

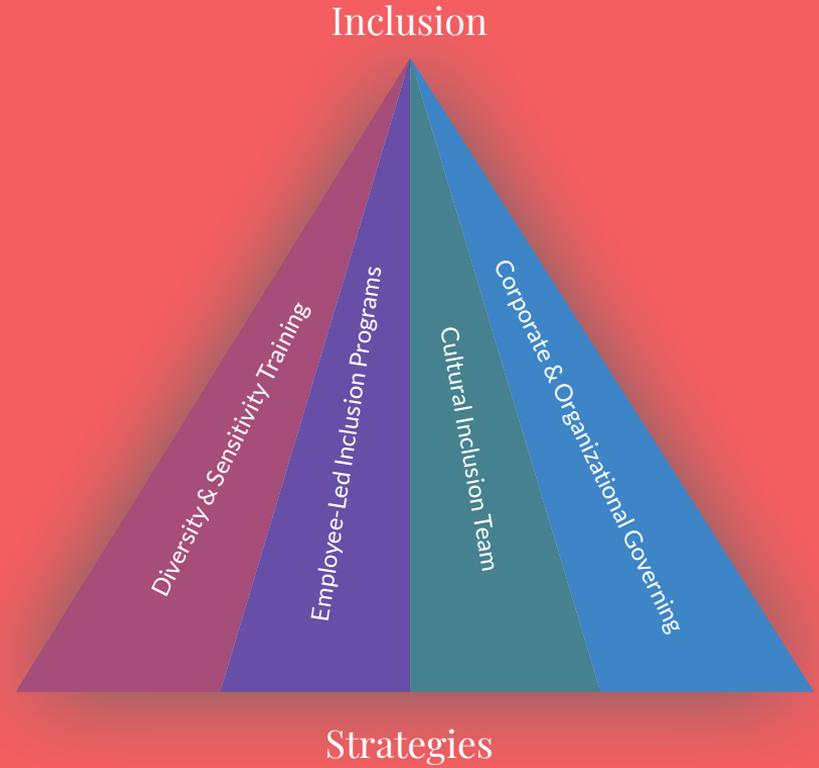
Employment Retention Strategies

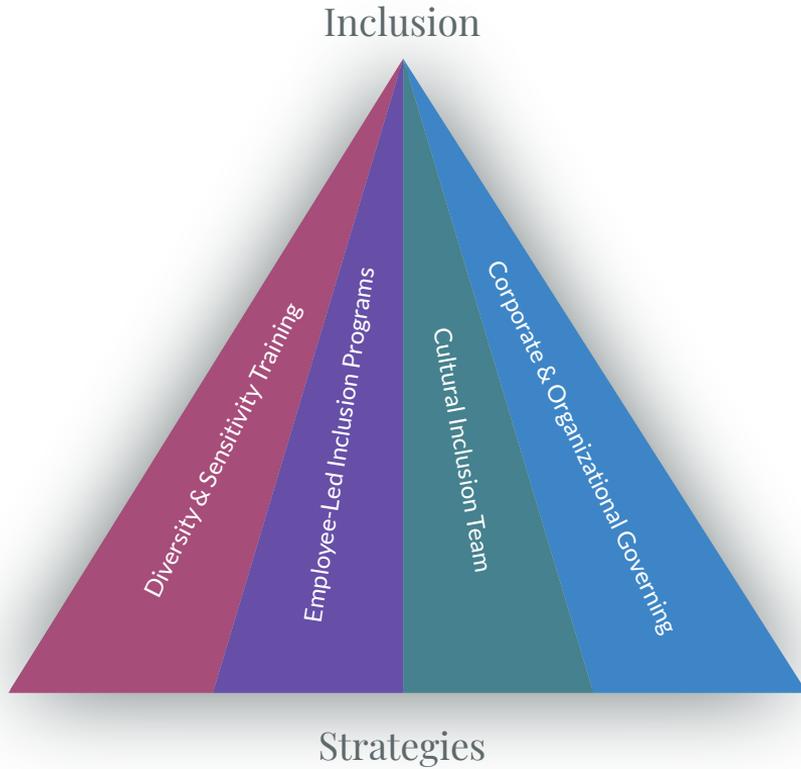
A project of relationships

How might we build and maintain a diverse & inclusive community within a growing organization or company?

Structure & Flexibility

Building a diverse workforce that values relationships takes self-empowerment, support, and structural foundations. Each strategy and program may be used individually but combined together form a comprehensive strategy.





Diversity and sensitivity training with a focus on cultural immersion.

Employee-led programs that build and maintain deep relationships.

A cultural inclusion team that supports and increases the capacity of employee-led programming.

Organizational governing that places relationships and diversity as a metric of success on par with profit and shareholder interest.

Diversity & Sensitivity Training



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There are many different options for effective diversity training, but studies point to several characteristics that make the training more effective.



Not every training program will work for every workplace, so training should be customized to the company.

Cultural immersion training in companies is significantly rarer than diversity training but is shown to have very positive effects if properly implemented.

Targeting skill-building and awareness over a long period of time, not just a single session.

Perspective taking: participants write a few sentences from the perspective of minority populations and think through possible barriers.

Goal-setting activities related to increasing diversity of thought in the workplace.

Training that includes workers of all levels, not just entry-level or C-suite employees.

Diversity & Sensitivity Training



Making diversity training voluntary has shown positive effects. This can be complicated, however, because those that often need the training the most are the ones least likely to want to participate. Other ways to positively incentivize attending training are shown to be more effective than mandatory training with negative consequences for not attending.

General Training Tips

Leverage multiple types of training- online and in-person provide a more comprehensive approach to learning.

Ensure that all training is long-term and supported at all levels of the company. Training is not just for low-level employees- it's for everyone from entry-level to C-suite.

Start cultural training as soon as possible for all new hires and take the desired office culture into account when hiring.

Hire with a lens towards equity. People that have experience with, and prioritize, equity are also more likely to attend voluntary cultural training, which also increases the efficacy of the training.

Diversity & Sensitivity Training



Organizational Signage & Translation

Creating a language plan to establish continuity in the multiple-language system is important, as it allows the company to determine which documents and signs will be multilingual.



From a liability standpoint, OSHA requires companies to provide clear safety information and requirements to all employees, regardless of their primary language. There are now multilingual and pictographic safety signs widely available from many safety stores.

Using a professional translation company is the best practice, as it provides the most accurate translation compared to non-professional sources.

Especially if office documents are only translated once, this can still be a relatively cost-effective strategy for many companies. Most translated pages run from \$50-\$125 per page, depending on the complexity of the document and the translation.

Do not use Google Translate, or rely on Youtube captioning for translation needs. Both resources are often contextually inaccurate and can lead to misunderstandings on all sides.

Employee-Led Inclusion Programs



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First Friday Feast - On the first Friday of the month, employees are encouraged to eat together in a group setting. This promotes a sense of community engagement.



Lunch potluck - employees are encouraged to make a dish of their choice, which may or may not be from their own culture.

International buffet- The company gets food catered from a restaurant. The company should rotate restaurants so that each time, a different cuisine is offered (e.g., Italian, Lebanese, Thai, etc.)

Ping pong table - Promotes physical activity which has numerous health benefits but it also promotes camaraderie within the office. Non-native and native speakers alike would be drawn to the ping pong table and can have a non-verbal avenue to engage with each other. Also, the sport is popular in many countries outside of the U.S. and has a lot of global appeal.

Lunch and Learn - Employees are encouraged to present about their own culture but are not forced into doing so. Examples of potential topics include the history of the Civil Rights movement and the significance of Pride Month. Additionally, experts from outside the organization could be invited to give presentations related to cultural competency and cultural humility. Lunch and Learn can be combined with First Friday Feast.

Employee-Led Inclusion Programs

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Celebrate different holidays - Companies can acknowledge important holidays from different cultures such as Ramadan and Passover. Employees are encouraged to decorate their workplace for different holidays (e.g., Diya lamps and Rangoli for Diwali). It is important for employees to learn about the significance of the holidays that are celebrated so that they can gain cultural competence.

Media Clubs - Employees can collectively decide on books or movies that are from different cultures to read or to watch. Employees watch the foreign films and read the books outside of work and discuss each book/movie during their lunch hour. It is important for employees to discuss the cultural insights they gained from reading the book/movie.

Cultural Outings - Employees should be encouraged to attend cultural events after hours. Employees can post advertisements for cultural events on the employee newsletter. The purpose of the cultural outings is to break down the barriers that exist between non-native and native speakers of English as well as cultural barriers in general.

Company-Sponsored Teams - Companies can decide if they want to take things further by implementing company-sponsored sports teams (e.g., basketball, football, baseball, as well as international sports like cricket).



Employee-Led Inclusion Programs

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Speed Friending Sessions

Conversation Cards - During lunch hour, companies can implement speed friending sessions in which employees rotate having one-on-one conversations with all of their fellow employees. Speed friending sessions can be a great way for employees to get to know all of their fellow employees and form new friendships, thus improving employee engagement. During the speed friending sessions, employees look at conversation cards to guide their conversations. Conversation cards can be as simple as “what is your favorite hobby” but can also be deeper such as “have you ever experienced discrimination.”

Toastmasters - Toastmasters is aimed to not only improve public speaking/communication skills but leadership skills as well. This can be a good opportunity for non-Native English speakers to improve their confidence speaking English in a comfortable, non-threatening environment. If there are many employees participating in the Toastmasters club, the next step would be for the company to cover the \$45 in dues that members are required to pay every 6 months.



Cultural Inclusion Team



A team that supports and increases the capacity of employee-led programming.

Cultural Inclusion Team



A team with whose value, success and productivity is determined by the depth of relationships they help maintain by providing programming, space, and coordination focused on diversity and inclusion.



Success Coach

They will have a strong incentive for success and ownership in the company's diversity and inclusivity, and steer the inclusion team towards success in building relationships.

Facilitates the cultural inclusion team's activities as a general secretary or through managing the team's lead.

Makes hours available to every employee to coach and mentor with complete confidentiality.

Acts as lead coordinator and trainer for the inclusion team's program offerings.

The team should operate under an explicit charter or directive.

Deliverables and productivity metrics are measured in depth of relationships, programming management, as well as training and coordinating those who act as tutors, mentors, or leaders.

If possible, rotating team members serve under term limits and should represent the diversity of the company.

Serving on the inclusion team as a required responsibility is suggested to encourage ownership in building a diverse and inclusive culture.

If possible, a permanent team lead could act as the company success coach and facilitate the activities of the inclusion team.

The team supports employee-led relationships by coordinating all level 2 programming.

Cultural Inclusion Team



Peer-to-Peer Programming

Mentoring

The inclusion team coordinates the pairing of employees and facilitates peer-to-peer coaching.

The team would handle pair rotations ensuring constant movement. An example pair could be as simple as once a week for a half an hour for six weeks.

The team also facilitates debriefing and data collection to track and support programming success.

Potential growth into a circles program that sees upper level management paired with low level staff.

Language & Culture

The inclusion team coordinates the hosting of ESL conversation labs or peer-to-peer tutoring.

The team can borrow from resources and methodologies used in ESL tutoring and education.

Tutoring models can be easily scaled up depending on company size and facilities from personal tutoring to large group sessions.

Scheduling options can vary highly depending on need from lunch-time meetings to facilitating large off-site sessions.

Working Pairs

The inclusion team coordinates working in pairs for a set amount of time that can be similar to the mentoring program.

This program creates healthy accountability through peer interaction versus supervision.

This program creates a culture of sharing and communication.

The team will track debriefing and program success.

The team can borrow methodology from peer-to-peer coding models and programs highly popular in the tech industry.

Cultural Inclusion Team



Skillshare/Career Spotlights

The inclusion team coordinates and hosts skillshare events and career spotlights

Employee share what their job is and how they contribute to the company.

