



Going Beyond the “D” in DEI/JBA+

Behavioral Health Recruitment and Retention

December 5, 2023 | 10 a.m.–12:30 p.m. PT
Los Angeles & Southern California

December 6, 2023 | 10 a.m.–12:30 p.m. PT
Bay Area Mid-State & NorCal & Capital



Indigenous Land Acknowledgement

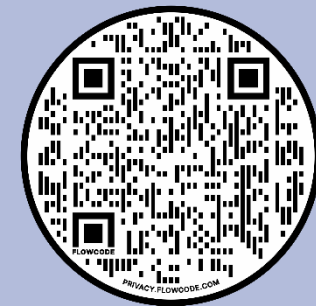
- We respectfully acknowledge that we live and work in territories where indigenous nations and tribal groups are traditional stewards of the land. Our California office resides in Tongva territory.
- Please join us in supporting efforts to affirm tribal sovereignty across what is now known as California and in displaying respect, honor, and gratitude for all indigenous people.

Whose land are you on?

Option 1: Text your ZIP code to 1-907-312-5085

Option 2: Enter your location at [Native Land CA](#)

Option 3: Access Native Land website via QR Code





Advocates for Human Potential, Inc. (AHP) Behavioral Health Recruitment and Retention (BHRR) Team



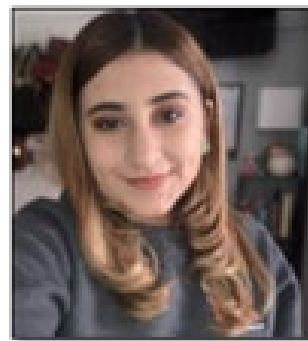
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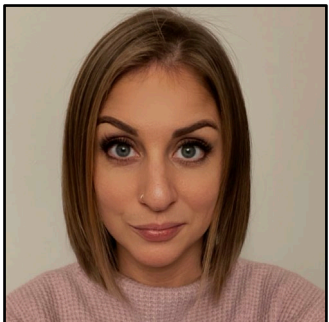
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This project would not be possible without the many amazing people who work in the background but are not on this slide.

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Objectives

Understand DEI/JBA+ principles and how they apply in the context of workforce development.

Develop skills for creating inclusive recruitment strategies and job designs.

Learn how to assess and enhance your organization's DEI/JBA+ Strategy.



Agenda

1. Intro to DEIJBA+ in Workforce Development
2. DEIJBA+ Group Discussion
3. Strategies for Recruitment, Retention, and Support
4. The Key to Cultivating an Inclusive Workplace: Job Descriptions
5. Breakout Session: Revising Job Descriptions
6. Next Steps: Implementing DEIJBA+ Strategies



Poll: DEIJBA+ Stages

Where does your organization fall on this spectrum?

Developing	Your organization is developing unique DEIJBA+ goals and strategies for your staff and your workforce development efforts.
Advancing	Your organization has invested in a DEIJBA+ vision and implemented a few DEIJBA+ strategies successfully.
Leading	Your organization has invested in a DEIJBA+ vision, incorporated DEIJBA+ strategies into operations and programs, and continues to improve performance by reviewing data.



Intro to DEIJBA+ in Workforce Development



DEIJBA+ with a Workforce Development Lens

- DEIJBA+ initiatives are designed to accomplish the following:
 - Enhance job opportunities (through recruitment.
 - Improve workplace environments (focusing on retention, cultivation, and promotion) specifically for historically marginalized individuals.
- They actively champion diversity in all its forms.
- This commitment to diversity not only acknowledges varied experiences and identities, but also actively integrates them into the fabric of organizational culture and practice.

(Workforce GPS, 2022)

Defining DEIJBA+



Commitment to a culturally diverse environment that supports and values individuals from varied backgrounds.



Focused on providing tailored support to meet individual needs, addressing historical imbalances in economic opportunities and systemic inequalities.



