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Diversity and Inclusion: Strategic Thinking for The United States National Guard *(a small sampling of content)*

Cornell University ILR

Laura S. Hertzog, Esq., Director Diversity &
Inclusion/EEO Programs

Laura.Hertzog@cornell.edu



Laura S. Hertzog, Esq.

- Professional Experience
 - ✓ Cornell University Director
 - ✓ Hunter College, Dean for Diversity and Compliance
 - ✓ Credit Suisse, Director of Global Diversity
 - ✓ Chadbourne and Parke, LLP, Director of Associate Development & Legal Personnel
 - ✓ New York University School of Law, Instructor
 - ✓ Paul, Weiss, Rifkind, Wharton Garrison, Litigation Associate
- Education:
 - ✓ University of Michigan Law School, J.D. *cum laude*
 - ✓ Princeton University, A.B. East Asian Studies (Chinese)

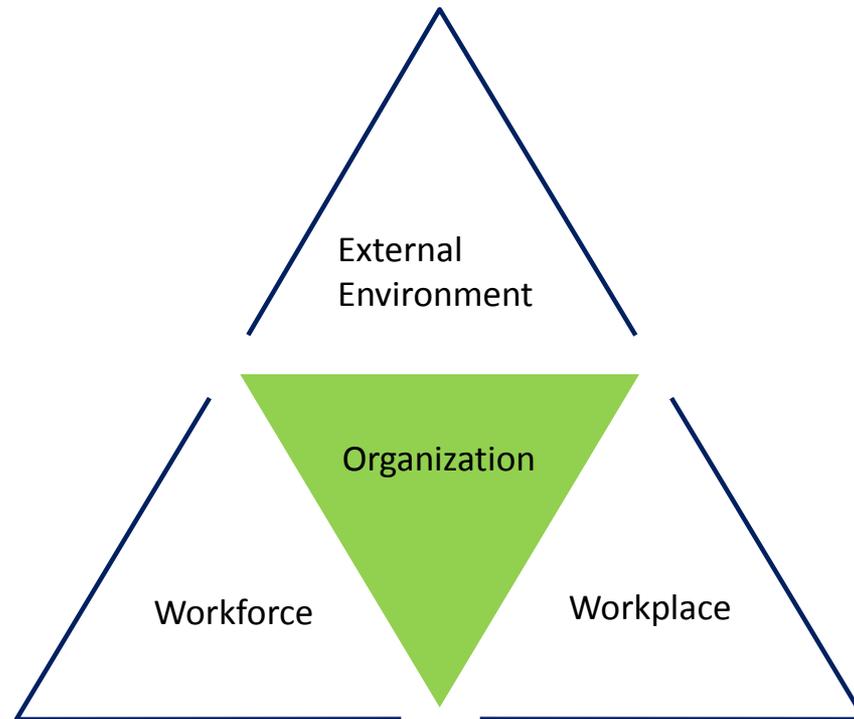


Our Approach

- *Diversity and Inclusion is an integral part of a comprehensive organizational strategy. We work to ensure a holistic and balanced approach to Diversity and Inclusion Management by helping organizations to (1) create and leverage a **diverse workforce**, (2) develop and maintain an **inclusive workplace** and (3) grow market share and/or improve public perception in an increasingly complex and **diverse external environment**.*



3 Organizational Dimensions (of Diversity and Inclusion)





Organizational Environments

- Inclusive (desired outcome)
- Multicultural
- Compliant
- Monocultural



Definitions of 4 Organizational Environments

- The **monocultural organization** is unconscious at best and intentionally discriminatory at worst. Its motto might be: "This is how we do it around here." The monocultural organization might have a diverse work force but still only values the majority culture.
- The **compliant organization** still views diversity as a problem. Its motto is: "What do we have to do to stay out of trouble?" It is often a numbers-based organization.
- The **multicultural organization** has a diverse mix of employees with differences in race, gender, age, sexual orientation, disabilities, etc. Often, this organization has met the challenges of compliance, but it struggles to make the best use of diversity.
- The **inclusive organization** appreciates what everyone in the organization brings with them. Its motto is: "Do we have everyone's input? Let's not miss a chance to be smarter than we are now."



Creating an Inclusive Environment

- Systems
 - Promotion/Hiring
 - Developmental
 - Awards/recognition
 - Policies
 - Work-life Balance
 - Awards/recognition
 - Job posting
 - Practices
 - Giving and receiving feedback
 - Dealing with tension/complexity
 - Behaviors
 - Meeting and communication protocol
 - Teamwork within a Unit
 - Showing deference to leaders
 - Responding to new ideas
- **At the Organizational Level**
 - **At the Individual Level**



3 Organizational Dimensions of Diversity

Workforce (people)

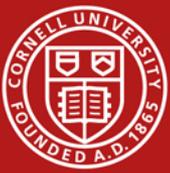
- **Recruitment**
- Inclusion at all Levels
- Representation in all Functions
- Full Time
- Part Time
- Vendors/Contractors
- Consultants
- “Tenured” & New Employees
- Generational Differences

Workplace (culture)

- Policies
- Culture (practices)
- Procedures
- **Retention**
- Politics
- Internal Communications
- Performance Management
- Rewards and Recognition
- Ethics
- **Work Life Balance**
- Benefits
- **Training and Development**
- **D/I Training**
- Engagement Surveys

External Environment

- **Public perception**
- **Brand**
- Global connections and image
- Parents of potential recruits
- Communities
- Philanthropies
- Advertising
- Marketing
- External Awards and Recognition
- External Communications
- Associations



