



DEI vs. Human Relations

**Building a Business Case
for Your Success**

Anthony W. Wade, PhD., SHRM-CP, PHR

Things to Do Today



- Discuss the differences between the internal organizational activities related to Diversity, Equity, and Inclusion (DEI) and the external activities of Human Relations.
- Discuss examples of progressive elements necessary for establishing an internal DEI presence for leading organizational and cultural change
- Discuss potential strategies to build a business case and support for your DEI and / or Human Relations initiatives

- PhD, Education and HR Studies
 - (Specialization: Organizational Performance and Change)
Colorado State University
- Retired Air Force
 - Final Assignment, Director of Base Equal Opportunity/Human Relations
- Retired NCLGERS Executive
 - Human Relations Director (two cities/one county)
 - Fair Employment Practices Agency (FEPA)
 - Fair Housing Assistance Program (FHAP)
- Human Resources Executive
 - Chief Human Resources Officer (county)
 - Executive HR Director (higher education)
 - HR Manager - Employment/ Compensation/EEO/MWBE (public enterprise)
- Adjunct Associate Professor
 - Graduate Studies (Human Resources Development)



About Me

Dr. Anthony W. Wade

Session Participants

Show of Hands – How many of you have responsibility for:

- Human Relations ONLY
- Diversity, Equity & Inclusion ONLY
- Human Relations and Diversity, Equity & Inclusion



DEI
vs.
Human Relations



Human Relations

DEFINED

An agency and/or appointed board authorized by local or state ordinance –

- To study problems of discrimination in any or all fields of human relationship and encourage fair treatment and mutual understanding among all racial, ethnic, sex and age groups
- To anticipate and discover those practices and customs most likely to create animosity and unrest among racial and ethnic groups and, by consultation, seek a solution as these problems arise or are anticipated
- To make recommendations to the elected governing body for action it deems necessary to the furtherance of harmony among good human relations in the community



Human Relations

DEFINED

An agency and/or appointed board authorized by local or state ordinance –

- To respond to requests for assistance from citizens and residents
- To investigate issues that fall within the purview of local or state government's ordinance/act
- To refer concerns that are outside of local or state government's ordinance/act jurisdiction to the appropriate agencies at the local, state, or federal level



Human Relations

DEFINED

DEOMI

DEFENSE EQUAL OPPORTUNITY MANAGEMENT INSTITUTE

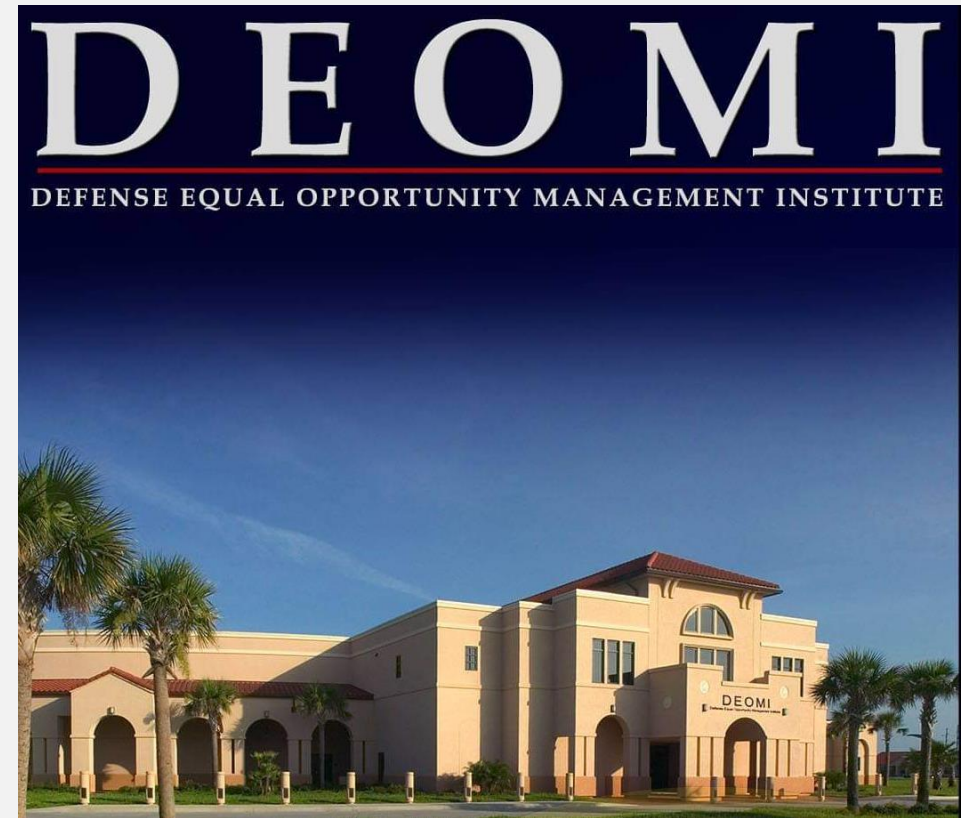


Diversity, Equity and Inclusion

DEFINED

A office/department authorized by the CEO to –

- Provide senior strategic and programmatic leadership to leverage best practices and resources that promote an organizational culture of inclusion where individuals are able to engage and thrive from all racial and ethnic identities, ages, nationalities, social and economic status, sexual orientation, gender identity/expression, religious, political and ideological perspectives, and physical and mental abilities
- Utilize best practices in program development and implementation to fully execute the organization's Diversity, Equity and Inclusion Strategic Plan
- Manage workforce analysis with a particular emphasis on human capital management and oversees compliance with Affirmative Action, Equal Employment Opportunity, and other applicable requirements

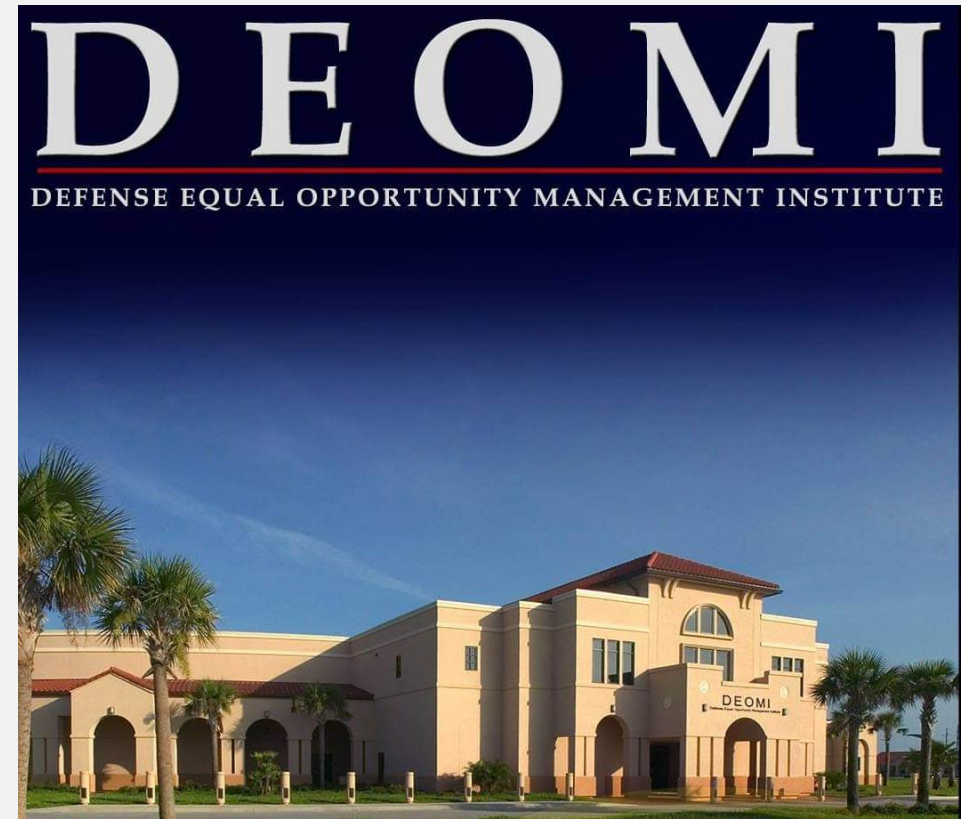


Diversity, Equity and Inclusion

DEFINED

A office/department authorized by the CEO to –

- Demonstrate a solid understanding of organizational change management, risk management, and stakeholder management
- Collaborate with the internal DEI Committee, key stakeholder departments (Human Resources, Corporate and Public Communications, Purchasing/Contracting, Information Technology) and all departments in general in support of the DEI Strategic Plan
- Provide subject matter expertise in surfacing and addressing diversity, equity, and inclusion (DEI) issues as applied to organizational policy, programs, practices, and budget decisions

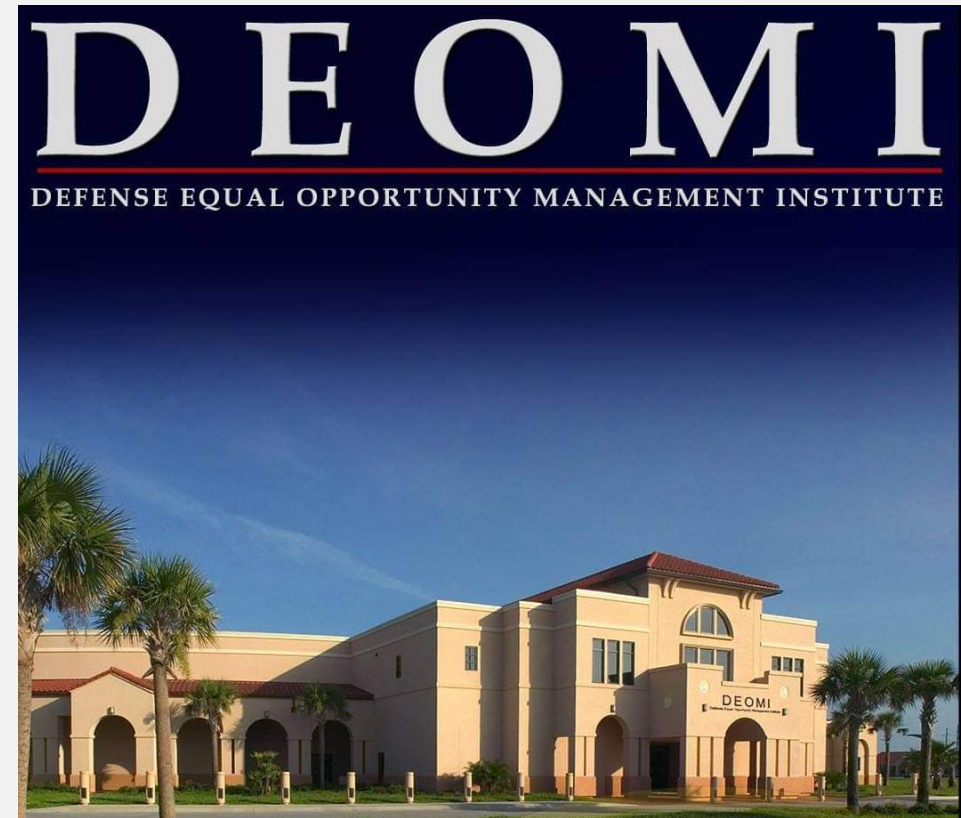


Diversity, Equity and Inclusion

DEFINED

A office/department authorized by the CEO to –

- Create and implement the organization's DEI engagement frameworks, to include reviewing policies/practices and developing documented plans, evaluation/assessment tools, strategies, training programs, metrics and reporting systems
- Identify opportunities to improve and/or innovate talent selection, retention, and development practices across the organization in coordination with the organization's Human Resources Department



Diversity, Equity and Inclusion

DEFINED



Diversity, Equity & Inclusion



Advice from
Organizational and
Corporate Thought
Leaders

“Diversity and inclusion initiatives have failed due to the lack of leadership engagement.

It requires senior leadership to increase understanding around its accountability for diversity and inclusion.”

Forbes

“In order to make great progress, the CEO needs to take this on as one of those personal initiatives that they’re going to be involved with and personally drive.”



Kevin Johnson
CEO of Starbucks



Diversity, Equity & Inclusion

Advice from Organizational
and Corporate Thought
Leaders

"One of the primary objectives of organizational leaders in diversity, equity, and inclusion (DEI) is to assist management in achieving corporate and organizational goals and objectives. DEI is about developing and leading related programmatic initiatives, practices, and solutions resulting in quantifiable workforce management results for organizations."

Dona S. Blackman
Senior Human Resources Business Partner
Elevance Health, Inc. (formerly Anthem, Inc.)



Diversity, Equity & Inclusion

Advice from Organizational
and Corporate Thought
Leaders

“Management’s goal should be to help every employee move towards self-actualization in their professional lives. However, if a manager is aware that cultural influences shape his/her perspectives, then they can guard against generalizations and concentrate on creating environments for success.

However, if senior leadership, generally white males, give into the natural tendency to seek out individuals who share their socialization and cultural tendencies, this will inevitably lead to a perceived inability to relate to the talents of those minority employees and to help them fulfill their individual specialness.”

Curt Coffman and **Marcus Buckingham**, former Global Practice Leader and former senior researcher, respectively, with the Gallup Organization and two of the world’s leading authorities on what the most effective leaders do differently.



Diversity, Equity & Inclusion





Diversity, Equity & Inclusion

Basic Elements and Progressive Strategies

ELEMENT ONE:

Instituting **DEI** inside an Organization
requires Overt Commitment

Publicly, Verbally and in Writing
from the **Principal Stakeholders**

Board of Directors/Governing Body

Chief Executive Officer

**Without this Pivotal Commitment,
DEI will not be a reality in any Organization**



**Diversity, Equity &
Inclusion**

Basic Elements and
Progressive Strategies

ELEMENT ONE:

Board of Directors/Governing Body's Resolution regarding Diversity, Equity and Inclusion

The Resolution should authorize the following:

- The creation of an internal DEI Committee tasked with outlining recommendations, procedures, and a strategic plan to advance DEI strategic priorities, goals and objectives involving:
 - Internal Operations
 - Policy Development/Execution
 - Talent Acquisition/Retention
 - Community Outreach
 - Training/Professional Development



Diversity, Equity & Inclusion

Basic Elements and
Progressive Strategies

ELEMENT TWO:

Instituting **DEI** inside an Organization requires the Chief Executive Officer to designate

a Chief Diversity Officer

and/or

Create a DEI Internal Committee

An empowered group of engaged employee representatives across departments who have an interest in discussing and mobilizing around DEI in support of organizational change

If the CDO exists, she/he/they lead this group



Diversity, Equity & Inclusion

Basic Elements and
Progressive Strategies

ELEMENT TWO:

DEI Internal Committee Membership Criteria

- Regular, full-time employees selected by the CEO who have voluntarily expressed interest in participating with the DEI Internal Committee
- Committee members should reflect a diverse group of employees, taking into consideration race, ethnicity, gender, age, department and job classification



**Diversity, Equity &
Inclusion**

DEI INTERNAL COMMITTEE

ELEMENT TWO:

DEI Internal Committee Membership Criteria

- Participation should be approved by their Department Directors after a review of their application, availability and job performance.
- Members also include the CEO or designated representative



**Diversity, Equity &
Inclusion**

DEI INTERNAL COMMITTEE

ELEMENT TWO:

DEI Internal Committee

Led by the DEI Director/Officer, the DEI Committee should be charged with the creation of:

- The organization's core DEI mission, vision and values
- Strategic priorities, goals and objectives
- Key performance indicators



**Diversity, Equity &
Inclusion**

DEI INTERNAL COMMITTEE

ELEMENT TWO (cont.):

DEI Internal Committee Executive Steering Committee Makeup & Purpose

PURPOSE: Administrative oversight of The DEI Committee

MAKEUP: Members of the organizational leadership team including, but not limited to, the CEO and Chief Diversity Officer. If CDO does not exist, then Co-Leaders will be designated by the CEO to serve on the Committee



Diversity, Equity & Inclusion

DEI INTERNAL COMMITTEE

Cumberland County DE&I Advisory Committee Membership

The County DE&I Executive Steering Committee Members, composed of members of the County Management Team, provides administrative oversight of the committee.

Executive Steering Committee Members

Amy Cannon, County Manager
Tracy Jackson, Assistant County Manager
Sally Shutt, Assistant County Manager
Vicki Evans, General Manager/Co-Convener
Brenda Jackson, General Manager/Co-Convener
Cheribeth Thomas, Public Information/Support
Dr. Anthony Wade, Chief Human Resources Officer

The Committee Members were selected by County Management among regular, full-time employees who expressed interest in participating with the DE&I Advisory Committee and approved by their Department Directors after the review of their application, availability and job performance. The members of the committee reflect a diverse group of employees, taking into consideration race, ethnicity, gender, age, department and job classification.