Aimed at fostering a positive, welcoming organizational culture where every employee, regardless of social identity, feels connected, valued, and respected



Committed to transparency, honest communication, and compassion in all organizational decision-making processes.



Cultivating a sense of community in the workplace where individuals feel valued, respected, and integral to the organization and its mission.



Ensuring full and independent access for all to employment, facilities, services, and information.

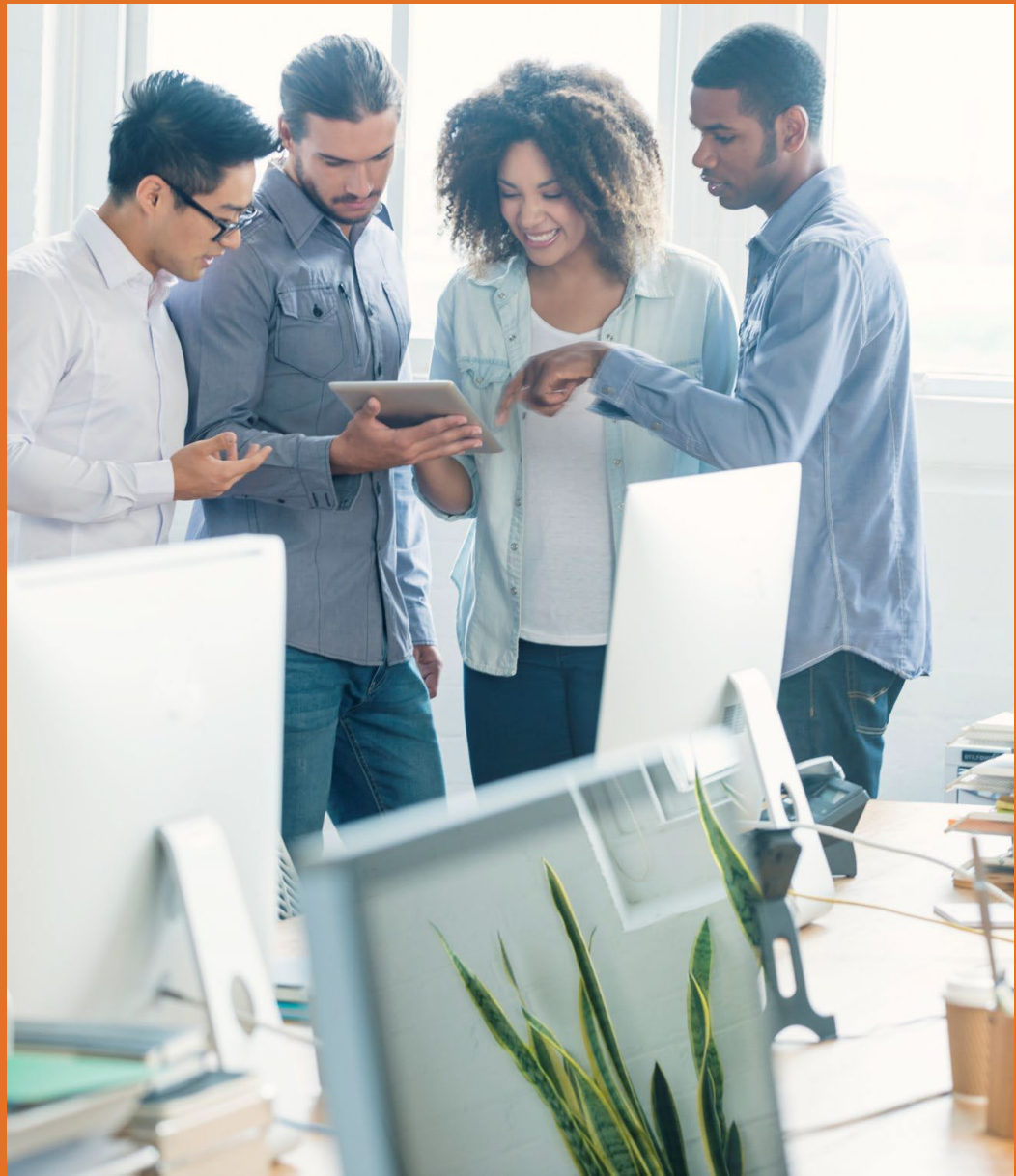


Represents openness to growth, adaptation, and continuous learning, acknowledging the ever-evolving nature of diversity and inclusion.

(Workforce GPS, 2022; Usanmaz, 2023; Doane Academy, n.d.; Ledgestone, 2022)

Breakout Session: DEIJBA+ Group Discussion Framework

1. Divide attendees into seven or eight groups, corresponding to DEIJBA+.
2. Each group explores actions their organizations take or could take in line with their DEIJBA+ element.
3. Reconvene for a group sharing session.



Benefits of DEI/JBA+

19%

higher levels
of innovation

35%

more effective or
efficient in their
performance

36%

more profitable
Compared to those
with lower diversity
levels

(Workforce GPS, 2022; Hunt et al., 2015; Reynolds & Lewis, 2017)

Benefits of DEI/JBA+



Diverse perspectives lead to

- Enhanced problem-solving
- Increased creativity and innovation
- Enhanced decision-making abilities
- Better understanding of a diverse customer base

(Leading Effectively Staff, 2023)

DEIJBA+ and Psychological Safety at Work

**A Culture
of Safety,
Trust, and
Respect**

- Open communication
- Embracing conflict
- Mutual support
- Risk-taking and innovation
- Learning from mistakes
- Trust and respect

(Leading Effectively Staff, 2023)

“

*Someone I work with went behind my back and told my VP that I was having personal conversations in Spanish on the clock. They said I wasn't working. That simply wasn't true. I was speaking Spanish on the job because I manage an entire region that is Spanish-speaking. I was so demoralized. I thought, **'Why even go to work if I'm going to be bullied and harassed about the language I'm speaking?'***

”

Latina, female manager with a physical disability

(Workforce GPS, 2022)

Questions to Increase Psychological Safety with Your Team



- What's the thing you see me doing that's helping me best contribute to the team?
- What's the thing I do that's detracting from our success?
- What's one thing I need to know about you that will improve our relationship?
- What's one thing you need from me that will enable you to be successful?
- What's one gift, [skill], or talent that I've over-looked, under-valued, or under-utilized?
- What motivates you and how can we bring more of that to your work?



(DiGiovanna, n.d.)

Strategies for Recruitment, Retention, and Support



JOB DESIGN FRAMEWORK

A FRAME OF RACIAL EQUITY AND INCLUSION

Racial equity is essential for good jobs and good workplaces. You can start wherever you want in this framework, but the job elements listed below will have the most impact if you apply them with an equity mindset.

The Pillars

CORE

The basic elements of a good job

Compensation

Sustainable pay and benefits

Work Environment

Stable hours and scheduling

Safety

Job security

Supervision Quality

Fairness and respect

Open communication

Anti-discrimination and anti-profiling policies

Transparent grievance process

SUPPORT

Help workers perform well and achieve stability

Training

Entry-level training

Cross-training

Internal Assistance

Supervisory training

Financial counseling

Cash assistance

Formal HR practices

External Supports

Tax credits

Childcare, transportation, housing (etc.) support

OPPORTUNITY

Help employees advance in their careers and develop their skills

Career Development

Specialized training

Educational benefits

Formal career pathways

Mentoring and Coaching

Peer mentorship

Job coaching

Acknowledgment

Internal and external recognition

Leveling of perks

Individual and team bonuses

Other financial incentives

VOICE

Employees are empowered, engaged, and have agency

Engagement

Measurement of engagement

Meaningfulness

Mattering

Improvement

Inclusive, continuous improvement processes

Participation

Participatory management

Autonomous teams

Formal representation

Employee stock ownership

The Result

Becoming an employer of choice is a strategy, not an accident. Designing your jobs for equity and inclusion will help you build a great company where your employees thrive.



