

## GOVERNANCE

- **Diversity Metrics, Measurement, and Evaluation**

Marc Brenman for WorkforceDiversityNetwork.com, published: November 24, 2012

[http://www.workforcediversitynetwork.com/res\\_articles\\_DiversityMetricsMeasurementEvaluation.aspx](http://www.workforcediversitynetwork.com/res_articles_DiversityMetricsMeasurementEvaluation.aspx)

Metrics can be used to measure how well an organization is doing on its diversity and inclusion program. Provides a list of possible metrics.

- **How Companies are Changing Old Ways to Attract Young Workers**

Jeanne Sahadi for Money.cnn.com, published: July 23, 2015.

<http://money.cnn.com/2015/07/23/pf/companies-millennial-workers/index.html?iid=hp-stack-dom>

*Highlights the changes companies have been making to become “millennial magnets.”*

- **Insights from the Conference Board Diversity and Inclusion Councils**

The Conference Board, published: 2009

[http://www.blm.gov/style/medialib/blm/nv/information/equal\\_employment\\_opportunity.Par.28411.File.dat/global\\_diversity.pdf](http://www.blm.gov/style/medialib/blm/nv/information/equal_employment_opportunity.Par.28411.File.dat/global_diversity.pdf)

*For diversity and inclusion (D&I) professionals, the challenges of building a diverse and inclusive workplace—both region by region and globally—can be daunting. This article outlines how a business can create a global mindset.*

- **Metrics—The How’s and Why’s of Proving Diversity and Inclusion Accelerate Business Results**

ubuntuglobal.com, published: January 1, 2015

<http://www.ubuntuglobal.com/metrics-the-hows-and-whys-of-proving-diversity-and-inclusion-accelerate-business-results/>

*Provides statistics and historical context explaining why there are skeptics in the workplace who do not believe inclusion of diverse people make a positive difference in organizational results.*

- **Resource Groups 101: A Primer on Starting them and using them for Business Goals**

diversityinc.com, published: August 8, 2012

<http://www.diversityinc.com/resource-groups-2/resource-groups-101-a-primer-on-starting-them-using-them-for-business-goals/>

*Defines resource groups, outlines where to begin, and best practices for businesses to get them started.*

- **The Path from Exclusive Club to Inclusive Organization: A Developmental Process**

Frederick A. Miller and Judith H. Katz for The Kaleel Jamison Consulting Group, published: 1995

<https://www.extension.org/sites/default/files/The%20Path%20from%20Exclusive%20Club.pdf>

*Creating an organization that leverages diversity and people's unique talents requires a strategic process to move from a mono-cultural organization to a more inclusive one, but too many organizations approach it like turning on a light switch.*

- **Why Diversity Matters**

Vivian Hunt, Dennis Layton, and Sara Prince: McKinsey&Company, published: January, 2015 [http://www.mckinsey.com/insights/organization/why\\_diversity\\_matters](http://www.mckinsey.com/insights/organization/why_diversity_matters)  
*This article presents data that makes it clear that companies with more diverse workforces perform better financially.*

## HUMAN RESOURCES

- **3 Secrets to Hiring for Diversity**

Sara Jones for applicantpro.com, published: March 24, 2015  
<http://www.applicantpro.com/articles/3-secrets-to-hiring-for-diversity/>  
*Three ideas on how to attract more diverse candidates.*

- **4 Simple Ways to Retain Your Top Talent (Hint: This Will Cost You Zero)**

Thomas Koulopoulos for inc.com  
<http://www.inc.com/thomas-koulopoulos/4-simple-ways-to-retain-your-top-talent-hint-this-will-cost-you-zero.html>

*Creating a world-class team is tough enough but keeping the team together is one of the greatest challenges you will face.*

