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DIVERSITY AND INCLUSION (D&I) PLAN
FOR TECHNOLOGY SMBs

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A Guide to Hiring without Unconscious Bias
How to Encourage Diverse Applicants Through Talent Acquisition

WORKBOOK
Diversity Action Plan Workbook
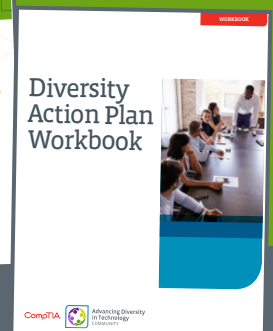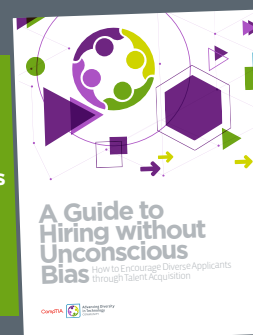
INTRODUCTION

Can we talk? As a small business owner, could your diversity and inclusion (D&I) efforts use a little help? Most small business owners responded "yes" to our survey and cited challenges like, "I don't know where to start," or "I don't have the time and resources to dedicate to such an initiative," or "I'm too small to think about diversity."

If this sounds like you, CompTIA's Advancing Tech Talent and Diversity Community has heard you. We believe that it's just as important for smaller businesses to think about diversity and make an effort to represent their broader communities as it is for enterprise organizations. Your small business can enjoy the same benefits as the big companies, provided that you truly commit to your D&I plan.

Study after study shows that diverse workplaces are highly impactful, driving productivity and profitability throughout the organization. It's clear that leaders who prioritize more diverse and inclusive workforces elevate the effectiveness of their businesses, the satisfaction of employees and their overall success. In addition to the benefits to the business, implementing a D&I strategy can contribute to positive brand sentiment among your consumers and other companies. The Advancing Tech Talent and Diversity Community encourages small business owners to not only think about how they can recruit, retain and optimize diverse talent, but also to seek business partners and collaborators that consider diversity a priority. If you work with suppliers, make a point of choosing ones that are committed to diversity too, as they often outperform their non-diverse competitors and provide other types of value, such as access to new markets and customers.

Using the Small Business Administration's (SBA) definition of small business—those with 1 to 500 employees—there are approximately 6 million U.S. businesses that meet this criterion. CompTIA surveyed over 200 technology solution providers to understand their challenges in planning and executing D&I initiatives. While this guide is created in response to those challenges, the practices described are applicable to virtually any small to mid-sized business.

There are a lot of components to consider when launching a plan in order to realize maximum results. We created this guide as a tool to assist your organization in navigating the complexities of a successful, scalable and sustainable diversity strategy. Depending on where you are in your D&I journey this guide can serve as a tool you reference as needed or a deep dive in your quest to leverage diversity. The Advancing Tech Talent and Diversity Community defines diversity as differentiators, including race, ethnicity, gender, sexual orientation, age and ability. Finally, we seek to emphasize the importance of recognizing the value, engagement and utilization of all talent with respect to marketplace advantage.

According to CompTIA's Diversity in the High-tech Industry research report, 64% of respondents said they agree that an organization with a diverse employee base is more likely to produce world-class innovation.

THE STATE OF DIVERSITY IN TECH

The business case for diversity is undeniable. As technology continues to interconnect our societies, our workplaces must mirror these changing environments. A diverse and inclusive workplace offers more creativity and innovation, plus empowers employees with the freedom to bring their best and authentic selves to the workplace. A company that is serious about its future success cannot ignore the financial and competitive benefits inclusivity brings.

5 TECH TRUTHS STRANGER THAN FICTION
According to CompTIA's Diversity in the High-Tech Industry Research report:

Roughly 7 in 10 of both high-tech and general business workers believe ultimate responsibility for workplace diversity lies with company leaders.

Three in 10 non-white high-tech workers in the study said they left a job because of a lack of diversity or hostile culture.

A report by the non-profit association Ascend Foundation found that Asian Americans were least likely of all races to reach management level or higher in the tech industry despite having more workers in the industry than all other non-white races.

At the executive level, 59% of high-tech workers said they personally believe a diverse workplace is critical to have and should be an organizational mandate. That compares with 49% of executives in the general business population. But at the staff level for these two groups, just 28% of high-tech workers characterized diversity as critical to have vs. 48% of those from the general business bucket.

Four in 10 respondents to a recent PEW Research study agreed that the high-tech industry has not been as welcoming to hiring women for tech-specific jobs—a view nearly identical among men (40%) and women (43%).

According to McKinsey's Delivering Through Diversity report, companies in the top quartile for gender diversity on executive teams were 21% more likely to outperform on profitability and 27% more likely to have superior value creation. And the inverse is true: A lack of diversity can actually hurt a firm's profits. Companies in the bottom quartile for both gender and ethnic/cultural diversity were 29% less likely to achieve above-average profitability.

PLANNING FOR DIVERSITY

The following section is intended to provide support and resources for inclusive workforce planning and diversity recruitment strategies. Workforce planning requires knowledge of current industry demographics as well as internal staffing needs and potential candidate pools, particularly on a regional level. While broad workforce recruitment can be done nationally, truly successful diverse recruitment and retention plans require small to mid-sized technology solution providers examine their hiring practices and make every effort to source new talent that is reflective of the communities they serve and in which they reside.

If senior management and/or human resources is unsure of where to start, pull the census info for your geographical region (accessible via The U.S. Census Bureau). This will provide statistical parameters for diversity inclusion goals as well as help to identify opportunities for growth.

Additional components worth assessing at the outset include:

Taking a detailed look at staff demographics.

• Does a particular department have a more homogeneous culture in regard to race, ethnicity, gender, age, veteran or disability status?

• For example, you may find one area has a much higher percentage of employees approaching eligibility for retirement than others.

• By clarifying where current (or projected) diversity deficits exist, the company can better strategize for ongoing recruitment.

Reviewing minimum skill requirements and emerging trends of interest.

• Both are appropriate benchmarks to establish in regard to identifying a beneficial knowledge base for incoming employees.

• Avoid assuming that one staff loss equals one replacement.

• Be willing to ask the question, "What different skills sets are needed for the future?" (Particularly in regard to company-wide, long-term goals).

Engaging lower management in workforce planning.

• Entry-level supervisors often know exactly what skills and diversity their teams currently lack and the characteristics which are likely to add value to the group.

• While it is still nearly impossible to take workforce planning to an individual level (except during the start-up phase), valuable information can still be gained related to managers' needs if they are involved in the process.

Anticipating the company-wide impact improving inclusion.