*This framework was originally developed by Steven Dawson, a senior advisor to the National Fund for Workforce Solutions. An earlier version appears in [Now or Never: Heeding the Call of Labor Market Demand](#) by the Pinkerton Foundation.

People-First Process

Think strategically to make joining workforce attractive.

- Market your organization.
- Add peers to your staff.
- Think of ways to accommodate people with disabilities.
- Focus on diversity with inclusion.
- Individualize professional development plans.

Use tools for recruiting.

- Develop a job description specific to whom you want to hire.
- Invite new staff to attend a workplace event.
- Ask incumbent staff to refer from their network (and offer referral bonuses).

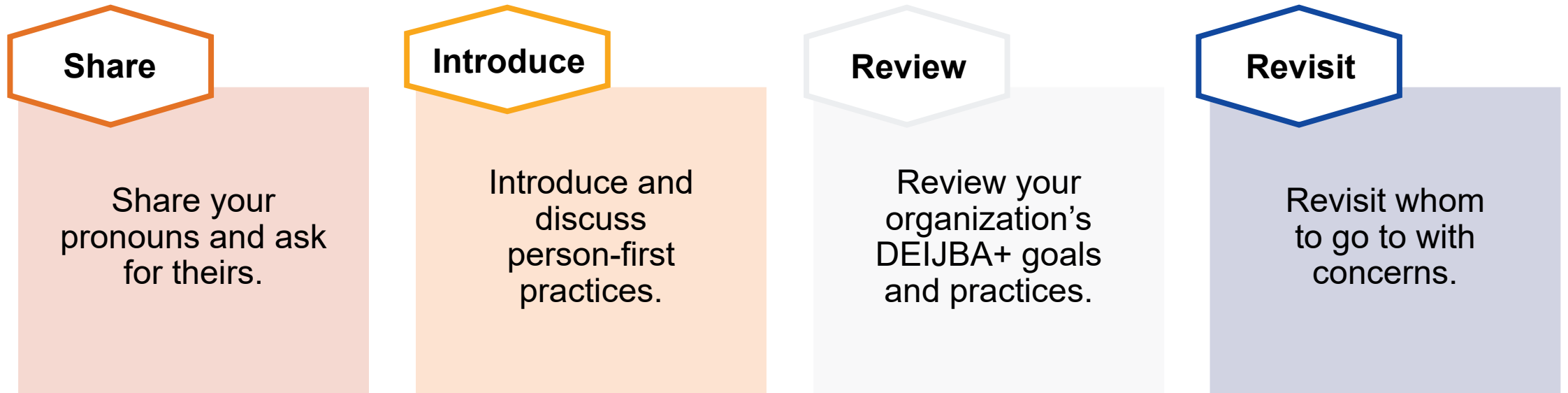
Communicating Effectively with a DEI/JBA+ Lens

- “Doctors behave less affectively when interacting with [patients in an ethnic minority] compared to White patients.”
- Patients who are in an ethnic minority “themselves were also less verbally expressive; they seem to be less assertive and affective during the medical encounter than White patients.”
(Schouten & Meeuwesen, 2006)

Reflection Questions

- “To what extent [does] belonging to an ethnic/cultural group [influence] the communication process between patients and health care practitioners”?
(Schouten & Meeuwesen, 2006)
- How can leaders become more aware of the difference in their communication styles with different groups and rectify it?
- How can leaders signal to people of color that it is okay to trust leaders with their thoughts and feelings?

Culturally Responsive Language



Provide Supportive Work Environments for Marginalized Communities

"Employers can improve awareness about the unique issues faced by the specific populations in their regions and provide better support for these communities".

