

# Implementing a Diversity and Inclusion Strategy – Webinar

## Diversity Workplace Webinars

In an effort to continue to promote Diversity Best Practices in our professional community, the Partnership's Diversity Committee offers a Webinar Educational Series. The Webinars are presented by the Diversity Committees of the Greater Des Moines Partnership and the Central Iowa Society for Human Resource Management (CISHRM).



# Implementing a Diversity and Inclusion Strategy

Hear from a panel representing local Diversity and Inclusion award winning organizations on how they put their diversity and inclusion plans into motion.



## Today's Panelist:

- 1- Keitha Boardman – Operations Manager  
**Employee and Family Resources**  
**2009** Greater Des Moines Partnership Diversity Award Recipient
  
- 2- Renee Hardman – Senior Vice President  
**Bankers Trust Company**  
**2002** and **2009** Greater Des Moines Partnership Diversity Award Recipient
  
- 3- Lisa Mullan – Human Resources Director  
**Kemin Industries, Inc.**  
**2008** Greater Des Moines Partnership Diversity Award Recipient



# Our Regional Members

The Greater Des Moines Partnership has over 4,300 regional members. Over 80% of the membership represents small to medium size businesses.

Today's panelists exemplify creative and resourceful businesses/organizations that have implemented award winning Diversity and Inclusion strategies. These efforts have earned them multiple honors.



Keitha Boardman – Operations Manager  
**Employee and Family Resources –  
Employee and Family Resources**



Keitha Boardman

Keitha Boardman has been with EFR for seventeen years. EFR is a private, not-for-profit human service provider. You can get more information about their services, work in the community and their diversity initiatives by going to [www.efr.org](http://www.efr.org) . In January of 2010, she began her phased retirement by moving out of HR and into a new part-time position. Her two major responsibilities are to provide oversight on confidentiality practices as it relates to the services EFR provides and to continue her dedication to cultivate diversity and inclusivity in the workplace. In January of 2009, EFR received a Diversity Award from the Greater Des Moines Partnership for a small business and in October of 2009, Keitha received a Diversity Award from the Central Iowa SHRM for an individual.





EFA EMPLOYEE & FAMILY RESOURCES

# Building a Capacity for Cultural Competency



- Developing an understanding of how to build a capacity for cultural competence
  - Pre-contemplation – increased awareness
  - Contemplation - increased understanding
  - Preparation – develop a plan
  - Action - implementation
  - Maintenance – evaluation & ‘raising the bar’
- It’s all about intention and perseverance
- It’s on-going



## Pre-Contemplation

- In 1989, EFR had a program called Project Uplift, that provided wrap-around case management that served African American, Asian, Caucasian, Latino and Sudanese populations
- Asian New Year Potluck



# Contemplation

- In 1997, at an annual strategic planning meeting, it was identified that one of EFR's strengths has been its cultural diversity



## Action

- In, 2000, 'Lunch & Learns' were offered as an initial attempt to cultivate diversity at EFR:
  - African-American Culture
  - Asian Culture
  - Bosnian Culture
  - Deaf Culture
  - Latino Culture



## Preparation/Senior Management

- In 2004, a task force on cultural diversity was initiated by CEO in July



## Preparation

- Completed the agency's first cultural competence assessment in September
- Offered an agency wide facilitated program on cultural diversity in October
- Established a Cultural Diversity/Inclusivity Committee



## Preparation/Action

- Employee expectation is to attend two sessions for Diversity/Inclusivity Credit
- Employees who fail to meet this expectation will have any year-end incentive payout amount reduced by 25%.



## Action

- First round of educational learning experiences included: FY 06
  - Real World Café
  - Beyond Karate and Chinese Take Out
  - Everybody Has a Story
  - Nican Tlaca – The Border Crossed Us



## Maintenance

- Committee had it's own retreat – learned about organizational cultural competency
- In 2008, began to offer internal and external events in order to meet the annual requirement



## Maintenance

- **Diversity/Inclusivity Focus**

For the past six years, the Diversity/Inclusivity Committee has been offering internal sessions focusing on ‘awareness raising’ about the diversity issues represented by the clients we serve (cultural, racial, religious, Deaf, GLBT, documented/undocumented people and socio-economic issues).