• Evaluate if certain departments already have fewer employees and could use additional assistance. Should their staffing needs take priority on a fundamental level?

• Assess the frequency of highly skilled and knowledgeable employees of diverse backgrounds being offered promotions, transfers and/or other opportunities for advancement.

Developing flexible workplace plans that can accommodate unforeseen changes.

• Many factors can impact diversity recruitment and retention, including fluctuating economic conditions, legislative changes or world events.

• Create low, median and high projections for recruitment and retention as baseline measures of success.

PwC's 2017 CEO survey reports that chief executives view the unavailability of talent and skills as the biggest threat to their business. Employers also spend an enormous amount on hiring—an average of $4,129 per job in the United States, according to Society for Human Resource Management estimates, and many times that amount for managerial roles—and the United States fills a staggering 66 million jobs a year. Most of the $20 billion that companies spend on human resources vendors goes to hiring. (Your Approach to Hiring Is All Wrong)

Remember:

A workforce plan is a living document that should evolve with the tech industry and your company's mission. As new skill sets become desired and weak spots identified within a workplace culture, workforce plans must be adjusted accordingly.

TROUBLESHOOTING D&I ACQUISITION AND RETENTION

Straight Talk from Val Haskell

Global Senior Director, Cloud Channels,
Chair, CompTIA Advancing Diversity in Technology, 2019

What is a common roadblock for implementing a diversity and inclusion program?

Getting started with anything new is often the hardest part, followed by being consistent and course correcting when needed. To get a leadership team on board, appeal to their interests. I also recommend having one-on-ones with as many of the team as possible and finding a champion. Understand their interests and address D&I in those terms.

Whom should be involved in kickstarting D&I initiatives?

People who are interested and key leaders who can make the required decisions and investments should be involved. Try to provide value for all employees. The easiest way to do this is by inquiring what they want, then actually attempting to provide it. They could want a particular topic to be addressed; a certain quality of speaker or on-the-job training; or a specific resource you can deliver for them.

Can you give an example on how to appropriately reference diversity in a job description?

This is from an SAP job description:

SAP'S DIVERSITY COMMITMENT

To harness the power of innovation, SAP invests in the development of its diverse employees. We aspire to leverage the qualities and appreciate the unique competencies that each person brings to the company.

SAP is committed to the principles of Equal Employment Opportunity and to providing reasonable accommodations to applicants with physical and/or mental disabilities. If you are interested in applying for employment with SAP and are in need of accommodation or special assistance to navigate our website or to complete your application, please send an email with your request to Recruiting Operations Team. (Americas:Careers. NorthAmerica@sap.com or Careers.

LatinAmerica@sap.com, APJ: Careers. APJ@sap.com, EMEA: Careers@sap.com). Requests for reasonable accommodation will be considered on a case-by-case basis. Successful candidates might be required to undergo a background verification with an external vendor.

EOE AA M/F/Vet/Disability:

Qualified applicants will receive consideration for employment without regard to their age, race, religion, national origin, gender, sexual orientation, gender identity, protected veteran status or disability.

What are some creative ways to proactively source candidates from underrepresented communities?

Emphasize in your internal messaging a diverse candidate pool is being sought. Also consider working with organizations like Per Scholas or Creating IT Futures that recruit and train people from underrepresented communities. Educational institutions that serve underrepresented communities can also be helpful in this capacity, in addition to advertising in local media whose primary audiences are diverse groups and attending tech conferences such as Grace Hopper Women in Tech Summit and Latinx Tech Summit to meet potential candidates is also worth considering.

How do you counteract comments from leadership such as, "We just hire or promote the best person for the job, regardless of race or gender?"

Symphonies used to say the exact same thing and they were predominantly staffed by white males. Now leading symphonies do "blind" interviews where the player plays without being seen and suddenly you have much more diverse people in symphonies. We bring bias to hiring and to remove it, we have to be creative and more thoughtful.

DIVERSE WORKFORCE – TALENT ACQUISITION AND RETENTION CHECKLISTS

A shortage of technology professionals is an ongoing concern on an international level and the average employee retention period is approximately three years. Companies need to be invested in closing this gap with diversity and inclusion. Senior management should be committed to seeking diversity in terms of skills, experience and cultural backgrounds—plus they need to ensure this mindset is communicated throughout the organization. Senior management therefore sets the tone for prioritizing diversity in every aspect for the talent leadership team. This will also help increase retention rates by creating opportunities to address individual and collective differences among the staff as these initiatives are launched and expanded beyond recruitment into onboarding, professional development, leadership training, performance and evaluation, and workforce planning.

ACQUISITION CHECKLIST

A three-year outline for drafting recruitment efforts aimed at obtaining quality, diverse talent should involve:

✔ **Prioritize** buy in from senior management. This must happen before any lasting change can occur. Organizing offsite meetings or retreats to explore what's working or not working with current D&I efforts. Asking questions like, 'What does America look like today?' and 'How is or isn't our company reflective,' can be a good place to begin.

✔ **Follow-up** with internal diversity training for current employees. Eventually transition these into monthly strategy sessions ("power hours"). These may taper off to quarterly conference calls or brief in-person meetings after the initial six months or one year.

✔ **Deploy meeting** transcripts or written recaps of key talking points to all meeting attendees and leadership team members within 24-48 hours of each session.

✔ **Give** practical prompts intended to generate concrete connections—and solutions—to real-life workplace scenarios. (Examples: Name an effective D&I protocol in your department. Describe a challenge you are now facing in recruiting local talent.)

✔ **Create** a system of support to track how newly acquired staff is adapting to the workplace culture. (Learn more about Employee Resource Groups on page 10.).

✔ **Solicit** industry and legal experts to facilitate ongoing D&I training modules such as the company's attorney or an HR hiring specialist. These professionals can frankly address interview and hiring do's and don'ts beyond best practices by also clarifying what is required—and prohibited—by state and federal laws in regard to interview questions, reference checks and more.

✔ **Ask regularly,** "How are we sourcing new hires at all levels?" D&I needs to be a priority at each employment tier. Also keep in mind that potential clients' first impressions are formed by whom they encounter on your front line. Company guests should see people like themselves on the other side of the desk. It helps builds trust and confidence.

Other than white males under age 40 with no disabilities or work-related health problems, workers have special protections under federal and state laws against hiring practices that may have an adverse impact on them. As a practical matter, that means if members of a particular group are less likely to be recruited or hired, the employer must show that the hiring process is not discriminatory.