DE&I Advisory Committee Members

Nora Armstrong, Public Library	April Kelly, Animal Services
Alissa Brashear, Department of Social Services	Cynthia McKinley, Child Support
Hardin Brown, Jr., Sheriff's Office	Megan McLaurin, Animal Services
Telise Chavis, Emergency Services	Ivonne Mendez, County Finance
Alvin Chestnut, Pretrial Services	Tim Middleton, Solid Waste
Garry Crumpler, Emergency Services	Terry Streets, Planning
Vincent Evans, Tax Administration	Kelly Moore, Tax Administration
Al Florez, Innovation & Technology Services	Sara Reyes, Public Health
Jennifer Green, Public Health	Denise Schunk, Department of Social Services
Ricky Hair, Facilities Maintenance	Ann Thomas, Public Health
Mia Kaleiwahea-Perry, Innovation & Technology Services	Tye Vaught, County Administration



Diversity, Equity & Inclusion

DEI INTERNAL COMMITTEE

ELEMENT TWO (cont.):

DEI Internal Committee Subcommittees/Ad Hoc Committees

- Created for the benefit of task or initiative completion as necessary and appropriate
- Membership may include DEI Committee members, other organizational employees who are not DEI Committee members, internal and/or external subject matter experts, or some combination thereof



**Diversity, Equity &
Inclusion**

DEI INTERNAL COMMITTEE

ELEMENT TWO (cont.):

What is the Vision of a DEI Internal Committee

Vision Example

The Diversity, Equity, and Inclusion Internal Committee (DEI) will help create and promote a culture that celebrates the diversity of our workforce and community, incorporates equity in all aspects of the work we do, and strives to be as inclusive as possible



**Diversity, Equity &
Inclusion**

DEI INTERNAL COMMITTEE

ELEMENT TWO (cont.):

What is the Mission of a DEI Internal Committee

Mission Example

The mission of the DEI Internal Committee is to foster an environment that attracts the best talent, values diversity of life experiences and perspectives, and advances the organization's mission and goals that enrich our community



**Diversity, Equity &
Inclusion**

DEI INTERNAL COMMITTEE

ELEMENT TWO (cont.):

What is the Purpose of a DEI Internal Committee

Purpose Example

The DEI Internal Committee will advise and guide the organization to ensure integration of diversity, equity, and inclusion with the organization's mission, operations, strategies, and business objectives as we serve the community



**Diversity, Equity &
Inclusion**

DEI INTERNAL COMMITTEE

ELEMENT THREE:

Define DEI Committee Responsibilities:

- Review organizational programs, policies, and initiatives, including strategic action plans, reports, and policy statements, and make recommendations to CEO and governing Board in support of DEI in the workplace
- Develop, monitor, and update an organizational DEI Strategic Plan to advance initiatives in the areas of policy, training, staff recruitment and retention, internal operations and community outreach/engagement



**Diversity, Equity &
Inclusion**

DEI INTERNAL COMMITTEE

ELEMENT THREE:

Define DEI Committee Responsibilities:

- Bring best practices, data and research to develop clear Strategic Plan metrics and track progress and outcomes
- Develop and support initiatives and goals aimed at promoting diversity and inclusion in the organization
- Serve as representatives of a cross section of employees who can express ideas, advise and make recommendations related to DEI to the Executive Steering Committee



**Diversity, Equity &
Inclusion**

DEI INTERNAL COMMITTEE

ELEMENT THREE:

Define DEI Committee Responsibilities:

- Support the CEO in other appropriate ways to foster an organizational atmosphere of acceptance, inclusion, equity, and diversity
- Support organizational department directors, managers and supervisors in their efforts to enhance and promote DEI in their respective areas
- Provide periodic reports of its goals and progress to the CEO, governing board, all employees and the public



**Diversity, Equity &
Inclusion**

DEI INTERNAL COMMITTEE

ELEMENT THREE:

Define DEI Committee Authority and Accountability

- The DEI Committee recommends actions, under the conditions of its charter, to the Executive Steering Committee. If recommended actions are approved, the CEO will direct appropriate individuals or departments to carry out the actions
- The DEI Committee will submit annual summaries of actions to the Executive Steering Committee



**Diversity, Equity &
Inclusion**

DEI INTERNAL COMMITTEE

ELEMENT THREE:

Define DEI Committee Authority and Accountability

- Identify new and emerging issues that can impact a diversity, equity and inclusion culture



**Diversity, Equity &
Inclusion**

DEI INTERNAL COMMITTEE

ELEMENT FOUR - Example of DEI Strategic Plan



**Diversity, Equity & Inclusion
Strategic Plan**
July 1, 2022 - June 30, 2025

 **CUMBERLAND
COUNTY**
NORTH CAROLINA



Diversity, Equity & Inclusion

DEI STRATEGIC PLAN
GOALS AND OBJECTIVES



Diversity, Equity & Inclusion Strategic Plan

July 1, 2022 - June 30, 2025



In Cumberland County, we believe that diversity, equity, and inclusion drives value for our staff and give us the opportunity to better serve our citizens. We are stronger as a team that welcomes diverse perspectives, experiences, and approaches to build a stronger organization.