The team can coach and support employees as they prepare and present their jobs.

The program is highly flexible. It can be executed as a stand alone even with multiple presentations or as intimate as a weekly meeting or lunch-and-learn.

Non-working Spaces

The inclusion team handles the availability and scheduling of non-working spaces

This could include recreation and reflection spaces but also spaces for peer-to-peer programming

Group Volunteering

The inclusion team coordinates volunteer activities that foster communities ties.

Not your typical marathon charity, but rather cultural outings based around minority neighborhoods or the barriers those with low-resources face in their life.

Community Website

The inclusion team curates and manages a company website that acts as a digital community/company social media site.

While this is a place to highlight jobs, family and friends, achievements, and news, it can act as a place to educate staff on diversity & culture, and issues in the community. It can also act to schedule non-working space and event registration and etc.

Corporate & Organizational Governing



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Organizational governing that places relationships and diversity as a metric of success on par with profit and shareholder interest.

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Company Structure

A standard is at 50 employees culture and inclusion should be developed into policy. This varies by company needs and capacity.

Ensuring that everyone understands company expectations is critical.

Value inclusion and diversity productivity as important as profit and mission.

Consider B-Corp. models & certifications to further entrench diversity and inclusion.

Ongoing translation services

It may be more cost effective to hire translation services in-house, as opposed to contracting it out.

Interpretation services may also be needed, depending on company structure.

Flexible Holidays & Shifts

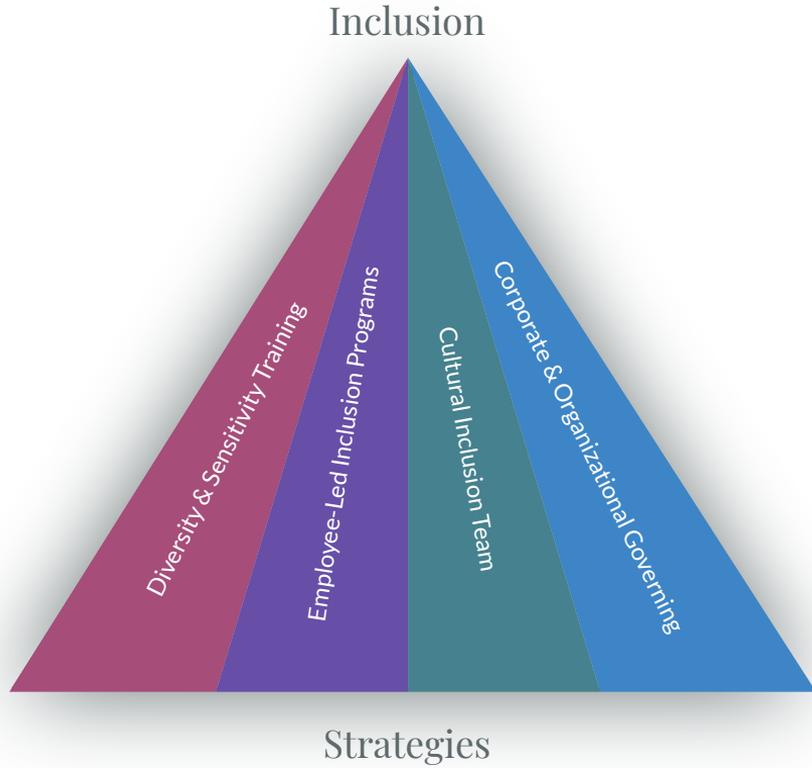
Maintain a diverse calendar of holidays so the company is at minimum aware. An example is to track other holidays than just the recognized US federal holidays.

Employees turn in a yearly list of holidays they want to recognize.

Allow flexible schedule to strengthen and support flexible holidays and life-work balance.

Patagonia Model

Patagonia prioritizes environmental stewardship and work-life balance, and their company policies are written to ensure these remain priorities. The office doors are locked on weekends, and employees set their own working hours. This doesn't have to be every company's priority, but there are ways to ensure that company culture is more than an unwritten rule.



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