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More than half of diversity professionals do not have the resources or support needed to execute programs and strategies. Only 35% had access to company demographic metrics, and a survey of 1,800-plus company executives found that diversity ranked last on a list of eight potential business priorities. (A Leader's Guide: Finding and Keeping Your Next Chief Diversity Officer)

TROUBLESHOOTING D&I ACQUISITION AND RETENTION

Straight Talk from Doris Delgado

Senior – Network Operations, AT&T
Executive Council, CompTIA Advancing Diversity in Technology, 2019

Can you give an example of how to appropriately reference diversity in a job description?

In any official company job posting, it is important for a company to advertise its commitment to a diverse and inclusive workforce. Avoid gender specific words like "ninja" if perchance posting for a programmer description. The use of words like programmer invite a wider, diverse audience.

What are some creative ways to proactively source candidates from underrepresented communities?

If a company has employee resource groups, they should engage local non-profit organizations and participate in various career fairs and job workshops. This shows the local community that the company is committed to hiring a diverse workforce.

How do you counteract comments from leadership such as, "We just hire or promote the best person for the job, regardless of race or gender?"

If leadership makes a statement that does not address the critical need for D&I and instead takes a vague and dismissive approach, they are positioning themselves for a strong, adverse reaction from the external D&I community. A company like this misses an important opportunity to connect with many talented groups with many different perspectives and experiences.

What is your biggest piece of advice for small-to-medium size employers getting started with diversity and inclusion?

I think the biggest piece of advice would be to have patience. Starting diversity and inclusion programs can be both challenging and rewarding. If D&I is new to a company, it can seek out the best practices from other companies and then tailor them to fit its employees and company.

What would you say is (potentially) the most difficult part of implementing a D&I program?

A potentially difficult aspect of implementing D&I is not having commitment and engagement from top leadership. Therefore, if leadership is not fully engaged with a D&I program, employees may perceive this and not engage themselves. It is important for all involved to understand the critical need to have employees feel inclusivity in the workplace.

What sort of responsibilities should a diversity taskforce be charged with?

While it is everyone's responsibility when it comes to diversity and inclusion, top leadership should take the reins and accountability. Only when top leadership has shown their commitment to D&I, can teams such as HR, along with any external affairs team and ERG groups truly be purposeful in their objectives.

How should engagement with employee resource groups (ERGs) be encouraged?

I think the company should say it supports ERG s since they are the heart and soul of any company. A company should extend itself to support ERGs and encourage any group that feels there is a real need for a specific ERG to be formed. Invite employees to other ERG events to get them excited about what the amazing things a company does for its communities and employees.

How do you recommend getting an entire company—including the leadership team—on board with D&I initiatives?

In this day and age, consumers and prospective employees are paying attention to companies that take a serious stance on diversity and inclusion. A company that wants to remain competitive must understand that a company's reputation may be affected (or tarnished) if it fails to address topics such as diversity and inclusion. In the end, it can affect the company's bottom line.

How do you suggest approaching staff about appearing in photos, videos and other marketing materials without making them feel marginalized?

Although it's important to showcase a diverse and inclusive workforce, we must be authentic in how we present our brand.

A setting that might involve a group photo of a company team should take measures to ensure the employees are photographed in a comfortable setting and always with the employee's permission.

Do you have any tips for recruiting for diversity when a company is located in a city with few people of color, and it doesn't have the funding to offer relocation?

If a company is already invested in D&I programs, events and training, this will be reflected on its website and in any social media outlets (i.e., LinkedIn, Facebook, etc.) and hashtags. Many prospective employees are very social media savvy and are researching companies that offer multiple layers of benefits such as corporate responsibility, community involvement, commitment to diversity, etc. A company can work with its ERG leaders with finding ways to help recruit D&I talent and offer alternative benefits that might be attractive to a prospective employee.

RETENTION CHECKLIST

About 18 months into initiating improved D&I strategies, evaluating how new staff is acclimating to workplace culture becomes an equally important component to focus on. It can be one of the most accurate indicators of whether or not leadership and hiring teams are accomplishing what they set out to do (based on internal feedback from staff and turnover statistics). Organizations that retain high levels of diverse talent typically do the following:

✔ Produce onboarding guides based on different hiring authority needs.

✔ Provide online hiring resources for new managers (email templates, short video clips, etc.).

✔ Create professional development plans for all employees (5-10 year projection).

✔ Acquire interns who self-identify as the demographic in which diversity growth is needed.

✔ Offer staff opportunities to be trained specifically in recruitment and/or data analysis.

✔ Ensure visual materials (brochures, websites, social media posts) reflect workplace diversity.

✔ Make a company-wide database to log previously screened and qualified resumes.

Your company should also create ways for your personnel to connect with each other through affinity or employee resource groups by providing networking, mentoring and social settings. Such groups increase employee engagement by demonstrating to individuals that people like themselves are not only finding success within the enterprise but are willing to help them succeed as well.

STRATEGIES FOR BUILDING A DIVERSE PIPELINE OF CANDIDATES

According to a CompTIA survey of more than 200 SMBs, slightly more than three-quarters report their organization has tried at least on strategy to help build a diverse candidate pipeline (77%).

Strategy	Percentage
Levaraging network for referrals	47%
Attending job/career fairs catering to a diverse population	37%
Recruiting from colleges/universities with diverse populations	36%
Removing biased language from job descriptions	32%
Creating a brand strategy to attract talent	32%
Placing job ads in publications catering to a diverse demographic	30%
Partnering with boot camps or community programs that teach technical skills	19%

According to a SHRM, each time a business replaces a salaried employee, it costs 6 to 9 months salary on average. For a manager making $40,000 annually, that equates to an additional $20,000-30,000 in recruiting and training expenses.

Thomson Reuters, a multinational mass media and information firm, created a Diversity and Inclusion Index to assess the practices of more than 5,000 publicly traded companies globally.

THE IMPORTANCE OF INCLUSIVE CULTURES

When thinking about the importance of branding your organization as welcoming a diverse workforce and having an inclusive culture, it can be a struggle to represent employees from underrepresented populations, but it's also crucial not to tokenize anyone. The worst thing that an organization can do is to be insincere. Your company should not try to represent itself as something it is not. Additionally, if your engagement with underrepresented employees is limited to asking them to be in marketing materials, but not decision-making processes, then you are starting in the wrong place. Show your workforce and culture at your company authentically, while articulating a vision for diversity and revealing your workforce composition.

WHAT'S AN EMPLOYEE RESOURCE GROUP AND WHY DO WE NEED ONE?

Employee resource groups (ERGs) support an organization's inclusion and diversity goals and objectives as determined by organizational leadership and exist to benefit and advance their own group members by working strategically internally and externally. ERGs are entirely employee-led communities that allow employees to express themselves freely and drive organizational change. They are open communities that support and empower underrepresented groups and educate and inspire allies to drive equality. ERGs can drive customer engagement, transform culture and spark innovation.