- **4 Tips for Attracting Top Talent**

Mike Harden for executivecoachdc.net, published: March 18, 2015  
<http://executivecoachdc.net/operating-with-vision/4-tips-for-attracting-top-talent/>  
*Successful companies populate their teams with A-players. Unfortunately, most A-players aren't actively seeking new employment. This article gives four tips for businesses to attract and retain top talent.*

- **7 Tips for Startups to Attract and Retain Top Talent**

Rebecca O. Bagley for forbes.com, published: September 8, 2014  
<http://www.forbes.com/sites/rebeccabagley/2014/09/08/7-tips-for-startups-to-attract-and-retain-top-talent/>

*Bringing the right people on board is important for any business, but startups in particular can't afford to make hiring mistakes. When money is tight and credibility has yet to be established, a wrong hire can set you back for months or keep your business from taking off altogether. So what can startups do to attract and retain top talent?*

- **Approaches to Diversity Training**

The Chicago School  
<http://psychology.thechicagoschool.edu/resource/industrial-organizational/approaches-to-diversity-training>

*The U.S. workforce is becoming more characterized by its racial and ethnic diversity with each passing year and because of that it is necessary that the workplace follows suit. This article suggests strategies for promoting diversity.*

- **Best Practices or Eradicating Religious Discrimination in the Workplace** U.S. Equal Employment Opportunity Commission

[http://www.eeoc.gov/policy/docs/best\\_practices\\_religion.html](http://www.eeoc.gov/policy/docs/best_practices_religion.html)

*Outlines best practices on religious harassment, reasonable accommodations and undue hardships.*

- **Best Practices Shared for Employing People with Disabilities**  
Kathy Gurchiek for Society for Human Resource Management, published: March 25, 2015  
<http://www.shrm.org/publications/hrnews/pages/best-practices-attracting-hiring-retaining-disabilities.aspx>  
*Recruiting and hiring strategies; information on self-identification.*
- **Diversity at Work: Inclusive Language Guidelines**  
Human Resource Council of Canada  
<http://hrcouncil.ca/hr-toolkit/diversity-language-guidelines.cfm>  
*Provides a glossary of terms on specifics in language and grammar for: race and ethnicity, ancestry, gender, and sexual orientation.*
- **Hiring People with Disabilities**  
U.S. Small Business Administration  
<https://www.sba.gov/content/hiring-people-with-disabilities>  
*As an employer, you can take advantage of various programs that encourage the recruitment of hiring people with disabilities. This resource provides a directory of resources for business.*
- **Hiring People with Disabilities Isn't Just the Right Thing to Do—It's Good for Business**  
Elizabeth Picciuto for thedailybeast.com, published: October 27, 2014  
<http://www.thedailybeast.com/articles/2014/10/27/hiring-people-with-disabilities-isn-t-just-the-right-thing-to-do-it-s-good-for-business.html>  
*People with intellectual and developmental disabilities have historically faced enormous hurdles getting jobs, yet based on new studies hiring people with IDD is good for the bottom line.*
- **How can you Create a LGBT-Friendly Workplace**  
diversityinc.com, published: June 8, 2010 <http://www.diversityinc.com/diversity-management/how-can-you-create-an-lgbt-friendly-workplace/>  
*Provides benefits and strategies for creating a LGBT-Friendly workplace.*
- **How to Attract and Hire Incredible Talent**  
Bruce Kasanoff for forbes.com, published: May 2, 2014  
<http://www.forbes.com/sites/brucekasanoff/2014/05/02/how-to-attract-and-hire-incredible-talent/>  
*If talent is everything that leads to an obvious question: how do you attract the best talent?*
- **How to Attract and Retain Talent with the Right Benefits**  
Sharon Florentine for cio.com, published May 21, 2014  
<http://www.cio.com/article/2376117/careers-staffing/how-to-attract-and-retain-talent-with-the-right-benefits.html>  
*Multiple generations in the workforce simultaneously can make benefits a tricky issue for businesses. The key is understanding how benefits can help you attract and retain top talent by offering the right solutions for each generation.*
- **How to Bridge the Workplace Generation Gap**  
Beth Miller for Entrepreneur <http://www.entrepreneur.com/article/234314>  
*Today's workplace is comprised of four generations under one roof. This article sheds light on how managers can work with multi-generational work forces.*

- **How to Incorporate Diversity into your Recruitment Strategy**

Daniel Goh for [youngupstarts.com](http://youngupstarts.com), published: April 9, 2014

<http://www.youngupstarts.com/2014/04/09/infographic-how-to-incorporate-diversity-into-your-recruitment-strategy/>

*An infographic outlining the benefits of having a diverse staff, and how you can initiate diversity initiatives in your recruiting strategy.*

- **How to Support Transgender Employees in the Workplace**

Karen Higginbottom for [forbes.com](http://forbes.com), published: June 24, 2014

<http://www.forbes.com/sites/karenhigginbottom/2014/06/24/how-to-support-transgender-employees-in-the-workplace/>

*Provides background about transgendered persons in the workplace, along with a case-study.*

- **HR Best Practices for Interviewing and Hiring**

[hr.com](http://hr.com), published: August 2, 2004

<http://www.hr.com/SITEFORUM?&t=/Default/gateway&i=1116423256281&application=story&active=no&ParentID=1119278077613&StoryID=1119654228609&xref=https%3A//www.google.com/>

*Sound interviewing and hiring techniques to help you find the right person for the job; Dos and Don'ts, goals, and questions.*

- **Is that Discrimination? Interview Questions to Avoid**

Jenny Greenhough for [rocketlawyer.com](http://rocketlawyer.com), published: August 29, 2013

<https://www.rocketlawyer.com/blog/is-that-discrimination-interview-questions-to-avoid-914940>

*Not sure what qualifies as discriminatory? This article lays down guidelines so that you can collect the need-to-know information without stepping into precarious legal territory.*

- **The Business Case for Hiring Vets**

Susan H. Burnell for [forbescustom.com](http://forbescustom.com)

<http://www.forbescustom.com/DiversityPgs/HiringVetsBusinessCase.html>

*Hiring and transitioning veterans into the workplace strengthens any organization. This article provides tips for hiring vets, as well as reasons for hiring service members.*

- **You Don't Know It, But Women See Gender Bias in Your Job Descriptions**

Stephen Shearman for [eremedia.com](http://eremedia.com), published: March 1, 2013

<http://www.eremedia.com/ere/you-dont-know-it-but-women-see-gender-bias-in-your-job-postings/>

*Gender-themed words may be affecting job applicants; provides examples of feminine vs. masculine job descriptions.*

## ADDITIONAL RESOURCES

- **2015 Diversity Holidays**  
diversitybestpractices.com <http://www.diversitybestpractices.com/2015-diversity-holidays>  
*The United States is rich with diversity, which is reflected in the observances celebrated by its various cultures and populations. Knowledge of the holidays compiled in this list can enhance your workplace and diversity and inclusion efforts.*
- **A Culturally Diverse Workforce Could Be a Boon to Your Business**  
Mariah Deleon for entrepreneur.com, published: February 12, 2015  
<http://www.entrepreneur.com/article/242821>  
A company culture that values cultural diversity—including racial, ethnic, language, and religious diversity—can translate into greater profits. Outlines the benefits of diversity as well as offers tips for taking advantage of diversity in the business setting.
- **Changing our Perceptions of Older Workers**  
Michael S. North for Society for Human Resource Management Foundation  
<http://www.shrm.org/about/foundation/products/Documents/Changing%20Perceptions%20Older%20Workers-FINAL.pdf>  
The percentage of mature workers in the U.S. economy is already at a historic high and is predicted to increase in the coming decades. This article stresses the importance of prioritizing mature workers.
- **Diversity in Tech**  
Rani Molla for wsj.com, published: August 31, 2015 <http://graphics.wsj.com/diversity-in-tech-companies/>  
*An interactive tool with a pool of data revealing racial and gender diversity among major tech companies.*
- **Gender Inequality and Women in the US Labor Force**  
ilo.org  
[http://www.ilo.org/washington/areas/gender-equality-in-the-workplace/WCMS\\_159496/lang--en/index.htm](http://www.ilo.org/washington/areas/gender-equality-in-the-workplace/WCMS_159496/lang--en/index.htm)  
*Gender pay gaps persist around the world and the US is no exception. This article highlights some background information and current statistics on equal pay for women in the United States.*
- **How do I Become Culturally Competent?**  
Rebecca A. Clay for American Psychological Association  
<http://www.apa.org/gradpsych/2010/09/culturally-competent.aspx>  
*Provides tips and lists methods for training and experiencing cultural competence on your own.*
- **Introverts vs. Extroverts: How to Get Along at Work**  
Nicole Fallon for businessnewsdaily.com, published: October 31, 2014  
<http://www.businessnewsdaily.com/2320-introvert-extrovert-quiz.html>  
*Provides information on the differences between extroverted and introverted personalities within the workplace, how to work with and manage both.*