## Maintenance

- This year the Committee has committed itself to ‘raise the bar’ and develop the internal sessions to support and challenge EFR’s service delivery providers in addressing cultural competency within their service delivery system.



# Maintenance

- Cultural Competency Continuum
- Re-naming the Committee – Cultural Competency Committee – C<sup>3</sup>
- On the Road to Cultural Competency for management
- Back to Basics for staff



## Closing

“If you have come here to help me, you are wasting your time. But if you’ve come because your liberation is bound up with mine, then let’s work together.”

Lilla Watson – Aboriginal Artist and Activist in Brisbane

**Human Resources Division**  
Renee Hardman, SPHR  
Senior Vice President of Human Resources  
Bankers Trust Company



Renee Hardman joined Bankers Trust in 1994 as an HR Staffing Specialist. She was promoted to Senior Vice President in July of 1996. Ms. Hardman was previously with the Iowa Department of Personnel as a Personnel Officer, Training Officer, and Public Service Executive. Ms. Hardman attended Drake University where she earned a BA while majoring in Psychology and later obtained a Master in Business Administration (MBA). She has since received the Senior Professional in Human Resources (SPHR) Certification. She is a member of the Society for Human Resource Management (both nationally and locally) and a member of the National Association of African Americans in Human Resources.

Some of Ms. Hardman's community involvement includes:

Board Member, Character Counts in Iowa

Co- Chair, Governor's Statewide Diversity Commission

Board Member, Chrysalis Foundation

Member, Greater Des Moines Partnership's Diversity Committee

Past Member, Drake University's National Diversity Committee

She is also a past Board member and long-time volunteer for Big Brothers/Big Sisters of Greater Des Moines, United Way of Central Iowa, and the J.B. Morris Scholarship Fund.



# STRATEGIES FOR INTEGRATING DIVERSITY IN THE WORKPLACE

## Cultural Strategies

- President / support is critical!
- Top leadership must embrace it
- Accountability goals must be given to managers and supervisors
- Review all committee assignments for inclusion
- Tracking and communicating results is critical
- Open dialog and feedback on diversity
- Training
- Evaluate all your print materials for inclusion of diversity
- Recognition

# STRATEGIES FOR INTEGRATING DIVERSITY IN THE WORKPLACE

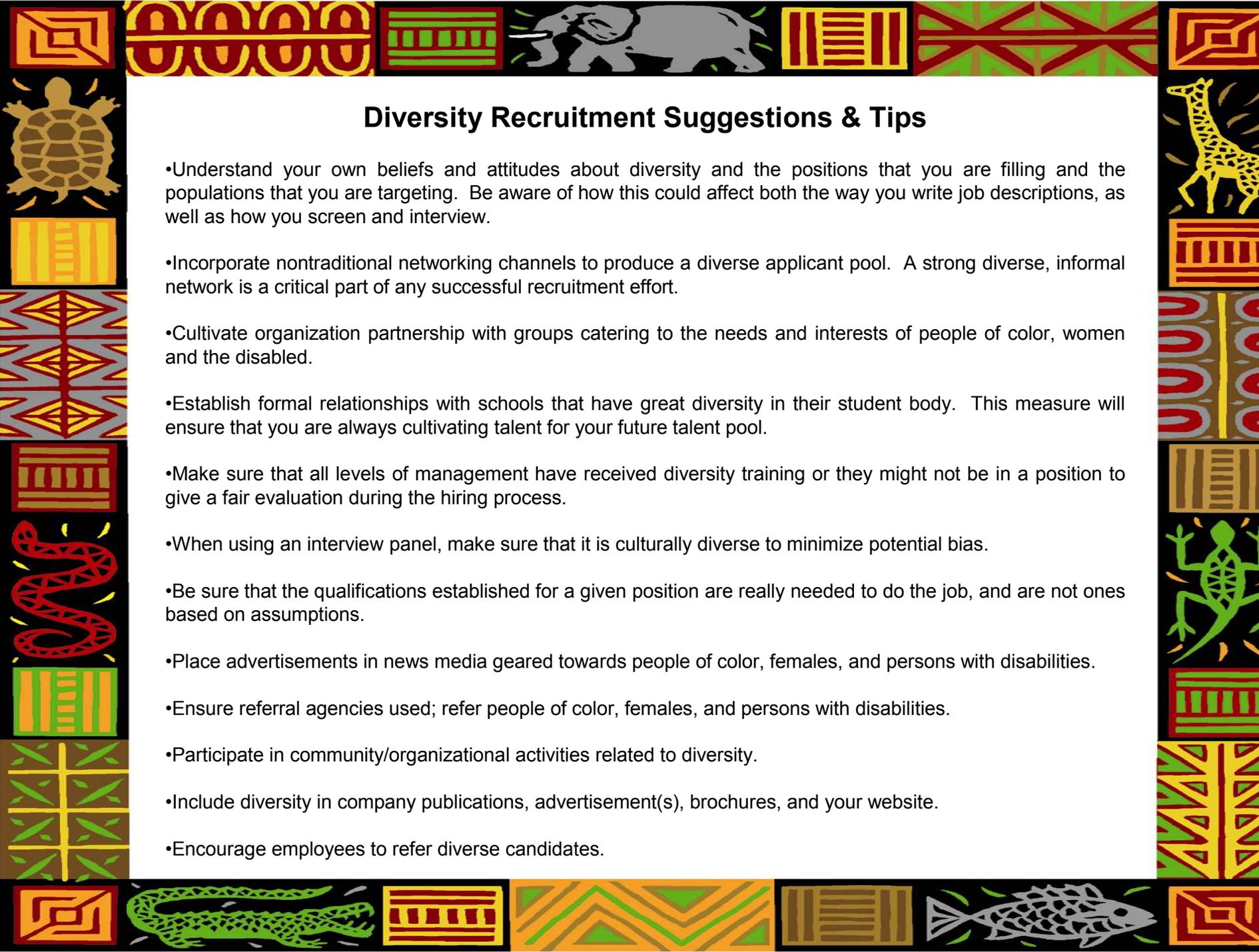
## Recruiting Strategies

- Set recruiting goals, ie: don't close out positions until they are met
- Advertise, Advertise, Advertise!
- Recruit in churches
- Ask supervisors to put their hiring decisions in writing
- Employee Shopping Program
- Employee Referral Bonuses
- Ask new hires for referrals

# STRATEGIES FOR INTEGRATING DIVERSITY IN THE WORKPLACE

## Retention Strategies

- Training
- Evaluate performance evaluations for equity
- Evaluate bonuses/compensation for equity
- Evaluate promotions for equity
- Focus groups/solicit feedback
- Review exit interviews for trends



## Diversity Recruitment Suggestions & Tips

- Understand your own beliefs and attitudes about diversity and the positions that you are filling and the populations that you are targeting. Be aware of how this could affect both the way you write job descriptions, as well as how you screen and interview.
- Incorporate nontraditional networking channels to produce a diverse applicant pool. A strong diverse, informal network is a critical part of any successful recruitment effort.
- Cultivate organization partnership with groups catering to the needs and interests of people of color, women and the disabled.
- Establish formal relationships with schools that have great diversity in their student body. This measure will ensure that you are always cultivating talent for your future talent pool.
- Make sure that all levels of management have received diversity training or they might not be in a position to give a fair evaluation during the hiring process.
- When using an interview panel, make sure that it is culturally diverse to minimize potential bias.
- Be sure that the qualifications established for a given position are really needed to do the job, and are not ones based on assumptions.
- Place advertisements in news media geared towards people of color, females, and persons with disabilities.
- Ensure referral agencies used; refer people of color, females, and persons with disabilities.
- Participate in community/organizational activities related to diversity.
- Include diversity in company publications, advertisement(s), brochures, and your website.
- Encourage employees to refer diverse candidates.

Lisa Mullan – Human Resource Director  
**Kemin Industries, Inc.**

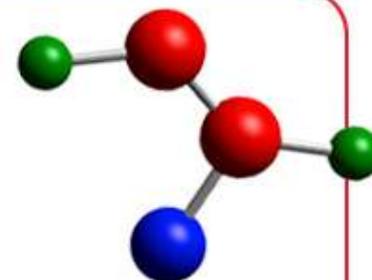


Lisa Mullan is the Human Resources Director at Kemin Industries. Her career at Kemin started in July 2006 and she is responsible for providing HR leadership to multiple Kemin business units. Prior to joining Kemin, Lisa worked in a variety of HR positions for over twenty years at Pioneer Hi-Bred International, Inc. Lisa holds a certification as a Senior Human Resources Professional (SPHR) and is a graduate of the University of Northern Iowa. Lisa and her husband Tim reside in Urbandale and have twin sons.





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# Implementing A Diversity & Inclusion Strategy

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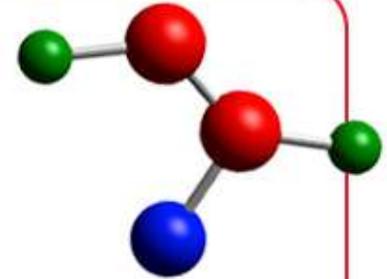
**Lisa Mullan, HR Director**

**Kemin Industries**

**December 16, 2010**



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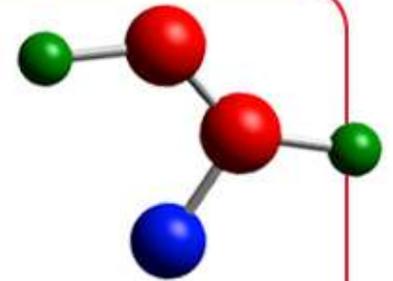
## Kemin Industries, Inc.

- **Founded by RW & Mary Nelson in 1961**
- **Independently owned by the Nelson family**
- **Eleven independent profit centers serving five markets**





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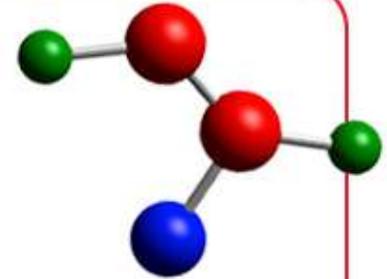
**We strive to improve the quality of life by touching half the people of the world every day with our products and services.**



GROUP OF COMPANIES / KEMIN / ALL



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# Global Company

DES MOINES, IOWA



BELGIUM



SOUTH AFRICA



BRAZIL



MEXICO



P.R. CHINA



SINGAPORE

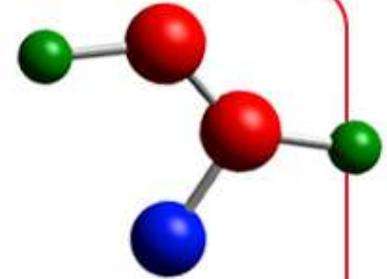


INDIA

GROUP OF COMPANIES (KEMIN) ALL



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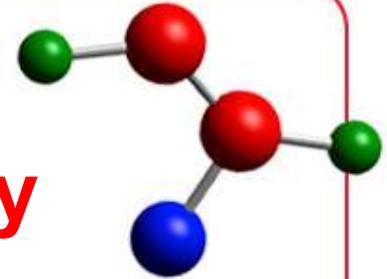
## Kemin Demographics

- **360** employees in the Des Moines area
- **18%** of workforce is minority
- **41%** of employees are female (compared to 37% in 2008)
- **30%** of Des Moines executives are female
- **47%** of our Des Moines based scientists are female





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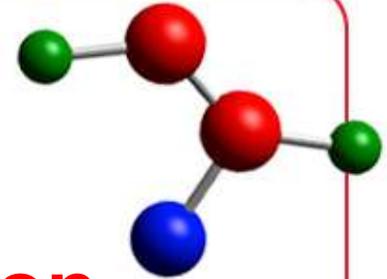
## Business Case for Diversity

- Customers are worldwide
- Employees located in 60 countries
- Creativity is essential
- Working with people who are different from us is a daily occurrence





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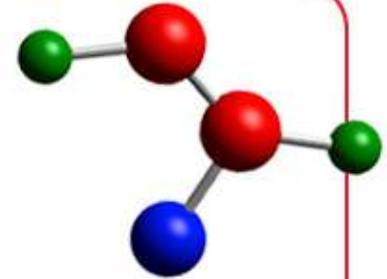


