

DSMUSA



UNTAPPED TALENT INCLUSION GUIDE

INTRODUCTION
THE BUSINESS CASE
ATTRACTION AND RETENTION OF UNTAPPED TALENT
OTHER RESOURCES FOR MANAGERS AND LEADERS

#DSMUSA

DSMpartnership.com/inclusion



INTRODUCTION

ABOUT THE GUIDE

Welcome to the Greater Des Moines Partnership's Untapped Talent Inclusion Guide. The Guide aims to provide leaders and employees with an overview of initiatives and tools needed to implement diversity and inclusion programs in their organization and in order to leverage untapped talent. The Guide includes links to comprehensive information on a number of relevant topics. The Guide is intended to help organizations get started and/or continue on their inclusion efforts.

THE BUSINESS CASE

THE BUSINESS CASE FOR DIVERSITY AND INCLUSION

The business case for diversity and inclusion is an organization's statement of purpose in advancing diversity and inclusion in the workplace, workforce and marketplace.

The most effective reasons for any particular organization to embrace and champion diversity, equity and inclusion are aligned directly with the organization's key business objectives.



Following are some examples of financial and organizational benefits of investing in diversity and inclusion efforts. The information was compiled by the [Awaken](#) blog in *Medium*.

- 1990: Harvard Business Review published “**From Affirmative Action to Affirming Diversity**” in which it stated, “In business terms, a diverse workforce is not something your company ought to have; it’s something your company does have, or soon will have. Learning to manage that diversity will make you more competitive.”
- 1991: The Academy of Management published “**Managing Cultural Diversity: Implications for Organizational Competitiveness**” and concluded managing diversity gives organizations a competitive advantage.
- 2009: American Sociological Association published “**Diversity Linked to Increased Sales Revenue and Profits, More Customers**” and shared their incredible finding that “companies reporting the highest levels of racial diversity brought in nearly 15 times more sales revenue on average than those with the lowest levels of racial diversity.”
- 2010: Kellogg School of Management published “**Better Decisions Through Diversity**” in which it linked heterogeneity to innovative ideas and better team performance.

Companies reporting the highest levels of racial diversity brought in nearly **15** times more sales revenue on average than those with the lowest levels of racial diversity.

— American Sociological Association

THE BUSINESS CASE (CONTINUED)

- 2013: Deloitte published “Waiter, is that inclusion in my soup?” in which they tied diversity and inclusion to better business performance (83%), responsiveness to customer needs (31%) and team collaboration (42%).
- 2013: Center for Talent Innovation published “Innovation, Diversity and Market Growth” in which it found that publicly traded companies with 2D diversity (exhibiting both inherent and acquired diversity) were 70% more likely to capture a new market, 75% more likely to see ideas actually become productized and 158% more likely to understand their target end-users and innovate effectively if one or more members on the team represent the user’s demographic.
- 2014: Deloitte published “From Diversity to Inclusion” in which it stressed the importance of both diversity and inclusion in building high performing organizations and called diversity a business imperative: “And this means that diversity is no longer a ‘program’ to be managed — it is a business imperative.”
- 2014: Stephen Frost, in his book “The Inclusion Imperative,” notes that “discriminating against women, homosexuals and disabled people is costing \$64 billion a year in the U.S. alone.”
- 2015: McKinsey & Company published “Why Diversity Matters” in which it notes that “companies in the top quartile for racial and ethnic diversity are 35% more likely to have financial returns above their respective national industry medians.”
- 2017: Deloitte’s “Global Human Capital Trends” report shows the rising priority level of diversity and inclusion among executives compared to previous years. Over two-thirds of executives rate diversity and inclusion as an important issue while 38% of executives report their CEOs (not HR) being the primary sponsor of diversity and inclusion initiatives. The report also highlights the alarming reality gap which shows most companies’ diversity and inclusion maturity levels being “very low.”
- 2017: Boston Consulting Group (BCG) revealed its research that shows companies’ “total societal impact” has proven to be statistically significant in creating a reliable growth path, a reduced risk of negative, even cataclysmic, events and, most likely, increased longevity.
- 2017/2018: McKinsey & Company released another set of research findings that once again confirmed the statistical significance of having gender- and race-based diversity leading to better financial performance. It reminded the reader that “creating an effective inclusion and diversity strategy is no small effort and requires strong, sustained and inclusive leadership. But we, and many of the companies we studied, believe the potential benefits of stronger business performance are well worth it.”

Discriminating against women, homosexuals and disabled people is costing

\$64 BILLION

a year in the U.S. alone.

— McKinsey & Company

THE BUSINESS CASE (CONTINUED)

GETTING STARTED

According to the Society of Human Resource Management (**SHRM**), developing a diversity and inclusion initiative involves four main phases:

1. Data collection and analysis to determine the need for change.
2. Strategy design to match business objectives.
3. Implementation of the initiative.
4. Evaluation and continuing audit of the plan.

The organization must set specific goals related to diversity and inclusion based on the company's strategic objectives.

ADDITIONAL CONSIDERATIONS

SHIFT YOUR MINDSET

Be innovative and find creative ways to introduce diversity and inclusion within your organization. There is no one-size-fits-all strategy. Locally, organizations are proactively hiring neurodiverse colleagues, ex-offenders, ethnic minorities and women who have taken career breaks for various reasons back into the workforce.



Be innovative and find creative ways to introduce diversity and inclusion within your organization.