- **Rooting Out Hidden Bias**

Dana Wilkie for shrm.org, published: December 1, 2014

<http://www.shrm.org/publications/hrmagazine/editorialcontent/2014/1214/pages/1214-hidden-bias.aspx>

*Explains unconscious bias and lists several tips and strategies for avoiding biased behavior.*

- **The Aging Workforce: Leveraging the Talents of Mature Employees**

Cheryl Paullin for Society for Human Resource Management

<http://www.shrm.org/about/foundation/products/Documents/Aging%20Workforce%20EPPG-FINAL.pdf>

*Benefits of using mature workers' talent and strategies for recruiting, hiring, engaging and retaining mature workers.*

- **The Business Benefits of Gender Diversity**

Sangeeta Bharadwaj Badal for gallup.com, published: January 20, 2014

<http://www.gallup.com/businessjournal/166220/business-benefits-gender-diversity.aspx>

*Lists the advantages of gender-diverse teams and lists strategies for improvement.*

- **The Least Diverse Jobs in America**

Bourree La for theatlantic.com, published: June 29, 2015

<http://www.theatlantic.com/business/archive/2015/06/diversity-jobs-professions-america/396632/>

*An interactive chart with data from the Census and the Bureau of Labor Statistics detailing racial diversity and median salary among a list of job categories.*

- **The State of Diversity in Today's Workforce**

Crosby Burns, Kimberly Barton, and Sophia Kerby for americanprogress.org, published: July 12, 2012

<https://www.americanprogress.org/issues/labor/report/2012/07/12/11938/the-state-of-diversity-in-todays-workforce/>

*Provides statistics on racial and gender diversity in terms of private, public, local, state, and federal employees.*

- **What is Cultural Competence & How is it Measured?**

DTUI.com

<http://diversityofficermagazine.com/cultural-competence/what-is-cultural-competence-how-is-it-measured/>

*Cultural competence is defined and a description of how to assess it at the individual and organizational levels is offered. This article summarizes a unique approach to designing and developing high impact diversity education.*

- **Why 'Thought Diversity' is the Future of the Workplace**

Alison Griswold for businessinsider.com, published: September 27, 2013

<http://www.businessinsider.com/the-future-of-workplace-diversity-is-here-2013-9>

*Five simple steps for managers to increase "thought diversity" (differences in how people think: analytical thinkers, planners, etc.) in their companies.*

