



Diversity and Inclusion in the Workplace is a Dynamic Process:

Unconscious (Implicit) Bias

- ✧ The attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner. These biases, which encompass both favorable and unfavorable assessments, are activated involuntarily and without an individual's awareness or intentional control.

Diversity & Inclusion

- ✧ Who is at the table or in your work group? Demographics may be described as surface-level diversity and differences in attitudes, perspectives, and beliefs are a deep-level diversity.
- ✧ Who has what role within a workgroup? Inclusion reflects how and to what extent individuals shape work and workspace. It is possible to have diversity without inclusion; however it is not possible to have inclusion without diversity so organizations must have both.

Elements of Unconscious Bias in the Workplace:

There are six common factors that affect employee experiences of bias in the workplace.

1. *Control* - an employees' perceived capacity to influence decisions that affect their work, gain access to resources necessary to do an effective job, and the ability to exercise professional autonomy
2. *Workload* - the extent to which job demands match employee limits
3. *Fairness* - the extent to which decisions at work are perceived as being fair and people are treated with respect
4. *Reward* - an employee's experience with feeling recognized and valued by service recipients, colleagues, managers, and external stakeholders
5. *Community* - the quality of social interaction at work (conflict, mutual support, closeness, teamwork). Community typically thrives where people share praise, comfort, happiness, humor, and assistance
6. *Values* - the extent to which the organization encompasses the ideals and motivations that originally attracted the employee to the job

Policies and practices to support the supervision and retention of diverse staff

Examples of diversity and inclusion strategies that can help shift employee dynamics are those that address the elements of fairness and control. Specific efforts to provide staff with the opportunity to be involved in the decisions that affect their role and workflow and transparency around decisions can encourage staff to share their valuable skills and knowledge in a genuine and sincere environment. We have examples and tools of these strategies that we are happy to share and help you adapt to your workplace.

- Accurate job descriptions – clearly describes expectations and tasks
- Transparent performance evaluations – begins at orientation and is an ongoing open process
- Collaborative work plans – establishes personal goals and objectives directly related to the job description and professional development plans
- Inclusive coaching – combines characteristics of clinical supervision and multidisciplinary team meetings to support staff teams and create a culture of reflective practice and problem solving.