# The Role of Leaders in Implementing Diversity & Inclusion

- Core values of Kemin
  - Respect for all
- Kemin Leadership Development Program
  - Based on concepts of Servant Leadership
  - Focus is on 9 core competencies including trust, integrity, appreciation, etc.
  - Managers' performance review includes evaluation of these competencies to ensure accountability



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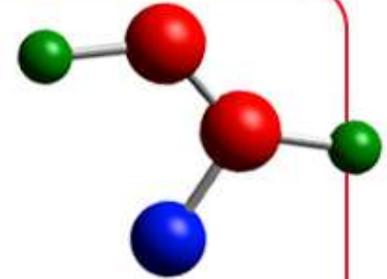


## Specific Tactics Regarding Attraction and Retention

- Recruitment of interns from multiple universities and from other countries
  - In 2010, included additional financial support through reimbursement of housing and automobile expenses for interns
  - Organized events for the interns included community involvement
- Employee Referrals
  - Encourage employees to refer potential new hires to Kemin so this taps into our current diverse workforce
  - Payment of Referral bonus during the first year of employment



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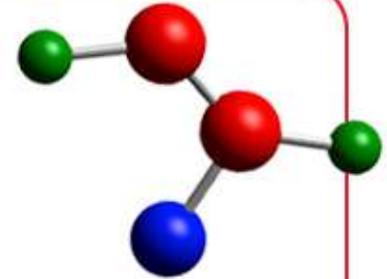


## Specific Tactics Regarding Attraction & Retention

- Benefits
  - Kemin provides benefits for domestic partners (since 2003)
  - Company celebrations consistently include one “guest”
  - Two events per year include employees’ family members
- Retention Interviews
  - Conducted by HR at 18 months, 3 years, & 5 years
  - Includes questions on respect & inclusion to ensure these values are being followed
  - HR then ensures follow-up with employee’s manager



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# External Involvement – Charitable Contributions

Hispanic Educational Resources



Anawim HOUSING

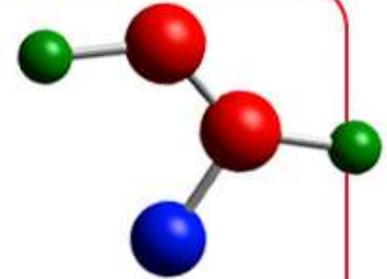


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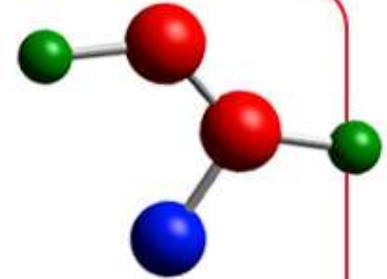


## Community Involvement Encouraged for Kemin employees

- Iowa Council for International Understanding
- Multicultural Education Programs
- I'll Make Me a World in Iowa
- Habitat for Humanity



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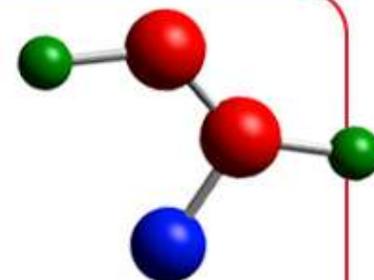


# Diversity Training

- Ongoing Harassment and Respect Training is now part of new employee orientation rather than only being done once per year
- 2010 Diversity training offered in conjunction with Science Center of Iowa's RACE: Are We So Different? exhibit for all employees
- Multi-generations in the Workforce training offered for all employees



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# Thoughts on Diversity

“Without growth, failure is imminent.

Without creativity, we have no growth.

Without diversity, we have no creativity.”



*President Chris Nelson,  
Kemin Industries*

**Thank you for attending today's webinar.  
Please complete your evaluations.**

Join us for the upcoming webinars:

**Engaging Leaders in the Diversity and Inclusion Journey**

Thursday, January 27, 2011, at Noon.

Presenter: Business Panel.

**Diversity Recruitment & Retention**

Thursday, February 24th, 2011 at Noon.

Presenter: Claudia Schabel.

To register online you may go to our calendar in our website:

[DSMpartnership.com](http://DSMpartnership.com)