Aligning ERGs with business imperatives and priorities show how an employee community can add value to an organization as well as develop its functions and brand. Also, ERGs give people the chance to develop their careers by learning new skills, presenting in front of leaders, managing budgets, leading strategies, and helping address business issues.

ERGs are good for business and can also:

✔ Play an important role in supporting an organization's business initiatives.

✔ Act as a sounding board around strategic diversity objectives within the organization, in support of a more inclusive work environment.

✔ Be a collective voice around shared issues or concerns that help to promote an inclusive, respectful workplace, by uncovering issues that are specific to the needs of a diversity community within the organization.

✔ Provide opportunities for employee development, education, and training, recruitment, retention, and business outreach and development.

✔ Support innovation by providing insights on new markets, product development and multicultural marketing, while enhancing the company reputation in the marketplace.

Census and Bureau of Labor Statistics data shows that 95% of hiring is done to fill existing positions. Most of those vacancies are caused by voluntary turnover. LinkedIn data indicates that the most common reason employees consider a position elsewhere is career advancement—which is surely related to employers' not promoting to fill vacancies. The root cause of most hiring, therefore, is drastically poor retention. (Your Approach to Hiring Is All Wrong)

ERG BENEFITS TO EMPLOYEES

ERGs are not social groups or clubs. The focus is to accomplish business-related goals, not social goals, and has frequent interaction with leadership locally, regionally or organizationally. In addition, ERGs provide employees with opportunities for:

• Development

• Mentoring

• Networking

• Showcasing their skills and becoming known within the organization

• Positively impacting the business through business development and the opportunity to channel their voices to advocate for change

STEPS TO ESTABLISHING AN EMPLOYEE RESOURCE GROUP

1. Prepare a brief statement of what you want the ERG to represent and accomplish. This is not the same as your mission statement. The purpose of this document is to use it as part of an ERG application form should your organizational structure mandate an approval process.

2. Develop an ERG application form. Work together with human resources or business owner to get the document approved. The application form may include:

   a. ERG name

   b. Purpose

   c. Alignment with organizational goals

   d. Alignment with diversity goals

   e. Name of ERG champion (This should be a senior leader)

   f. Resources needed, i.e., meeting space, funding

3. Define the ERG's purpose, goals and objectives

4. Establish a list of at least six employees interested in joining the ERG and identify targeted members from various functions, levels and locations.

5. Prepare an introductory message, including the brief statement of what you expect the group to represent and accomplish. Send this message via an email blast to potential members.

6. Maximize participation and support by spreading the ERG message via other internal communication methods, i.e., intranet, staff meetings, etc.

7. Coordinate your first meeting with the individual responsible for heading up D&I efforts.

   a. The first one to two meetings should focus on developing the group's mission and charter demonstrating:

      i. ERG alignment of its mission with the organization's business goals.

      ii. ERG alignment of its mission, goals and objectives with the organization's D&I plan.

8. Establish ERG operating principles and structure, i.e., number of annual meetings, roles, responsibilities.

90% of Fortune 500 companies have employee resource groups.

(Employee Resource Groups Are A Powerful Way to Build Community)

In 2003, MIT professor Thomas Kochan noted that companies were spending an estimated $8 billion a year on diversity efforts. Since then the amount of corporate revenue being funneled into such initiatives has skyrocketed. A 2019 survey of 234 companies in the S&P 500 found that 63% of the diversity professionals had been appointed or promoted to their roles during the past three years. In March 2018, the job site Indeed reported that postings for diversity and inclusion professionals had risen 35% in the previous two years. (Diversity Has Become a Booming Business. So Where Are the Results?)

CULTIVATING AN INCLUSIVE WORKPLACE CULTURE

Straight Talk from Ulysses Smith
Diversity, Inclusion & Belonging Executive, Blend
Executive Council, CompTIA Advancing Diversity in Technology, 2018-2019

Should ERGs form organically or should HR create them?

This largely depends on the organization. Some organizations may not have the population to start or the infrastructure to support an ERG program. Before launching an employee resource group, you must put the right infrastructure in place, specifically to establish a program. ERGs are not meant to function in isolation, and it's very easy to let them float without clearly articulating the program goals to which they are tied. This typically results in these groups not being used effectively and often the members feeling unsupported by the organization. It's also very important that ERGs and their activities are tied directly to the goals and direction of the organization. This keeps everyone aligned and mitigates the future questioning of the impact of ERGs.

What is the purpose of a diversity taskforce?

Taskforces are typically given a narrow, specific charge and a sunset date by which a final deliverable is presented and the body dissolved. To ensure the most success, it's best to have an executive sponsor for the taskforce. This could be your CEO or another individual with significant influence in the organization. This ensures that the goals that are set for the group are discussed and reviewed at the executive level of the organization, and that there is executive accountability for its success. Like any taskforce or committee, the group should have a well-defined purpose, cross-functional representation and clearly articulated measurable goals.

What is your biggest piece of advice for small-to-medium size employers getting started with diversity and inclusion?

Always begin with an assessment of your organization. It is extremely easy to spout platitudes and even choose to take action targeting a group, but those actions may not align with the current state of your organization. Take the time to get a firm understanding of the current demographics of your workforce, understand your candidate pools, examine employee engagement data, and benchmark all of this against industry workforce data. It is incredibly important to understand where it is you are beginning and where you want to go in order to build a strategy.

What would you say is (potentially) the most difficult part of implementing a D&I program?

I do not view D&I as a program; I view it as a business function just like sales, customer success, design and engineering. It is not something that should be relegated to a small program in HR focused on recruiting and managing employee resource groups. Rather, it should be established as a center of excellence that actively partners with all functional areas of the organization to ensure that diversity, equity and inclusion are integrated into all actions, processes and decisions to maximize business value. Getting people to shift to this mindset is a huge challenge. The other challenge is getting everyone to see themselves in DEI (diversity, equity, inclusion) work in general.

Can you give an example on how to appropriately reference diversity in a job description?

Most companies place the required EEO language at the bottom of their job descriptions, while many others go beyond this and state things like, "We actively encourage women, underrepresented minorities, veterans and persons with disabilities to apply for this opportunity." Some include it in the job description, largely depending on the role:

"At Blend, diversity, inclusion and belonging are not nebulous concepts. We want to create a place where people are not made to feel like they must conceal the most important parts of themselves in order to be accepted or valued in the workplace. We want to create an environment where we are able to engage in the uncomfortable and to learn to see the world through the lens of someone else. Most importantly, we want to cultivate a culture that leverages difference to create an even better product and even brighter futures."

