Building More Diverse Public Organizations —and Businesses—

Businesses have started to recognize diversity in the workplace as a business strategy that maximizes productivity, creativity, and loyalty of employees while meeting the needs of their clients or customers. In a competitive marketplace, an organization that puts their people first—regardless of race, religion, gender, age, sexual preference, or physical disability—has an advantage over other organizations.

DIVERSITY IN SOCIETY

Overview of diversity in the U.S.

Diversity can take many forms
- Age
- Ability
- Sexual orientation
- Religion
- Race
- Gender

321.4 million people living in the U.S.
- 61.6% are Caucasian
- 17.6% are Hispanic or Latino
- 13.3% are African-American
- 5.6% are Asian
- 1.2% are American Indian and Alaska Native
- 0.2% are Native Hawaiian and Other Pacific Islander alone
- **13.1%** are foreign born
- **2.6%** are two or more races

350 languages spoken in American homes

60.3 million Americans speak a language other than English at home

Most common languages outside of English
- Speak Spanish or Spanish Creole
- Speak Chinese **1.6 million**
- Speak Tagalog **1.8 million**
- Speak French **37.4 million**
- Speak Korean **1.2 million**
- Speak Vietnamese **1.3 million**

GENDER
- 49.2% are Male
- 50.8% are Female

AGE
- 22.9% are under 18
- 62.2% are 18-64
- 14.9% are over 65

DISABILITY
- 64 million Americans with a disability
- 22% of the population

SEXUAL ORIENTATION
- 97.0% of women and men identify as heterosexual
- 95.9% of men identify as homosexual
- 1.7% of women and men identify as gay
- 1.1% of women and men identify as bisexual

RELIGION
77% of Americans are religiously affiliated
- 25.4% of Americans are Evangelical Protestant
- 22.8% are unaffiliated with any religion
- 20.8% are Catholic
- 14.7% are mainline Protestant
- 5.9% are non-Christian faiths

Diversity in a U.S. workplace

27.6 million firms
- **9.8 million** owned by women
- **7.9 million** minority owned

- 50.8% Over half the workforce is made up of women
- 16% But only a small proportion work within executive teams
- 45% of companies have no minorities on their executive team
- 17.5% of Americans with disabilities are in the labor force
- 27.3% of American companies have no diversity initiative or practice in place

IMPORTANCE OF DIVERSE ORGANIZATIONS

Importance of diversity within organizations

A DIVERSE WORKFORCE HAS MANY ADVANTAGES

- **INCREASED PROBLEM SOLVING** Employees with different backgrounds and experiences will bring a variety of perspectives, strengths, and skills to the table
- **INCREASED CREATIVITY** Exposure to differences in culture, opinions, and ideas can bring personal growth to all employees
- **INCREASED RECRUITMENT AND RETENTION** A diverse and inclusive workforce is attractive to new candidates
- **INCREASED PRODUCTIVITY** Happy employees, like those in inclusive workplaces, are more loyal and willing to work together towards common goals

AND BUSINESS LEADERS ARE WELL AWARE OF THESE ADVANTAGES

- **90%** Of CEOs in the U.S. whose organizations have a diversity and inclusiveness strategy say it has helped them attract talent
- **85%** Report it has enhanced performance
- **83%** Report it has strengthened their brand and reputation
- **78%** Report it has helped them innovate
- **78%** Report it has helped them collaborate internally and externally
- **77%** Report it has enhanced customer satisfaction
- **75%** Report it has helped them serve new and evolving customer needs

Financial impact of diversity in an organization

Diversity can make a huge impact on the performance of organizations

Organizations with the highest levels of racial diversity had 15% higher mean sales revenue than those with the lowest levels

Organizations with the highest level of gender diversity had 15% higher mean sales revenue than those with the lowest levels

Mean sales revenue
- Low racial diversity **$51.9 M**
- High racial diversity **$761.3 M**
- Low gender diversity **$45.2 M**
- High gender diversity **$644.3 M**

APPLYING PUBLIC ADMINISTRATION TOOLS TO INCREASE DIVERSITY IN ORGANIZATIONS

Diversity tools in Public Administration programs

Diversity in public administration programs is a subject of growing interest

12x of articles published in the top ten public administration academic journals addressing issues of diversity

Schools of public administration and policy are responsible for educating future leaders on issues of diversity and cultural competency

DIVERSITY COMPETENCIES TAUGHT AS PART OF PUBLIC ADMINISTRATION PROGRAMS
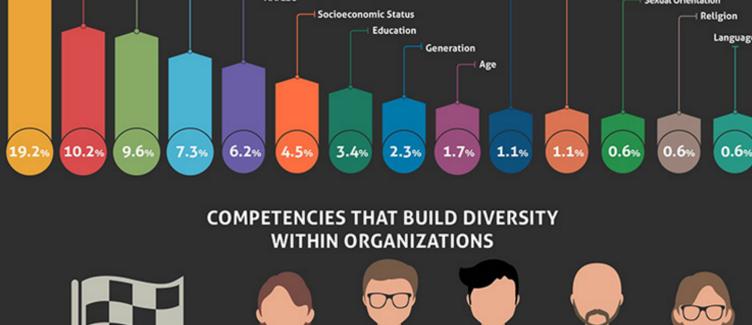
COMPETENCIES THAT BUILD DIVERSITY WITHIN ORGANIZATIONS

- **Communication** Accept and respect cultural differences, different ways of communicating, and different traditions and values
- **Cultural Self-Awareness** Consider your own sense of who we are and where we fit in our families, schools, communities, and societies
- **Knowledge of Differences** Know what can go wrong in cross-cultural communication and how to respond to these situations
- **Knowledge of Culture** Administrators must have a base knowledge of the cultures in their organization so behaviors can be understood in their proper context
- **Institutionalizing Cultural Knowledge and Adapting to Diversity** Organizations can institutionalize cultural knowledge so they can adapt to diversity and better serve diverse populations

Steps to increase diversity

- **Make diversity part of the organization's mission** Strive for inclusiveness at all levels and through all branches of the organization
- **Take an active role in making diversity part of the organization** Reach out to diverse candidates instead of waiting for applications to come in
- **Enlist and involve all employees in diversity initiatives** When a diverse organization needs to be doing more to increase diversity among its workforce
- **Evaluate current workforce and executive team** Identifying gaps presents targets for organizations to work on

Encourage employees to express their opinions and seek their advice on important organizational decisions

Success stories

MARRIOTT INTERNATIONAL IS RANKED ONE OF THE BEST WORKPLACES FOR DIVERSITY
- 94% 97% 91%
- 54% of the workforce are women
- 64% are minorities

Diversity initiatives include those for guests, associates, and suppliers

Goal is to have **1,500** hotels owned by women and diverse partners by **2020**

Currently **800+** owned by women and diverse partners

10% Of suppliers are made up by women-owned business owners

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SOURCES: