



Recruitment and Retention of an Underrepresented Workforce

Indiana Council of Community Mental Health Centers

As We Begin...



Speak from your experience



Understand that we are individuals AND a part of systems



Be present...in this moment



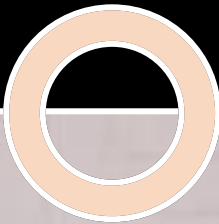
Expect a range of emotions



Take a seat at the table



I am so happy we are here



Explore...

- You are about to begin a new job
 - Wishlist of things you desire from your new employer (minus mission and benefits)
 - Things that might make you second guess your decision to accept the offer
- Why would someone want to work for your agency?
 - Outside of mission and benefits

Hang on to your written responses.

The weather, politics, natural disasters, stock market, world events, bad drivers, injury or illness, actions of others,

People in my life, family, children, neighbours, co-workers,

What I read, ongoing learning
What I say. My actions
Where I live and work
Friends I choose
Attitude
Spiritual focus
My Finances
Time management
Diet Exercise Rest

CONTROL

my community

INFLUENCE

corporate decision in workplace

CONCERN

Connecting Elements

Awareness

Hearts and minds

- Purpose and vision
- Values and beliefs
- Emotions and feelings
- Community

Capacity Building

Behaviors

- Norms
- Practices and skills
- Communications
- Measures and outcomes

Action

Structures

- Processes and strategies
- Budgets
- Policy

Building Diversity

- What do we mean when we say, “building a diverse workforce?”
 - Diverse from what?

Identity Categories Most Often Considered

Sexual orientation

Gender identity

Disability nuance

Religion

Race/ethnicity

American Psychological Association – Race and Ethnicity

White – 84%

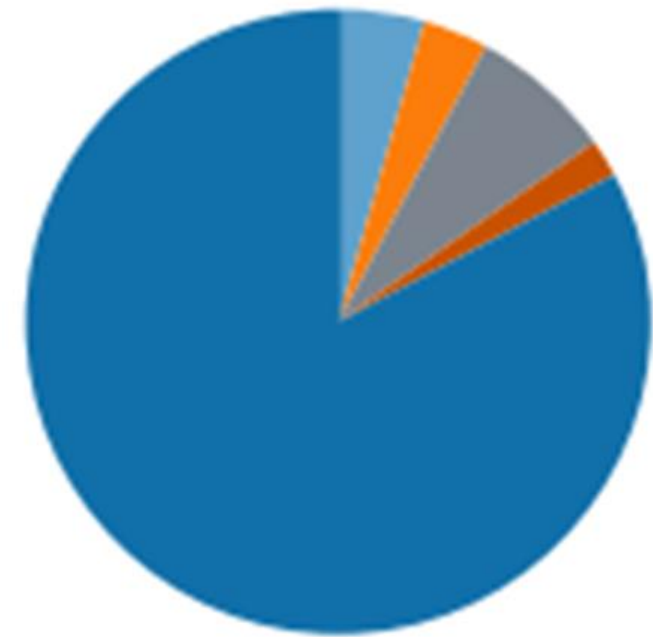
Asian – 4%

Hispanic – 7%

Black – 3%

Multiracial/other – 2%

Race/Ethnicity



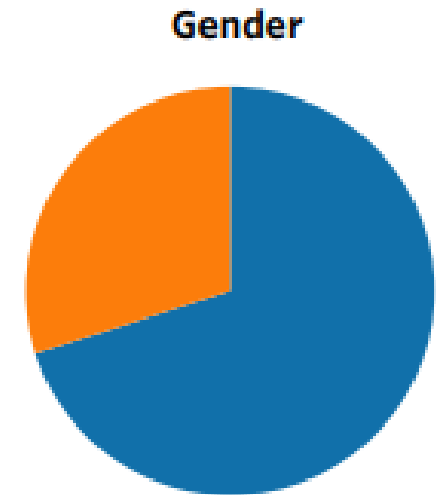
American Psychological Association Cont'd

Gender

- Women -70%
- Men -30%

Disability Status

- Without disabilities – 95%
- With disabilities – 5%



FSSA – Workforce Demographics

Race

- White – 85%
- Black – 6%
- Hispanic – 3%
- Asian – 2%
- American Indian or Alaska Native – 1%
- Other – 1%

Gender

- Women – 65%
- Men – 29%
- Transgender male – 1%
- Gender variant – 1%



Define Your Problem

Define what diversity means for your organization

- Who are you trying to find and keep?
- Why are you trying to find and keep them?