What are some creative ways to proactively source candidates from underrepresented communities?

Go to them. Too often, companies are dependent on groups coming to them. While it is great to have strong inbound, the best way to source talent from underrepresented backgrounds is to go and build relationships with these communities. That's not something you can always do behind a screen.

How do you counteract comments from leadership such as, "We just hire or promote the best person for the job, regardless of race or gender?"

Ask for additional information: What did the candidate pool look like throughout the process? Are we seeing that we are only interviewing or hiring a singular profile of person? If so, then there is no way that we really have been hiring the best person for the job because we did not even review a pool representative of the available talent. While we do not make employment decisions based on these factors, we do take into account the composition of our candidate pool and the needs of our team.

How do you recommend getting an entire company—including the leadership team—on board with diversity and inclusion initiatives?

The ultimate goal should be to get everyone onboard. In this practice, you will always encounter resistance and that is to be expected. You will encounter the choir, who will always attend the events and lobby for the cause. You'll find people who are interested and willing, but don't know where to start. Then you will encounter people who are not interested at all. The latter is not a group you should spend your time and resources trying to move along. Focus on the middle group because their growth will inspire their peers to action and help influence the naysayers. The leadership team, however, should be the first group to articulate their commitment to this practice because they set the tone and the direction for the organization-at-large.

Do you have any tips for recruiting for diversity when a company is located in a city with few people of color, and it doesn't have the funding to offer relocation?

I disagree philosophically with the notion of "diversity recruiting." The core function of a recruiter is to produce a qualified, diverse and robust candidate pool. That's not something that is confined to one function or person. The other side of this is about being intentional with language. If you've done a workforce analysis as indicated above, and it turns out that you have no Hispanic or Latinx employees or applicants, then you should acknowledge that intentionally, not state that you're hiring for diversity or looking for "diverse candidates." In order to fix a problem, you have to acknowledge it.

The advent of technology enables many companies to provide remote employment opportunities. If that's possible, then consider this option. Additionally, not being able to offer relocation should not preclude an organization from hiring in geographies outside of its immediate area. Many people are willing to relocate without funds or in exchange for some other perks; some are relocating regardless.

SUPPLIER DIVERSITY: WHY PARTICIPATE?

The phrase "money talks" is key when thinking about supplier diversity programs. Not everyone qualifies to be a diverse supplier; however, any entity can be a diverse spender because anyone can do business with diverse suppliers. How—and to whom—funds are allocated toward indicates what is valued on a macro-level. Spending with diverse suppliers is a way to demonstrate brand priorities, in addition to supporting more equity and inclusion across sectors. Being thoughtful about how company funds are spent can significantly increase positive impact—perhaps even beyond initial projections.

Deciding who gets your company's spend can be something that is overlooked when thinking about making an impact on diversity and building more inclusive cultures within the technology industry.

STARTING A SUPPLIER DIVERSITY PROGRAM

1. Start with a small goal, say 10% of organizational spend for diverse suppliers.

2. Identify areas for new suppliers to participate (network support, hardware components, etc.).

3. Search online supplier diversity databases like ConnXus, CVM and THOMAS to find suppliers in your target categories.

4. Continuously increase organizational commitment by evaluating more areas for new suppliers and set new goals for greater spend by 30-40% for example.

HOW TO EFFECTIVELY BUILD DIVERSE SUPPLIER BRIDGES

✔ Be visible! Look for new opportunities and potential partners.

✔ Respond to the sources sought and request information on FedBizzOpps (https://www.fbo.gov/). A search on the site revealed that 13,360 IT related contracts were awarded during fiscal year 2019 (October 1-September 30).

✔ Use the SBA Dynamic Small Business Search (https://web.sba.gov/pro-net/search/dsp_dsbs.cfm). There are over 3,658 IT related small businesses, indicating there are thousands of opportunities to partner with small businesses.

✔ Intentionally and purposefully seek to make connections and network with small business liaisons of organizations with supplier diversity programs/initiatives.

✔ Contact the small business specialist of the federal agencies you would like to do business with.

✔ Pursue government contracts and engagements with prime contractors for diversity vendor set asides by registering with System for Award Management (www.sam.gov/).

As a solution provider, if the thought of responding to another request for proposal (RFP) makes your head spin, consider changing your mindset. Preparing ahead of time can eliminate some of the frustrations of gathering information and rushing to meet yet another deadline. In other words, shift your mindset and think of an RFP as an acronym for "ready for proposal."

DIVERSE SUPPLIERS: HOW TO INCREASE YOUR CHANCES OF WINNING THE CONTRACT

Here are a few tips to make the RFP process easier and increase your chances of winning the contract.

1. **Read carefully.** Read the guidelines carefully and address all questions and requirements. A typical proposal contains an executive summary, statement of need, project description, information about the organization, project schedule, budget and conclusion. Leaving information out may disqualify your firm from the RFP process.

2. **Be concise and clear.** Consider the reader who may be reading 30 or more RFPs. They don't want to sift through page after page of your company's description when a few paragraphs will do. Don't be redundant, keep sentences to the point and use confident language.

3. **Have a template ready.** Much of the information can be prepared in advance—company background, capabilities, staff roles and responsibilities, etc. Spend time up front to create a template. This will save time later when you develop a customized response for the remaining information.

4. **Stress what makes you unique.** Focus on what makes you better than your competitors, your specific thoughts on the RFP project and how you are uniquely qualified to succeed. Discuss your firm's accomplishments, awards and any results you've achieved for other clients. Showcase examples that are like those faced by the company, but don't exaggerate your resume, results you've delivered, staff skills, credentials, etc.

5. **Be visual.** Use graphics and other images. Stay away from long chunks of copy. Use bullets and other tricks to break up copy. The key is to enhance readability.

6. **Don't give away too much.** You may be tempted to lay out strategy and provide details but be careful not to disclose too much. The customer may ask your competitors if they can also provide similar services/ benefits which may diminish your position.

7. **Avoid pricing details.** The more pricing information you provide, the more the customer can negotiate it down. Offer an overall amount in specific categories rather than line by line pricing. Don't make it easy for them to know your net margin.

8. **Don't quote your lowest price.** The procurement department will want to negotiate further cost savings so make sure you have room to cut your profit. Also, don't overpromise or underestimate costs to win a contract.

9. **Respond on time and proofread.** Make sure you've answered all questions and the document is free of typos and errors. Submit your response on time and in the requested format and keep a copy for your files.