Our vision is committed to promoting a progressive, evolving culture that values diversity of its citizens, incorporates equity and ensures the inclusion of all backgrounds, beliefs and perspectives.

The County's guiding principles exists through Professionalism, Respect, Integrity, Diversity, Equity, Inclusion, Excellent Customer Service (P.R.I.D.E.). PRIDE is a FACT (Fairness, Acceptance, Collaboration, and Teamwork.)

Together we can set a place for everyone and welcome all to the table.



ELEMENT FOUR

Example of DEI Strategic Plan Goals & Initiatives

- **Goal 1:** Strengthen DEI policy development, execution and oversight throughout the organization
 - **Initiative 1.1:** Conduct nation-wide executive search to hire a Chief Diversity Officer



**Diversity, Equity &
Inclusion**

DEI STRATEGIC PLAN
GOALS AND OBJECTIVES

ELEMENT FOUR

Example of DEI Strategic Plan Goals & Initiatives

- **Goal 2:** Improve DEI community outreach & partnership
 - **Initiative 2.1:** Solicit DEI feedback from the community
 - **Initiative 2.2:** Establish partnerships with the local community
 - **Initiative 2.3:** Build transparency within County government and local community on DEI



**Diversity, Equity &
Inclusion**

DEI STRATEGIC PLAN
GOALS AND OBJECTIVES

ELEMENT FOUR

Example of DEI Strategic Plan Goals & Initiatives

- **Goal 3:** Ensure employee equity within staff representation, compensation and promotion opportunities and create an inclusive workplace
 - **Initiative 3.1:** Promote the value of DEI through the County workforce
 - **Initiative 3.2:** Provide continuous DEI training for County employees
 - **Initiative 3.3:** Ensure diversity and representation in the employee hiring process
 - **Initiative 3.4:** Promote a spirit of belonging through County support of the creation of Employee Resource Groups



Diversity, Equity & Inclusion

DEI STRATEGIC PLAN
GOALS AND OBJECTIVES

ELEMENT FOUR

Example of DEI Strategic Plan Goals & Initiatives

- **Goal 3:** Ensure employee equity within staff representation, compensation and promotion opportunities and create an inclusive workplace
 - **Initiative 3.5:** Recognize the Stewards that drive DEI within the County workforce
 - **Initiative 3.6:** Identify and eliminate any pay disparities based on an employee's race, ethnicity, gender, age, disabilities, sexual orientation or religious affiliation
 - **Initiative 3.7:** Ensure success and assimilation of junior level employees through the creation of a mentorship program



Diversity, Equity & Inclusion

DEI STRATEGIC PLAN
GOALS AND OBJECTIVES

ELEMENT FOUR

Example of DEI Strategic Plan Goals & Initiatives

- **Goal 4:** Improve internal operations to execute DEI policies and procedures
 - **Initiative 4.1:** Acquire a cloud-based Strategic Planning software platform
 - **Initiative 4.2:** Integrate DEI training curriculum into the County's Learning Management System (LMS) software platform
 - **Initiative 4.3:** Acquire a Human Capital Management (HCM) software platform



**Diversity, Equity &
Inclusion**

DEI STRATEGIC PLAN
GOALS AND OBJECTIVES



Human Relations and Diversity, Equity and Inclusion

**ORGANIZATIONAL AND
CULTURAL POLITICS**

Identifying Your Constituents

- ❖ Identifying your constituents means:
 - ❖ Finding those individuals inside your organization who have a stake in what your are trying to accomplish, both today and in the future.