Challenges in Building Diversity

Can't find "qualified" candidates

We need people NOW

Getting people to walk into homogeneous spaces

We are dealing with the way people relate to work

You are NOT lowering the bar

Consider...

- Things about your agency that may not be and/or feel inclusive

Hang on to your written responses.

Common Mistakes

- Hiring an equity position then having the rest of the staff wash their hands of responsibility/self-education in this area
- Setting quotas
- Claiming to be invested in hiring a diverse workforce but not knowing how to talk about race, sexual orientation, disabilities, gender, etc.
- Trying to *only* change hearts and minds, rather than imparting non-negotiable policies
- Fear of conflict
- Feeling like this doesn't apply if you live in a mostly homogenous region
 - Actually more important because those who are marginalized, are more marginalized in homogenous geography
- Claiming DEIB is a focus but not having any funding dedicated to the efforts

So, What Do We Do?

- Allow yourself space to be intentional
 - Breaks during the day for reflection
 - Time between meetings
- Focus areas
 - Agency culture/climate
 - Capacity building
 - Action



Discuss...

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Agency Culture/Climate

- Everyone wants to be seen, valued, and heard
- Focus, don't exclude
 - Make it clear that your efforts are meant to unite, not divide
- What is it like for the least powerful person in the room?
 - How do you know that your perception is accurate?
- Tokenism
 - A person being hired to increase diversity, but often not being heard/valued as an integral part of the team
- How are instances of discrimination/microaggressions managed/tracked
- Is leadership modeling the language and behaviors we want to see?
 - Do you have a plan for areas that ALL staff should be well-versed in

Capacity Building

- You must be data-driven to know if what you *think* you are doing is actually happening
 - Inclusion surveys 1-2x/year
 - Training on both cultural competency *and* cultural humility
 - Post-training evaluations
 - Focus groups
 - Teach about microaggressions- they happen ALL the time
- Connection with affinity groups in your area to help with recruitment
 - What affinity groups do you have close working relationships with?
 - Who is missing?
 - How might you get connected in a meaningful way?

Action – Getting Their Attention

- Evaluate how you present to those outside your agency
 - Website
 - Social media platforms
- Messaging and storytelling
 - Be honest
- Be explicit
 - Reflect and acknowledge how you have been in the past and where you hope to grow

Action – Application/Interview

- Be explicit
 - Job descriptions that include a focus on DEIB as a part of the duties of every role
- Ask for pronouns
 - Signals that your agency is safe for the LGBTQIA+ population
- Don't assume that because a person is a member of minoritized groups that they have a career focus in this area:
 - Ex: A therapist who is openly trans may not want to be the person treating trans clients. But, they might! Create a way to ask about special interests rather than assuming.

Action – Interviewers

- Consider and strengthen the knowledge base of your hiring professionals
- Require that questions about cultural competency are asked in every interview AND that your team members know what a satisfactory response is
 - Every candidate should know basic concepts, have a baseline understanding, and be willing to learn more
 - <https://www.themuse.com/advice/diversity-inclusion-interview-questions-answers-examples>
- Hiring committees with pre-agreed upon questions and equal scoring help combat bias

On Silence

“We can learn to work and speak when we are afraid in the same way we have learned to work and speak when we are tired. For we have been socialized to respect fear more than our own needs for language and definition, and while we wait in silence for that final luxury of fearlessness, the weight of that silence will choke us.

The fact that we are here and that I speak these words is an attempt to break that silence and bridge some of those differences between us, for it is not difference which immobilizes us, but silence. And there are so many silences to be broken.”

-Audre Lorde – The Transformation of Silence into Language and Action*

Questions?



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