Core Competencies for National Guard Leaders and Members

■ Examples

- Teamwork and Collaboration
- Communication and Influence
- Analysis and Problem Solving
- Planning and Organization
- *Diversity and Inclusion Management*



Behaviors and Competencies

- Focus on changing behaviors in the workplace not personal values
- Rest on Organization's mission imperative and less on society's moral imperative
- Set clear expectations for all service members
- Develop competencies and build skills
- Create and foster an inclusive environment



Sample Diversity Training Curriculum for Guard Diversity Leaders

- Fundamentals of Diversity Initiatives- Provides basic diversity and inclusion training as well as a common language for discussing such issues.
- The Law of Equal Employment Opportunity-Basic grounding on law of EEO.
- Essentials of Developing and Delivering Diversity Training and/or Training Difficult Issues in Diversity-Could be given to all, or only to those with direct training responsibility.
- Effective Diversity Councils-Guiding councils on effective interactions, allocating responsibilities and roles, appropriate education for members, staying energized, terms, rotations, etc.



Sample Curriculum, Cont'd

- **Effective Affinity Groups-** Could be given to all, or to select groups- e.g., leaders of existing employee networks or resource groups, those considering forming them, etc. Discusses roles and responsibilities of affinity groups as part of the organization (rather than as mini-labor organizations).
- **Generational Diversity-**An overview of different needs, expectations and styles of the four generations in the workplace, and ways to maximize the ability of employers to leverage their talents.
- **Strategic Diversity Recruiting & Retention-**Developing a diverse workforce and inclusive workplace.
- **Advanced Diversity Strategies-** Discussion of best practices, accountability for all levels, metrics for measuring success.



Sample Train the Trainer Program

- Days One and Two-Curriculum development-creating customized training materials for National Guard*
- Days Three and Four-Essentials of Developing and Delivering Diversity Training-training trainers in basics of delivering training
- Days Five and Six- Training trainers to teach customized materials

***Please note that all materials can be translated into other languages as needed.**



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STRATEGY DEVELOPMENT AND MEASUREMENT:

CORNELL'S APPROACH



Sample Strategic Messaging on Diversity: The National Guard

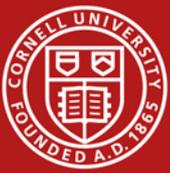
(Examples of long term goals related to core military values)

- In the **Workforce**: in the Guard, we aspire to be recognized as an organization with vast representation of gender, race, ethnicity, physical ability and generational differences at all organizational levels, and to be recognized as the best organization in America for **diverse employees**.
- In the **Workplace**: in the Guard, we aspire to create a culture that values, respects and leverages the diverse talents of all. As part of the Soldier's Code, we pledge to treat others with dignity and respect while expecting others to do the same. This is one of the ways in which we will become known as an **employer of choice**.
- When viewed by the **External world**: the Guard aspires to be recognized as **strongest , most diverse military force in the world**, to work effectively with our global partners, and to keep our promise to serve our country whenever and wherever needed.



Scorecard / Measurement Process

- **Goals**
 - The desired end state
 - 1 for each organizational dimension
 - Keep consistent to measure progress over time
 - **Should be set for 3 to 5 years out (stretch)**
- **Objectives**
 - The specific tactics to achieve goals
 - 5 to 7 for each goal
 - Can change over time
 - May be short or long term
 - **Can be set as Quarterly, Semi Annually, or Annually**
- **Supporting Actions**
 - The specific behaviors and practices needed to accomplish objectives
 - Can vary over time
 - May be short or long term
 - **Daily activities**



Example: State X National Guard

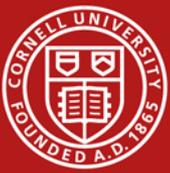
One long term goal for each organizational dimension

- In the **Workforce**: In the Guard, we aspire to be recognized as an organization with vast representation of gender, race, ethnicity, physical ability and generational differences at all organizational levels, and to be recognized for our **diverse membership**.
- In the **Workplace**: In the State X National Guard, we aspire to create a culture that values, respects and leverages the diverse talents of all Guard members and become known as one of the **best Guard units to join in America**.
- In the **External Environment**, , we aspire to be the **recognized for our professionalism and outreach to communities we serve**.



Example: Workforce → 4-7 Objectives for Each Goal

- **Workforce Goal – *Our people***
*We aspire to be recognized as an organization with vast representation of gender, race, ethnicity, physical ability and generational differences at all organizational levels, and to be recognized for our **diverse membership**.*
- **Example Objectives (taken from organizational assessment)**
 - Increase racial/ethnic and gender diversity at the staff/regional commander and above levels
 - Increase number of younger (35 and below) in leadership positions
 - Increase diversity of participants in leadership development programs
 - Increase number of employees with physical challenges (disabilities) in public relations department.



Workforce-One sample supporting action for one objective (each objective will have several)

Objective 1:	Measures			
Increase racial/ethnic and gender diversity at the staff/regional commander and above levels	Baseline-Where are we today -06/11	Where we want to be as of 06/12	Actual attainment	Percentage of achievement

Responsibility Leader:

Supporting Actions	Measures			
	Baseline-Where are we today – 06/11	Where we want to be as of 06/12	Actual attainment	Percentage of achievement
Increase mentor participation by 50%				
Create program to identify high Potential women and minorities				
Institute accountabilities for recruiters and executives to ensure high quality women and minority candidates for director opportunities and above (internal and external)				

Responsibility: