

Navigating Cultural Differences and Its Impact on the Virginia Workforce

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VEI Group 4

Team Members

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Agenda

- Motivation
- Impact on workforce
- Best practices
- Proposed solution
- Defining success
- Wrap-up

Why This Conversation?

- Out of 67 terrorists incidents in 2017, 37 were tied to racist, anti-Muslim, homophobic, anti-Semitic, Fascist, anti-government or xenophobic motivations. (The Global Terrorism Database, University of Maryland)
- 2015 – Charleston Church shooting
- 2016 – Pulse Orlando Nightclub shooting
- 2017 – Charlottesville riot
- 2018 – Pittsburgh Synagogue shooting
- 2019 – New Zealand Mosque shooting

First They Came

First they came for the socialists, and I did not speak out-

Because I was not a socialist

Then they came for the trade unionists, and I did not speak out-

Because I was not a trade unionist

Then they came for the Jews, and I did not speak out-

Because I was not a Jew

Then they came for me-

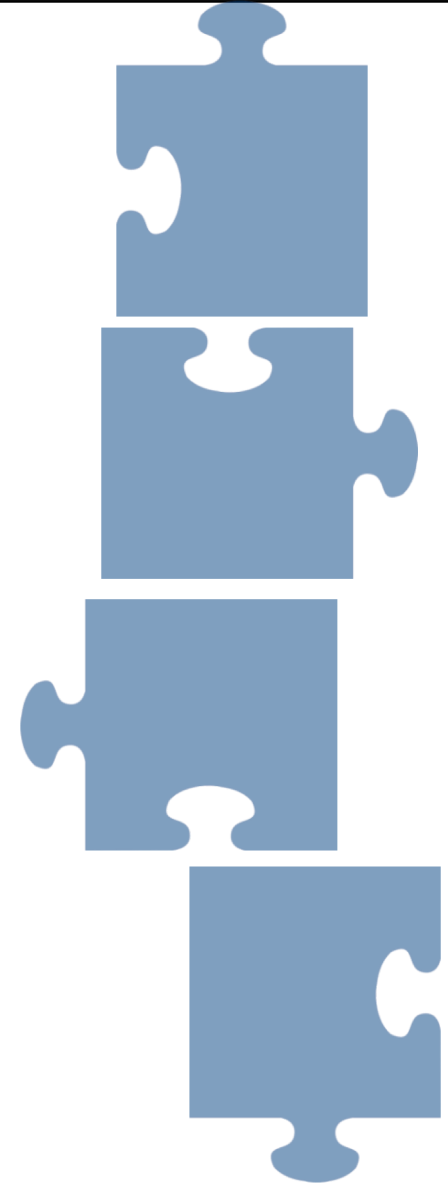
and there was no one left
to speak for me



German Lutheran Pastor, Martin Niemoller (1892-1984)

Impacts of a Non-Diverse Workforce

- Limited perspective
- Limited role models
- Limited employee engagement
- Miscommunication
- Hidden biases



Research Analyses of a Diverse Workforce

- Better financial outcomes / value creation
- Attracting talented, innovative workforce
- Improved problem solving
- Increased employee engagement
- Enhanced productivity



Best Practices: Public Sector

One state agency offers:

- Culturally competent customer service
- Leading in a diverse workforce



Best Practices: Private Sector

- Understand how organization is perceived with forums such as Glassdoor
- Conduct “Stay Interviews” with employees after three year anniversary
 - What keeps you here?
 - What would make you leave the company?
 - If you could change one or two things about the organization, what would they be?

Establish a Chief Diversity Officer for the Commonwealth

Not to be Confused with...

Local News

Governor's Office looks to fill new Director of Diversity, Equity, and Inclusion position

By: WFXR Newsroom

Posted: May 04, 2019 07:01 AM EDT

Updated: May 04, 2019 07:01 AM EDT



Aspirations

- Position should be strategic in nature
- Less emphasis on tangible measurables such as quotas
- More emphasis on intangible measurables such as stimulated engagement and boosted morale
- Outward focus – look beyond the bureaucracy

Foundational Considerations

- Can the position and its goals and aspirations be codified or constitutionalized?
- Part of executive branch or independent agency?
- At-will or classified employee?

How to Define Success: A Proposed Plan

- Have a clear goal
 - Cultural differences/diversity is a wide-ranging topic
 - Identify specific target areas for improvement
 - Empowerment and structure / reporting
- Determine metrics for progress, track and analyze results
- Review metrics regularly, report results, be transparent
- Adjust your plan based on feedback

Metrics for Success

Use of qualitative and quantitative measures

- Qualitative – interviews, focus groups
- Quantitative – surveys, data-based analyses, sentiment using artificial intelligence

Wrap-up

- Timely conversation
- Positive impact of diversity
- Leverage existing models for success
- Director of Diversity, Equity, and Inclusion is an effective first step
- Qualitative and quantitative metrics for success