

Momentum

Managing diversity



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Ban bullying and harassment

- ☑ Enforce a zero tolerance policy for bullying and harassment. Ensure every employee agrees to the policy—which should define types of offenses, procedures for filing complaints, the investigation process, disciplinary actions and anti-retaliation protections.
- ☑ Conduct regular, in-person training for employees on preventing and responding to harassment. Maintain multiple avenues for reporting harassment.
- ☑ Never doubt a complaint. Take seriously any complaint you receive. Your action to resolve harassment issues should be immediate and adhere to organizational policy.

Promoting inclusion at work

Today more than ever, it's important to value the many differences that staff members bring to the workplace. Elements of diversity can include people's religious beliefs, ethnicity, physical abilities or handicaps, sexual orientation, economic and educational background, cultural preferences, and even diet (from religious restrictions to dietary choices).

The following set of ideas can help you promote greater inclusion of all employees in the workplace:

- Take personal responsibility for the way you respond to people's differences, and set a respectful tone—a good example—for your staff.
- Develop a personal plan for your continued learning about diversity and cross-cultural communication.
- Be fair to all by expecting the same quality and standard of work from every employee. Even the appearance of unfairness or bias can cause problems.
- Promote sensitivity. Ban racial and sexual jokes at work. Inappropriate spoken or electronic communication can lead to discrimination and sexual harassment lawsuits. Also, be particularly sensitive to people's differences around holiday times.
- Take advantage of all available diversity training opportunities, and have your staff do the same.

Both explicit and less-obvious bias in the workplace can undermine employee contributions and reduce productivity. When managers witness or learn of discriminatory behavior, it's their moral and legal responsibility to respond.



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Tips for supporting LGBTQ staff

An organization's commitment to diversity helps draw top talent and foster innovation, and people perform better when they can be themselves at work.

- If you aren't yet familiar with the lesbian, gay, bisexual, transgender, queer (LGBTQ) community, take some time to learn about it. Celebrate differences among staff.
- Remember that fears of homophobia or transphobia, exclusion, and being passed over for job interviews and promotions are still very real for many LGBTQ individuals.
- Through diversity training and informal discussions, make it clear to your team that you fully support LGBTQ equal opportunities and will not tolerate discrimination.
- Use gender-neutral language when appropriate, such as referring to "partner" rather than husband or wife.
- Consider making gender neutral restrooms available for staff.
- If you witness any homophobic and transphobic bullying, immediately take action in accordance with your organization's anti-harassment policies.
- Monitor your progress in supporting diversity through use of such tools as employee surveys, reduced rates of employee grievances, completion rates of diversity training, and LGBTQ hires and promotions.

Know your anti-discrimination policies



Follow federal law

U.S. law states that it is illegal to discriminate against an employee or job applicant based on race, color, religion, gender identity, national origin, age, disability or genetic information (e.g., family medical history). It's also illegal to retaliate against someone if they complain about or file a charge of discrimination.



Make accommodations

As required by law, make reasonable work accommodations (changes to the way things are normally done) for employees' medical or religious needs. Such accommodations could include providing a ramp for a disabled person's wheelchair use, installing gender-neutral bathrooms and offering time off for employees' important religious observances.



Communicate the policy

Ensure that everyone in your group understands the organization's policies on discrimination in the workplace. You can display anti-discrimination policies on workplace notice boards, discuss them at staff meetings and post them on your organization's intranet. Provide multiple ways to report discrimination and harassment, including an option for submitting reports anonymously.

Additional sources: National Women's Law Center, Glassdoor, U.S. Equal Employment Opportunity Commission.



Webinar—Join an enlightening webinar on Wednesday, Sept. 26: *The Next Generation: Supporting Transgender Employees in the Workplace*. Learn the most appropriate ways to interact with individuals across the gender spectrum. Register [here](#).