employment Policy

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Fact or Myth?

Persons with disabilities need extra protection from failure.

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Myth

FACT: Persons with disabilities have a right to participate in the full range of human experiences including success and failure. Employers should have the same expectations of, and work requirements for, all employees.

- Source: U.S. Department of Labor, Office of Disability Employment Policy

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Fact or Myth?

Persons with disabilities have extra problems getting to work.

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Myth

FACT: Persons with disabilities are capable of supplying their own transportation by choosing to walk, use a car pool, drive, take public transportation, or a cab. Their modes of transportation to work are as varied as those of other employees.

– Source: U.S. Department of Labor, Office of Disability Employment Policy

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Fact or Myth?

Considerable expense is necessary to accommodate workers with disabilities.

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Myth

- **FACT**: Most workers with disabilities require no special accommodations and the cost for those who do is minimal or much lower than many employers believe. Studies by the Office of Disability
- **FACT:** Employment Policy's Job Accommodation Network have shown that 15% of accommodations cost nothing, 51% cost between $1 and $500, 12% cost between $501 and $1,000, and 22% cost more than $1,000.

– Source: U.S. Department of Labor, Office of Disability Employment Policy

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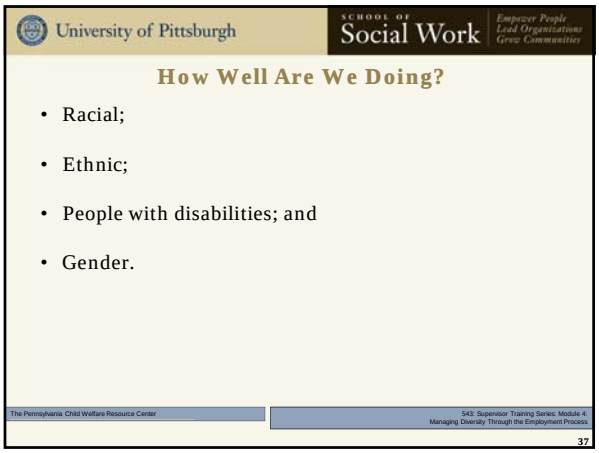
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How Well Are We Doing?
• Racial;
• Ethnic;
• People with disabilities; and
• Gender.
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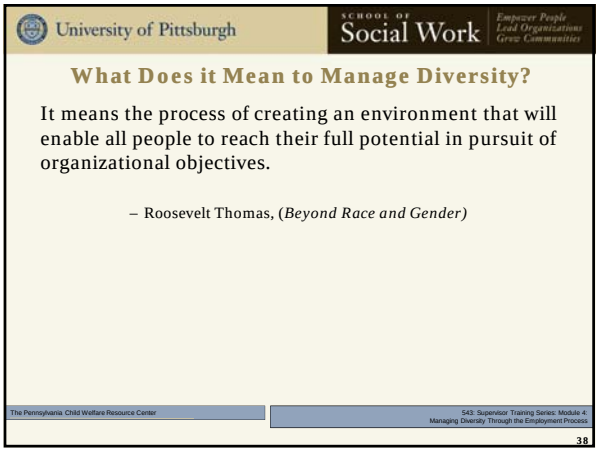
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What Does it Mean to Manage Diversity?
It means the process of creating an environment that will enable all people to reach their full potential in pursuit of organizational objectives.
– Roosevelt Thomas, (*Beyond Race and Gender)*
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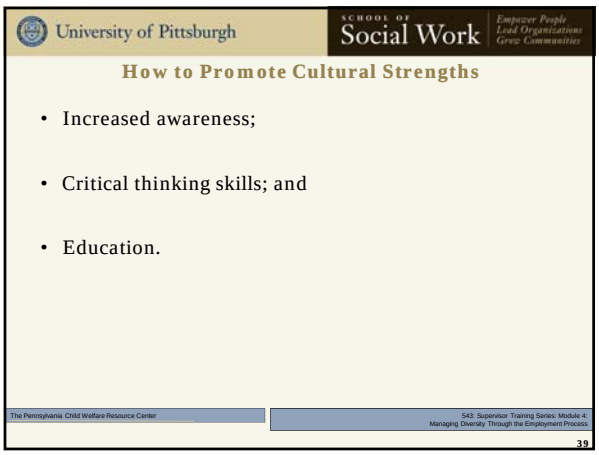
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How to Promote Cultural Strengths
• Increased awareness;
• Critical thinking skills; and
• Education.
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Diversity Trainings

- 307: Engaging Latino Families
- 307: Understanding Subculture Language
- 307: Valuing Diversity

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Suggestions for Skill Development Activities

- Skill 1: Empower Others
- Skill 2: Develop Others
- Skill 3: Value Diversity
- Skill 4: Work Change
- Skill 5: Communicate Responsibly

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Enhancing Communication Skills

- Speaking;
- Asking for Information;
- Adjusting Your Way of Speaking;
- Listening;
- Problem-Solving;
- Observation; and
- Checking/Assessing.

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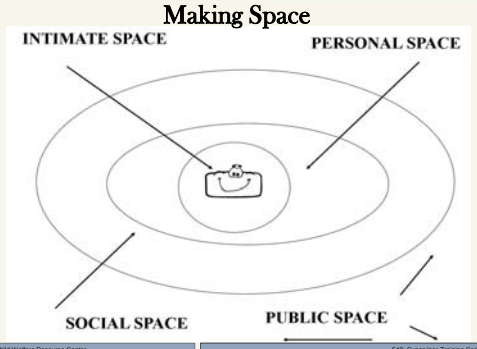
Making Space



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Marking Time (Temporality)

When is the right time? People of different cultural backgrounds may give different answers to this question:

- At ten o'clock;
- At twenty-two hundred hours;
- At sunset;
- When everything is ready;
- When everyone is here; or
- When I'm good and ready.

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Cultural Competence Continuum

- Where do you place yourself along the continuum?
- Where do you place your agency along the continuum?

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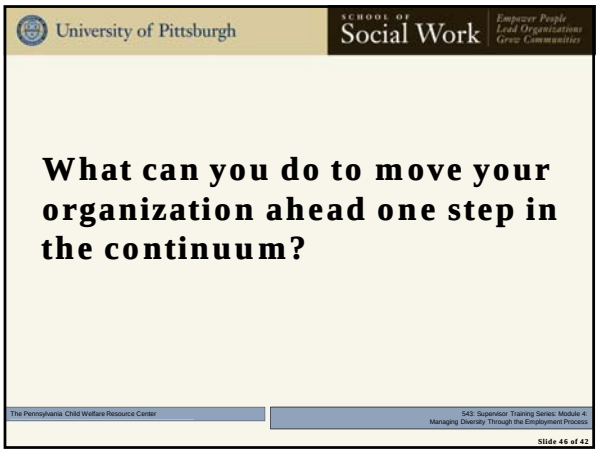
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What can you do to move your organization ahead one step in the continuum?
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