(Workforce GPS, 2022)

Best Practices for an Inclusive System

Mentoring

- Active support for women and underrepresented groups from influential advocates
- Promotion of career advancement through endorsement for leadership roles
- Recommendations for women and underrepresented groups for awards and high-profile speaking events
- Encouragement of coordination of professional sessions

Recruitment and Retention

- Intentional assembly of search and hiring committees with attention to gender balance and implicit bias training for members
- Development of affinity groups to foster safe spaces for members and allies
- Commitment of leaders to educate themselves and their teams on language, bias, and discrimination
- Implementation of stay interviews to gauge employee satisfaction and concerns

The Key to Cultivating an Inclusive Workplace: Job Descriptions



Importance of Job Descriptions

- Job descriptions are the first step in finding the right candidate.
- Job descriptions are more than just words.
 - Descriptions written with inclusivity can significantly affect applicant perception.

(DellaBartolomea, 2020)

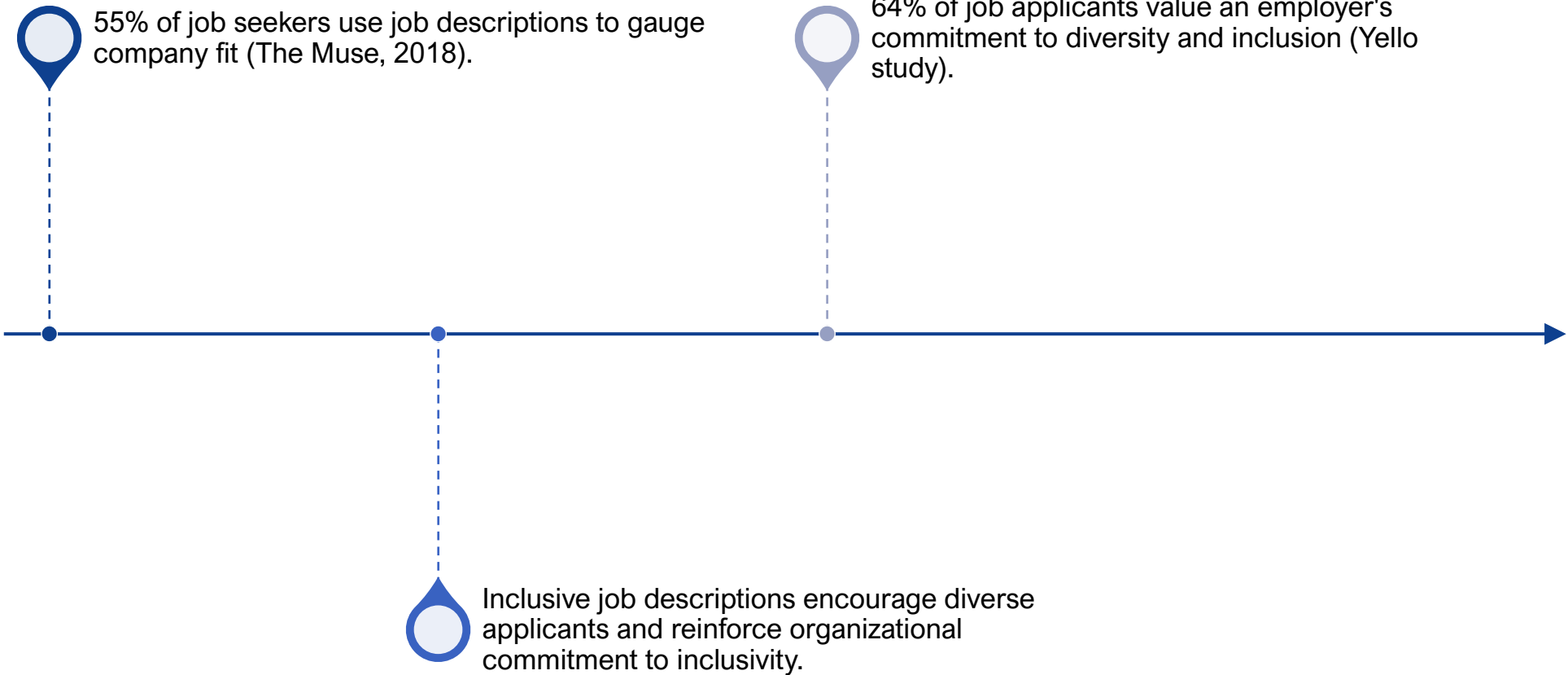
Case Study: Buffer's Gender Disparity



- **Observation:** “Less than 2% of applicants for their developer positions were women.”
- **Issue Identified:** Use of the term “hackers” to describe developers.
- **Reasoning:** “Hackers” is “a historically male-coded word.”
- **Impact:** Contributed to significant gender disparity in applicants.

(DellaBartolomea, 2020)

Impact of Job Descriptions



Writing More Inclusive Job Descriptions

- Recognize everyday language that may exclude or discriminate.
- Address gender coding, age and experience bias, and cultural/racial biases.
- Consider inclusivity for candidates with disabilities.

Writing More Inclusive Job Descriptions (cont.)

Gender Coding

- Avoid words/phrases associated with a specific gender.
- Tools like [Gender-Bias Decoder](#) can help identify and balance gendered language.
- Aim for neutrality to welcome all genders.

Age and Experience Bias

- Challenge terms like "digital native" that imply age or experience preferences.
- Replace with skills-based requirements that don't imply an age limit.

Cultural and Racial Sensitivity

- Avoid culturally or racially explicit phrases unless job-relevant.
- Be mindful of terms that could exclude certain cultural backgrounds.

Inclusivity for Disabilities

- Focus on core job requirements, not the method of accomplishing them.
- Use inclusive language as suggested.

Other Considerations

- Avoid industry-specific phrases that might exclude non-industry applicants.
- Opt for clear, universally understandable language.
- Outline your company's stance on diversity and inclusion, benefits, and policies.

Breakout Session: Revising Job Descriptions

1. Divide attendees into eight groups.
2. Analyze the sample job descriptions and apply DEI/JBA+ principles.
3. Reconvene for a group sharing session.



Next Steps: Implementing DEI/JBA+ Strategies



The Winning Formula

Welcoming

Offers connection, support,
and community.

Respectful

Creates a space to question,
make mistakes, and grow.

Inclusive

Encourages self-
efficacy and self-advocacy.

Builds a
community of practice.

Practical Applications: *What Can We Do?*

- **What are you and your organization already doing well?**
 - How can you do more of it, build on it, and standardize it across the organization?
- **Who at your organization makes conscious efforts to foster inclusivity?**
 - For example, while running meetings and one-on-ones, delegation, performance reviews, and so on?
 - Are there lessons and opportunities to model this for others?

Practical Applications: *What Can We Do?*

- **When we start anything new, we can explore ambivalence to prevent self-sabotage.**
 - What are **your** fears, worries, doubts, questions, and concerns about building inclusion and expanding a culture of safety?
 - What fears, worries, doubts, questions, and concerns do **staff** have about building inclusion in the workplace?
 - What are the specific concerns of newly hired staff? Longtime staff? Women and people of color? Other subgroups?
 - What would it take to explore and address the ambivalence?

Reflection Questions

- Are all staff members engaged? Who speaks up? Who doesn't feel comfortable speaking up?
- Do staff members have a voice and vote on policies and practices? If not, then why would they risk speaking up (and potentially burning up their social capital)?
- Respect breeds respect, but what if standards of respect vary among individuals from different families and cultures?
- What happens when a leader who privileges indirect communication meets an employee who is a direct communicator, or vice versa?

Key Takeaways for Management and Staff



Understand benefits of DEIJBA+



Identify DEIJBA+ initiatives that fit my organization



Identify DEIJBA+ practices that I can adopt

“It is naïve, however, to expect that once diversity is present and expressed, equity in decision-making will necessarily follow?”

(Gündemir, Homan, and Greer 2023)

Questions?

Please enter questions in the Q&A box and/or send them to CA_BHRR@ahpnet.com



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Thank you!

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