## ONLINE RESOURCES

- **AARP**  
[www.aarp.org/](http://www.aarp.org/)  
*A membership organization leading positive social change and delivering value to people age 50 and over through information, advocacy and service.*
- **American Civil Liberties Union (ACLU) of Michigan**  
[www.aclumich.org/](http://www.aclumich.org/)  
*The American Civil Liberties Union is a nonpartisan, non-profit organization whose stated mission is "to defend and preserve the individual rights and liberties guaranteed to every person in this country."*
- **Business Leaders for Michigan**  
[www.businessleadersformichigan.com/](http://www.businessleadersformichigan.com/)  
*An organization dedicated to the improvement of Michigan; a "business roundtable" composed for chairpersons, chief executives, and senior executives.*
- **Capital Area Michigan Works!**  
[www.camw.org](http://www.camw.org)  
*A resource for job-seekers and career placement services for the Mid-Michigan area.*
- **Capital Area United Way**  
[www.micauw.org](http://www.micauw.org)  
*An organization that raises money to fund important charitable programs within our community.*
- **Equality Michigan**  
[www.equalitymi.org](http://www.equalitymi.org)  
*Anti-violence and advocacy organization working primarily for Michigan's lesbian, gay, bisexual, and transgender communities.*
- **Fairy Godboss**  
[www.fairygodboss.com](http://www.fairygodboss.com)  
*Provides information for women, from women on companies' benefits, hours, maternity leave, and culture.*
- **Hire Heroes USA**  
[www.hireheroesusa.org](http://www.hireheroesusa.org)  
*Organization that helps veterans find jobs using a personalized approach that empowers transitioning service members, veterans, and their spouses.*
- **Hire Potential**  
[www.hirepotential.com](http://www.hirepotential.com)  
*Providing accessibility, compliance, and employment services for companies in the United States.*
- **Human Rights Campaign (HRC)**  
[www.hrc.org](http://www.hrc.org)  
*America's largest civil rights organization working to achieve lesbian, gay, bisexual, and transgender equality.*

- **Lansing Association for Human Rights (LAHR)**  
<http://lahronline.org/>  
*An advocate by and for lesbian, gay, bisexual, and transgender people and their allies in the greater Lansing community.*
- **Michigan Civil Service Commission**  
[www.michigan.gov](http://www.michigan.gov)  
*A bipartisan commission appointed by the governor that classifies and regulates conditions of employment for state employees.*
- **Mid-Michigan Talent Connection**  
[www.midmichigantalent.org](http://www.midmichigantalent.org)  
*A non-profit committed to encouraging and developing a productive network between businesses and job seekers.*
- **Michigan Future Inc.**  
[www.michiganfuture.org](http://www.michiganfuture.org)  
*A non-partisan, non-profit organization that seeks to be a source of new ideas on how Michigan can succeed in a world class community in a knowledge-driven economy.*
- **National Association for the Advancement of Colored People (NAACP)**  
[www.naacp.org](http://www.naacp.org)  
*A civil rights organization for ethnic minorities in the United States.*
- **Peckham**  
[www.peckham.org](http://www.peckham.org)  
*A non-profit vocational rehabilitation organization that provides job training opportunities for persons with significant disabilities and other barriers to employment.*
- **Project Implicit**  
<https://implicit.harvard.edu/implicit/>  
*A non-profit organization and international collaboration between researchers who are interested in implicit social cognition. Provides tools to test one's implicit biases.*
- **Pure Michigan Talent Connect**  
[www.mitalent.org](http://www.mitalent.org)  
*A launch pad for new jobs, careers, and talent; an online marketplace connecting Michigan's job seekers and employers, and serves as a central hub linking all public and private stakeholders who support Michigan's workforce.*
- **Society for Human Resource Management (SHRM)**  
[www.shrm.org](http://www.shrm.org)  
*Provides job listings and other resources for human resource professionals.*
- **Tri-County Office on Aging**  
[www.tcoa.org](http://www.tcoa.org)  
*Promoting and preserves the independence and dignity of the aging population. Serving Clinton, Eaton, and Ingham Counties and the cities of Lansing and East Lansing.*
- **U.S. Equal Employment Opportunity Commission (EEO)**  
[www.eeoc.gov](http://www.eeoc.gov)  
*A federal agency that administers and enforces civil rights laws against workplace discrimination.*