Source: SCMSDC

SUPPLIER DIVERSITY AND THE IMPORTANCE OF BUSINESS CERTIFICATIONS

In today's highly competitive market, many small business owners can leverage small business certifications to position themselves for greater success. Business certifications for small, veteran, minority and women-owned businesses elevate value and energize supply chain relationships. Business classification certification demonstrates to the buying organization that your firm has done its due diligence to show who you are and better positions you to compete for contracts and subcontracts.

Buyer-supplier relationships that celebrate diversity increase relationship marketing opportunities, CEO approval and consumer interest. In addition, stakeholder interest, government contract opportunities, profits and innovation reach new peaks when diversity is a shared common ground between business entities.

EXPLORE CERTIFICATIONS

• Woman Business Enterprise (WBE) certification is a gender-specific certification for woman-owned businesses.

• Women-Owned Small Business (WOSB) certification is required for a specific federal purchasing program that has a set-aside quota for woman-owned businesses.

• EDWOSB certification is required for the federal purchasing program mentioned above for disadvantaged businesses.

• The 8(a) designation is a business development/mentoring program offered by the Small Business Administration for a company that is considered disadvantaged.

• Small Disadvantaged Business (SDB) certification is for businesses that are 51% owned by one or more individuals who are both socially and economically disadvantaged but not participating in the 8(a) programs.

• Disabled Veteran (DV) certification is for the business owner who is an U.S. Armed Forces veteran that was disabled in action.

• Minority Business Enterprise (MBE) certification is race-based for minority-owned businesses.

• LGBT-owned Business Enterprise certification. The NGLCC is the exclusive, third-party certification body that verifies that eligible businesses are majority-owned by LGBT individuals, and subsequently grants LGBT Business Enterprise® (LGBTBE®) designation to such businesses as part of its LGBT Supplier Diversity Initiative.

THE BUSINESS VALUE OF SUPPLIER DIVERSITY

Straight Talk from Marquiesha R. Gillispie
Procurement Center Representative, U.S. SBA

What advice would you give in regard to expanding supplier and resource networks when inclusivity is a top priority?

Always have room to grow. Make inclusion a part of your culture and not just something you have to do by law. Establish a reasonable accommodation program; know your employees and their motivations; and have a program that allows for anonymous feedback (comment box, hotline, online survey).

Supplier diversity compliance requirements can be confusing or intimidating, especially for a company that is new to federal contracting. But the secret to compliance is really the secret to any successful supplier diversity program: Establish realistic goals and maintain accurate tracking of your diverse suppliers and your diverse spend.

What is your biggest piece of advice for small-to-medium size employers getting started with diversity and inclusion?

Communicate the same message; know and understand the laws. Even the best intentions can result in risk if you do not take the time to understand the regulations and statues.

Be a part of an existing diversity program as a supplier for a larger company or the federal government.

What would you say is (potentially) the most difficult part of implementing a D&I program?

Communicating and implementing change. Many fear change and other members of the team may confront the change and create unnecessary organizational conflict (friction and resistance) based on those fears and anxieties.

Whom should be involved in diversity taskforces?

Leadership buy in is critical. The person most against change should be a part of the taskforce. Ask for volunteers at all levels of the business. Assign the responsibilities based on the motivations of each team member, noting their strengths and weaknesses.

Can you give an example of how to appropriately reference diversity in a job description?

For companies that contract with the federal government, supplier diversity is more than good business practice—it's mandated in the contract. The federal government requires that a contractor whose contract for goods and services is expected to exceed $700,000 ($1.5 million for construction) must set and meet aggressive goals of subcontracting spend with underrepresented small businesses from specified categories. These categories include ethnic-minority-owned, woman-owned, LGBT-owned, disadvantaged, HUBZone, veteran-owned and service-disabled veteran-owned businesses.

Title VII of the Civil Rights Act of 1964, as amended (Title VII), is a federal law that protects individuals against employment discrimination. Executive Order 11246 is similar to Title VII. Executive Order 11246 prohibits federal contractors and subcontractors from engaging in work-place employment discrimination on the basis of race, color, religion, sex, sexual orientation, gender identity or national origin.

Under Section 503 of the Rehabilitation Act, federal contractors and subcontractors—those who do business with the federal government—are prohibited from discriminating in employment against individuals with disabilities. Section 503 also requires many of these employers to take proactive steps to recruit, hire, retain and advance qualified people with disabilities. Section 503 is enforced by the department's Office of Federal Contract

Compliance Programs (OFCCP), and ODEP (Office of Disability Employment Policy) works closely with OFCCP to help federal contractors meet their requirements and disability inclusion goals under this regulation.

What are some creative ways to proactively source candidates from underrepresented communities?

It is all about human capital and diversity. The federal government does this through contract set-asides. The government's procurement policy, which encourages prime and subcontracting opportunities for small businesses, is a catalyst for economic growth.

How do you counteract comments from leadership such as, "We just hire or promote the best person for the job, regardless of race or gender?"

What is your matrix? Where are you advertising your recruiting efforts? We have to look beyond the status quo. The estimated percentage of minority technology workers increased from 2005 to 2015, but U.S. Government Accountability Office (GAO) found that no growth occurred for female and Black workers, whereas Asian and Hispanic workers made statistically significant increases. Further, female, Black and Hispanic workers remain a smaller proportion of the technology workforce—mathematics, computing and engineering occupations—compared to their representation in the general workforce. These groups have also been less represented among technology workers inside the technology sector than outside it. In contrast, Asian workers were more represented in these occupations than in the general workforce. Stakeholders and researchers GAO interviewed identified several factors that may have contributed to the lower representation of certain groups, such as fewer women and minorities graduating with technical degrees and company hiring and retention practices.

RESPONDING TO CULTURE SHIFTS

Our world as we've known it has been disrupted by recent events of social injustice and the effects of the COVID-19 pandemic, causing cultures around the world to shift. Organizations are facing new challenges—from learning how to lead remote workforces and optimizing current talent to meeting the new demands of customers and understanding what diversity, equity and inclusion (DEI) means in this new environment. The future of work has prompted leaders to pivot business models, ask more questions, and create new alliances while worrying whether they've done enough to continue to meet goals and objectives and ensuring the safety and emotional health of staff. It's in these times that leaders are more receptive to change.

Courageous and difficult conversations are part of the new normal to address racial and social unrest as it impacts employee wellbeing and productivity. No response is a response and sends a clear message to staff, customers/clients and vendors who are more than willing to work for and do business with organizations that are aligned with their values. Underestimating your employees' feelings and believing that these challenges will simply blow over is a recipe for disaster.

It's incumbent upon leaders to create a safe space for staff to speak up without repercussion while equipping oneself and management with the skills to respond. Empathy is key. Listen with an ear to learn rather than defend and rebut.

Shifts and disruption happens—not only at an individual level, but also an organizational level. Leaders and managers are expected to "manage" change and be in control, which may lead to snap decisions and inadequate solutions that exasperate the very issues that they were hoping to avoid. Smart leaders are proactive, keep a pulse on what's going on beyond the company's four walls and realize the role they have in effecting positive outcomes.

THE REMOTE WORKFORCE

Remote teams have been on the rise for years as they offer huge benefits to organizations like access to top talent from anywhere in the world, flexible hours for workers and notably of late—increased wellness. Remote teams are here to stay, and it's important to foster an inclusive culture so employees feel a sense of belonging in a virtual work environment. Thoughtful action can help teams build new habits, strengthen connections, and encourage personal and professional growth.

An inclusive work environment doesn't just happen—it requires intention and sustained effort. Stresses from the pandemic and extended isolation are building a range of harmful emotions in workers. In addition, recent prominent examples of racial injustice have affected many employees in ways that cannot be left behind when work begins. This is especially true for Black employees. While the systemic nature of racism requires systemic action, the actions of individuals are an important part of supporting staff and ensuring they can continue to make meaningful contributions.

Team leaders have an important role to play in setting the tone to ensure engagement, not only with leadership but amongst peers. With so much online interaction, there is an unprecedented window into the lived experiences of colleagues. Many are now balancing an increased number of personal and professional priorities—and it is all on display with each video conference. Those who aren't comfortable sharing their full selves may feel even more exposed at a time when they may be experiencing greater stress and challenges than ever before. These unintentional disclosures may

"Everybody has to be involved in this shift… [it] has to be a collective change toward the future. Leaders need to adopt inclusive behaviors. Transparency and authenticity are especially crucial in remote work environments."

Jill Chapman, Senior Performance Consultant, Insperity

include aspects of a person's life they had previously covered and did not feel prepared to share. Leaders must be compassionate, endeavor to understand the challenges of their teams, respond in ways that promote inclusion so that everyone is empowered to contribute their best thinking and work toward organizational success.

10 TIPS FOR SETTING UP REMOTE WORKERS FOR SUCCESS

✔ Reflect on what it means to adopt inclusive behaviors throughout the organization.

✔ Create alignment between onsite and offsite cultures so everyone is included. Be attentive to how remote workers vary from onsite staff.

✔ Check in with employees regarding current needs and concerns such as professional development, work-related stressors, etc. Offer support and be willing to make accommodations.

✔ Build trust and rapport. Make sure you're seeking opportunities to connect with your team beyond just the "work stuff." Have regular calls where your team can chat about non-work-related topics.

✔ Reframe how you assess employee experience and engagement.

✔ Focus on the outcome, not the process.

✔ Foster the wellbeing of your employees with robust employee wellness programs.

✔ Nurture trust by not micromanaging. Stay connected by being accessible but avoid "helicopter" supervising.

✔ Initiate conversations about what an individualized management style might look like for each team member.

✔ Lead by objective. Rather than expecting workers to be at their desk from 8 a.m. to 5 p.m., allow the space for folks to get their work done at whatever time is conducive to their lifestyle.

"Micromanagement rarely leads to productivity."

Susanne Tedrick, Senior Specialist, Infrastructure, Microsoft and author of Women of Color in Tech

BUILDING A TALENT ADVANTAGE

Company culture is formed by the beliefs and values of its leaders that guide the actions and behaviors of all team members. While the culture isn't something that staff can see, they know what it feels like. Do they feel that their contributions are valued? Do they think they can be their authentic selves? Do they believe that they are treated fairly? What are they getting besides a paycheck?

A good company environment brings employees through the door, keeps them there, and drives business results. Understanding how culture plays a significant role in optimizing talent can be the difference between a thriving organization and one just getting by. Leaders that create a climate that inspires curiosity and provides intellectually stimulating challenges and opportunities for growth have a competitive advantage.

BEST PRACTICES FOR BUILDING TALENT

- Hire people who fit the culture you want, then manage it to be the culture you're creating.

- Allow employees to pursue entrepreneurial projects within the organization and cultivate interests outside of their current role.

- Make mentorship a part of the ecosystem.

- Invest in ongoing training.

- Let employees know they are valued.

ASK THE RIGHT QUESTIONS

- Is leadership fully invested in diversity and inclusion strategies?

- Is your organization having honest conversations about race in the workplace?

- Does a recruitment philosophy exist?

- What is your employee value proposition?

- Is there an existing infrastructure for supporting, training and promoting new hires?

PRIORITIZING EMPLOYEE WELLNESS

Companies do well when employees are feeling their best. Focusing on employee wellness has become a staple in many organizations as a way to attract top talent, keep staff happy and productive, and decrease turnover.

Workplace wellness means something very different now than in previous years. Financial issues, sleep deprivation, self-confidence, mental and physical health concerns prior to the pandemic have amplified. Companies are under greater pressure relating to corporate social responsibility, culture, and their role in society—and many are discovering the potential of leveraging benefits as a tool to help address social inequality within the workforce.

As businesses work their way through the pandemic and plan reopening strategies, employee wellness should be considered a business imperative. Leaders are thinking deeply about the profound connection between employees' health and work—and, ultimately, performance. Designing well-being into work at the individual, team and organizational levels is the path to build a sustainable future where employees feel and perform their best.

WORKPLACE WELLNESS STRATEGIES

Rachel McGinnis, chief vitality officer at Wake Up with Zest, recommends these strategies when prioritizing workplace wellness:

- Establish a culture committee where employees can freely discuss stress related to the job or workload without fear of reprimand.

- Set realistic expectations as to when remote workers are meant to be checking and responding to emails—and when they're not. Clarify what time zone(s) are included in a typical workday.

- Provide tools for submitting anonymous employee feedback.

- Train leaders to spot when employees are struggling before tense situations escalate and dissatisfaction among your team proliferates.

- Encourage staff to advocate for their own wellbeing by being honest about personal conditions and circumstances which may be affecting when and in what capacity they are able to work from home.

ENSURING EQUITABLE POLICIES

As we look forward to the future of work, culture change is probably the most challenging part of this transformation as new behaviors from leaders and employees tend to oppose previous norms. As a business grows in response to technological advances and client demands, the environment must continuously adapt to meet employee needs and societal expectations.

Significant shifts tend to come through social movement and dissatisfaction with the status quo. While company culture lives in the collective hearts and everyday behaviors of its workforce, the change occurs only when people take action.