Anthony Wade Consulting , LLC 2022



**ORGANIZATIONAL
AND CULTURAL
POLITICS**

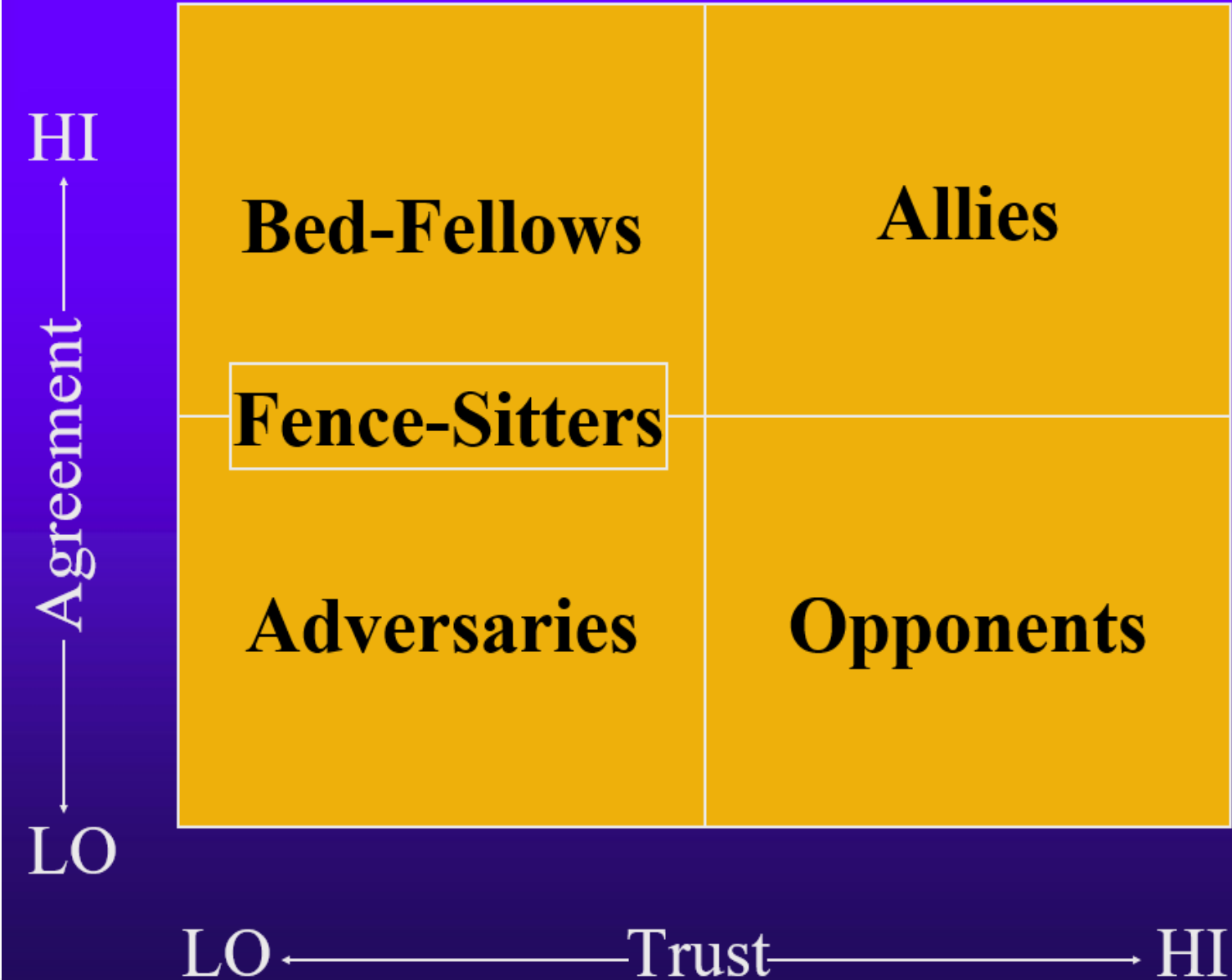
Political Identity

- ❑ Allies - advocate, collaborator, partner
- ❑ Bedfellows — invisible supporters, unofficial collaborators
- ❑ Fence Sitters — could go either way
- ❑ Opponents — disputant, good at or enjoys controversy, “Devil’s Advocate”
- ❑ Adversaries — enemy, foe, competitor



**ORGANIZATIONAL
AND CULTURAL
POLITICS**

Building Support Model



**ORGANIZATIONAL AND
CULTURAL POLITICS**

Building A Business Case for DEI Initiatives

Worksheet Template for Self-Analysis of/and Obtaining Collaboration and Backing for Your Initiatives



Diversity, Equity & Inclusion

BUILDING A BUSINESS CASE

DEI Business Case Development

Worksheet Template for Obtaining Collaboration and Backing for Your Initiatives

STRATEGIC BUSINESS DRIVERS (What is the purpose for the organization's existence? Its objectives, direction, etc.)

