



## Strategies to Increase Inclusion at Work

Upon completion of your Organizational Assessment, you will identify areas requiring your attention. This paper will assist you with strategies to address negative behaviors pertaining to Workplace Inclusion.

### How Inclusion at Work is measured on the DEOCS:

1. Coworkers are treated as valued members of the team without losing their unique identities.
2. I feel excluded by my workgroup because I am different.
3. Within this workgroup, I am encouraged to offer ideas on how to improve operations.
4. Military members/employees in this workgroup are empowered to make work-related decisions on their own.
5. Outcomes (e.g., training opportunities, awards, and recognition) are fairly distributed among military members/employees of my workgroup.
6. The decision-making processes that impact my workgroup are fair.

## Strategies

Promote All-Inclusive Multiculturalism programs, to include both a minority and a majority focus, to receive greater buy-in from all members.

- Host events/programs geared towards understanding different cultures and diversity of all members.
- Display senior management's commitment to inclusion by participating in events and encouraging junior leaders to participate.
- Focus awareness to overcome issues such as a lack of familiarity with a group's customs and beliefs.

Pursue systematic and planned organizational change to promote inclusion.

- Conduct a thorough needs assessment to ensure inclusion concerns are identified accurately; and appropriate interventions are used (e.g., training, information sessions, and awareness campaigns).
- Develop and publicize specific steps that will be taken to promote an inclusive work environment.
- Provide transparency regarding the steps that leadership will take to promote inclusivity.
- Include diversity as part of the organization's strategic plan.
- Apply realistic timelines and clear measures of success for programs.

Hold all supervisors accountable to indicate a shared responsibility.

- Express importance of programs to middle and lower management to increase buy-in.
- Promote diversity as series of strengths to enhance mission readiness.
- Hold middle and lower supervisors accountable for meeting inclusion plan goals by linking performance to progress on diversity initiatives and inclusive practices.
- Make Diversity Inclusion goals specific, time-bound, and measurable so success can be evaluated.



### **Additional Resources:**

- Jayne, M. E., & Dipboye, R. L. (2004). Leveraging diversity to improve business performance: Research findings and recommendations for organizations. *Human resource management, 43*(4), 409-424.
- Kreitz, P. A. (2008). Best practices for managing organizational diversity. *The Journal of Academic Librarianship, 34*(2), 101-120.
- Plaut, V. C., Garnett, F. G., Buffardi, L. E., & Sanchez-Burks, J. (2011). "What about me?" Perceptions of exclusion and Whites' reactions to multiculturalism. *Journal of personality and social psychology, 101*(2), 337.
- Stevens, F. G., Plaut, V. C., & Sanchez-Burks, J. (2008). Unlocking the benefits of diversity: All-inclusive multiculturalism and positive organizational change. *The Journal of Applied Behavioral Science, 44*(1), 116-133.

DoD Reference: DoDD 1020.02E Diversity Management and Equal Opportunity in the DoD

DoD Reference: DoDD 1440.1 The DoD Civilian Equal Employment Opportunity (EEO) Program