To effectively address racism in the workplace, it's important to gain consensus on whether there is a problem. More than likely, there is, as systems and processes were designed for and by the individuals who most benefit from them. Many white people reject the reality of racism against people of color assuming that racism is defined by deliberate actions motivated by malice and hatred. Yet, racism can occur without conscious awareness or intent. When defined simply as differential evaluation or treatment based solely on race, regardless of intent, racism occurs far more frequently than most white people suspect.

The root causes of racism in an organization can be based on many factors such as cognitive biases, temperament, worldview ideals, psychological insecurity, perceived intimidation, or a need for power or ego boost. However, most racism derives from structural factors that include institutional practices and cultural norms. While these causes do not involve malicious intent, organizations can misattribute workplace discrimination to the character and actions of an individual, the "bad apple" rather than to broader structural factors.

Creating an equitable workplace for all means that leaders are willing to do significant (and likely uncomfortable) introspection on organizational culture, practices and processes. While most believe that their company does a pretty good job, it's always a good idea to do a little digging by asking employees their thoughts on polices i.e., promotion criteria and whether they've ever felt passed over due to race, gender, age, sexual orientation, etc. Review the senior leadership team. Is it homogenous?

If so, why? Once there's an understanding of the underlying conditions, you can focus on correction.

Paige Reh, HR director, at Strategic Communications, suggests the following:

- Inquire and track whether marginalized employees feel they have voice within the company.

- Start by listening. Authentic, candid conversations are needed. That's something that can always be done, no matter what size an organization is.

- Train managers and C-level executives on mitigating biases and microaggressions, and how behaviors manifest with people of color in the workplace.

- Establish trust as an ally or advocate.

- Realize employees may be skeptical at first. (Example: Are professed changes or revised brand priorities simply a marketing ploy?)

- Assess if advancement opportunities for marginalized staff are actually being provided.

- Commit to conscious communication and intentional evolution based on new perspectives and ideas.

- Look beyond management by surveying staff to gain a more comprehensive view of employees' thoughts and feelings. (The resulting data may indicate areas that need immediate attention, new initiatives and/or other positive action.)

To measure progress, Susanne Tedrick, senior specialist, Infrastructure at Microsoft recommends:

- Implementing intentional mentorship and sponsorship programs specifically to help advance people of color into management or executive-level positions.

- Real change should be observable via demographical shifts in how companies are organized within a few years. A distinct change would be reflected in a higher number of people of color and other marginalized identities in management (by accounting for an increased percentage of high-level roles within a company rather than entry-level positions in the past).

- Diverse staff turnover will also be lower due to higher employee retention.

PRODUCTIVE CONVERSATIONS ABOUT RACE

Conversations about race and racism can be uncomfortable, but they're necessary for an equitable and inclusive workplace. The onus is not on employees of color to make people feel comfortable or provide the context to have a conversation about race. Effective discussions require empathy, openness, and a safe psychological space for all.

Despite best efforts and good intentions, this may lead to discomfort as many employees are afraid to say the wrong thing or are fearful of being misunderstood or triggering a heated debate. The message you send by having the conversation outweighs the consequence of ignoring the feelings of traumatized employees. This is uncharted territory for most organizations, leaving them ill-equipped and unprepared to facilitate such conversations. It's important to know when to hire an expert.

Use these tips from tech industry experts to pinpoint the deep-rooted barriers keeping your organization from achieving true equity. Preparing now will better position you for success, rather than waiting for the next traumatic event.

COMBATING RACIAL INEQUITIES

To combat racial inequities at work, Cal Jackson, executive director of corporate partnerships division at Courageous Conversation suggests the following:

- Utilizing cultural competence education modules.

- Gaining a clear understanding of the difference between equity and equality—and what each should look like within your organization.

- Acknowledging and accounting for dimensions to diversity. (The right support resources for each employee can only be determined after honest solicitation of feedback.)

- Adding equity as a core company value.

- Developing a brand toolkit for addressing and discussing racial equity.

Cassandra Allen, Director of Talent Management at vCom Solutions also recommends:

- Do not burden or overwhelm marginalized employees by always bringing them into "diversity" conversations to educate fellow workforce members. Be clear that their perspectives are valued and welcomed, but never demanded.

- Seek an outsider's perspective for your organization to help illuminate details through a lens that might not be easily visible internally. Diversity and inclusion practitioners can help "streamline and strategize by helping to minimize learning curves with expert tips.

- Ensure staff and facilitators are equipped to moderate equity discussions effectively.

Workplace discrimination can exist with well-educated, well-intentioned, open-minded, and thoughtful people who are oblivious to cultural norms and who severely underestimate the pull of the prevailing current on their actions, positions, and outcomes. Anti-racism means going against that prevailing current. It requires much more effort, courage, and determination than simply going with the flow. Progress comes with consistent and sustained effort over time.

RESOURCES

The technology industry is continuously evolving, affecting virtually every aspect of our lives while the faces of the workforce remain unchanged. Forward thinking leaders are translating diversity into competitive advantage, reaping the benefits thus changing lives and improving business outcomes. We applaud the champions of diversity, equity and inclusion as they continue to raise awareness and drive subsequent change creating inclusive and culturally competent workplaces that drive innovation. Use these resources to further support your company's D&I efforts:

• **State of Diversity in the High-Tech Industry**

• **There's an Economic Case for Diversity in Tech. Do You Know What It Is?**

• **The Value of Diversity/Business Case for Diversity**

    i.   Delivering through Diversity

    ii.   14 Reasons Why Diversity in Tech Still Matters in 2018

    iii.   What Everyone Needs To Know About Diversity In Tech

• **Planning for Diversity**

    i.   **Diverse Workforce – Talent Acquisition and Retention**

        i.   LinkedIn Talent Solutions: The Diversity Hiring Playbook

        ii.   Guide to Hiring in Information Technology

        iii.   5 Tips for Recruiting Tech Pros to Your Business—and Keeping Them

        iv.   10 Eye-opening Best Practice Strategies to Diversity Recruiting

    ii.   **Retention**

        i.   A 12-Step Program For Retaining Your Diverse Workforce

        ii.   How to Retain Diverse Talent

        iii.   Attracting Gen Z Employees: What Businesses Need to Know

• **The Importance of Inclusive Cultures**

    i.   How Diversity and Inclusion Drive Business Value

    ii.   Here are the Benefits of Inclusion and How to Create an Inclusive Culture

    iii.   Diversity is Nothing Without an Inclusive Workplace Culture

• **Supplier Diversity**

    i.   List of Supplier Diversity Programs

    ii.   Hackett Research Proves Supplier Diversity is More Than Just About "Getting the Warm Fuzzies"

    iii.   The Profit of Supplier Diversity

    iv.   The Benefits of Supplier Diversity

    v.   Why Working with Minority Suppliers Still Matters