> Overall Business Situation, Business Strategies (Long-/Short-Term)

> The top 2 to 6 things important to the Board and management (i.e., Association and Member Institution Satisfaction, Industry Leadership, etc.)

PRESENT BUSINESS CONDITIONS (Present operating realities and corresponding business objectives)

> What are the issues in support of or in opposition to Strategic Organizational Business Drivers and achieving its Goals and Objectives?

> What are the organizational concerns and issues on a daily basis?

POSSIBLE ORGANIZATIONAL IMPLICATIONS (What happens if organization remains in existing condition?)

> What are the Positive and/or Negative scenarios creating the need for the Organization's proposed actions?

> What is the budget impact (hard and soft), impact on Member Institutions, organizational productivity, etc)?

DECISION-MAKING PROCESS

> Who makes the final decision?

> Who is the decision maker(s)? Allies? Opponents? Adversaries? Fence-Sitters?

> What are their concerns, issues, criteria, and "hot buttons"?

PROPOSED RESOLUTION

> Objective, Approach to the Resolution

> Operational Process

> Timelines, Participant Roles and Involvement

BUSINESS RATIONALE AND JUSTIFICATION

> The business reasons for involvement in this proposed solution

> What is the ROI (Return on Investment) involving hard and soft dollars?

> What is the impact on present organizational conditions, strategic business drivers and possible organizational implications?

Business Case Development

Worksheet Template for Obtaining Collaboration and Backing for Your Initiatives

STRATEGIC BUSINESS DRIVERS (What is the purpose for the organization's existence? Its objectives, direction, etc.)

>

PRESENT BUSINESS CONDITIONS (Present operating realities and corresponding business objectives)

>

POSSIBLE ORGANIZATIONAL IMPLICATIONS (What happens if organization remains in existing condition?)

>

DECISION-MAKING PROCESS

Who makes the final decision?

Who is the decision maker(s)? Allies? Opponents? Adversaries?

What are their concerns, issues, criteria, and "hot buttons"?

>

PROPOSED RESOLUTION (Objective, Approach to the Resolution, Operational Process, Timelines, Participant Roles and Involvement)

>

BUSINESS RATIONALE AND JUSTIFICATION (The business reasons for involvement in this proposed solution. What is the ROI (Return on Investment) involving hard and soft dollars? What is the impact on present organizational conditions, strategic business drivers and possible organizational implications?)

>

Building A Business Case for Your DEI Initiatives

Worksheet Template for Self-Analysis of/and
Obtaining Collaboration and Backing for Your Initiatives

Strategic Business Drivers (What is the purpose for the organization's existence? Its objectives, direction, etc.)

Present Business Conditions (What are the present operating realities and corresponding business objectives)

Possible Organizational Implications (What happens if organization remains in existing condition?)



Diversity, Equity & Inclusion

BUILDING A BUSINESS CASE

Building A Business Case for Your DEI Initiatives

Worksheet Template for Self-Analysis of/and
Obtaining Collaboration and Backing for Your Initiatives

Decision Making Process: (a) Who makes the final decision? (b) Who is the decision maker(s)? Allies? Opponents? Adversaries? (c) What are their concerns, issues, criteria, and “hot buttons”?

Proposed Resolution (Your Objective, Approach to the Resolution, Operational Process, Timelines, Participant Roles and Involvement)



Diversity, Equity & Inclusion

BUILDING A BUSINESS CASE

Building A Business Case for Your DEI Initiatives

Worksheet Template for Self-Analysis of/and
Obtaining Collaboration and Backing for Your Initiatives

Business Rationale and Justification ((a) The business reasons for involvement in this proposed solution. (b) What is the ROI (Return on Investment) involving hard and soft dollars? (c) What is the impact on present organizational conditions, strategic business drivers and possible organizational implications?)



Diversity, Equity & Inclusion

BUILDING A BUSINESS CASE

FINAL THOUGHTS

- Understanding your organizational environment, systems, constituents and politics will help you to be able to influence key DEI decisions
- Remember to communicate with Management in “***their***” language so that they can understand the “***benefit***” of implementing your change initiatives
- Always remember to practice “***diplomatic assertiveness***” in your meeting with management, constituent groups, and others who are vital to your success as well as the success of your initiatives



Diversity, Equity & Inclusion

BUILDING A BUSINESS CASE

QUESTIONS



Diversity, Equity & Inclusion

BUILDING A BUSINESS CASE

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Contact Info

Dr. Anthony W. Wade

Thank You



DEI vs. Human Relations