MITIGATING UNCONSCIOUS BIAS

Unconscious bias is a significant barrier to creating an inclusive environment where a diverse workforce can thrive. Unconscious biases are stereotypes or preconceived notions (both positive and negative) about others that people are not consciously aware of. When people become more aware of these unconscious assumptions, they are better able to make more objective decisions and engage in more inclusive interactions. To address this issue, organizations are investing in unconscious bias training. Although unconscious bias training alone will not support your diversity and inclusion vision and efforts, it can improve morale, increase employee engagement and foster a more inclusive environment in which employees understand their role and accountability for building an inclusive environment.

ATTRACTION AND RETENTION OF UNTAPPED TALENT



Increased diverse teams have the potential to be more creative because of the breadth of information, ideas and perspectives that team members can bring to the table. But it is not enough to simply bring together people from different cultures and expect them to produce creative outcomes. For teams to unleash their full creative potential, it is critical to facilitate interactions and have an inclusive workplace. Inclusion and diversity are a source of competitive advantage and specifically a key predictor of business growth.

According to recent studies and Census data, the U.S. and global populations are growing increasingly diverse. If trends continue, today's ethnic underrepresented groups in the

U.S. will make up the majority of the population in approximately 2040. In 2012, underrepresented populations were the majority in 50 metropolitan areas of the U.S. The urgency and push for diversity and inclusion reflects the demographic shifts in the workforce. As more women, racial and ethnic minorities, LGBTQ individuals, veterans, ex-offenders and people with disabilities enter the workforce, organizations are challenged to find new ways to create a more dynamic workplace — one that fosters engagement and innovation and drives performance.

TABLE OF CONTENTS

EX-OFFENDERS/RE-ENTERED CITIZENS – PG. 6

LGBTQ AND NON-BINARY INDIVIDUALS – PG. 7

BLACK/AFRICAN AMERICAN – PG. 10

PEOPLE WITH DISABILITIES – PG. 12

VETERANS – PG. 16

FOREIGN-BORN – PG. 19

If trends continue, today's ethnic underrepresented groups in the U.S. will make up the majority of the population in approximately 2040.

EX-OFFENDERS/ RE-ENTERED CITIZENS

Employers can make a significant impact in transforming a criminal liability into a community asset. Unemployed ex-offenders are at a greater risk of re-offending compared to employed ex-offenders. Recidivism is higher for these individuals primarily because they cannot find a job paying a livable wage.

- Disparities amongst race and gender for unemployed formerly incarcerated people that are available to work yet remain unable to find secure jobs based on their past incarcerations, leads to a **higher recidivism rate**.
- 70% of children with an incarcerated parent will follow in their footsteps.
- In 1972, fewer than 350,000 people were being held in prisons and jails nationwide. Today, more than 2 million are being held.
- Each person who is incarcerated costs the American taxpayer an average of \$31,000 a year.
- One year after release, up to 60% of people convicted of a crime are not employed, according to the National Institute of Justice.
- Approximately **5,000** men and women are released from Iowa prisons each year.
- **95%** of incarcerated individuals in state prisons will be released back into their communities

BENEFITS OF HIRING EX-OFFENDER

- They could be the best available candidate from the talent pool you have.
- Giving workers a second chance reduces the rate of recidivism.
- Improving your community — the impact to the community and state you live and work in can be in the billions of dollars by tapping into this talent pool.

RESOURCES

- Central Iowa Works: centraliowaworks.org
- Urban Dreams: urbandreams.org
- The Federal Bonding Program: bonds4jobs.com
- United Way's OpportUNITY: opportunitydsm.com
- Jails To Jobs: jailstojobs.org
- National Career Readiness Certificate: act.org

EMPLOYER FUNDING

- Clarus Solutions (WOTC): watchero.com or doleta.gov
- Iowa allows small businesses a 65% credit on wages paid to newly hired employees with a criminal history.
- Second Chance Act Grant Program: csgjusticecenter.org
- Federal Bonding program for Iowa: iowaworkforcedevelopment.gov

ATTRACTION AND RETENTION STRATEGIES

SHRM Blog:

**Helping Ex-Offenders
Re-Enter The Workforce.**

SHRM's toolkit is designed to help employers explore the ex-offender talent pool with support and tools to be successful in making it work to the benefit of both ex-offender and employer.

View the toolkit.

LGBTQ AND NON-BINARY INDIVIDUALS

When LGBTQ individuals are able to bring their true authentic selves to the workplace, they are more productive, have greater job satisfaction and commitment and stay in those jobs longer helping to save the company money. It is important to be well versed in language surrounding the LGBTQ Community, in order to create an inclusive environment. For a full list of proper terms and definitions, browse the *New York Times*' [ABCs of L.G.B.T.Q.I.A.+](#)

U.S. AND GLOBAL STATS

- **4.5%** of the U.S. adult population identify as LGBT.
- **1.5%** of all couple-households in the U.S. are same-sex couple-households.
- **20%** of LGBTQ Americans have experienced discrimination when applying for jobs.
- **34%** of LGBTQ Americans report that they or a friend have been verbally harassed while using the restroom.
- LGBTQ people of color (**32%**) are more likely to experience this type of discrimination than white LGBTQ people (**13%**).
- **22%** of LGBTQ Americans have not been paid equally or promoted at the same rate as their peers.
- The Transgender unemployment rate is **three times** higher than the national average.
- **27%** of transgender people who held or applied for a job in 2014 reported being fired, not hired or denied a promotion due to their gender identity.
- Nearly **one in 10** LGBT employees have left a job because the environment was unwelcoming.

IOWA STATS – williamsinstitute.law.ucla.edu

- In Iowa, 3.6% of people identify as LGBTQ.
- Iowa ranks as 39th in the nation for individuals who identify as LGBTQ.
- The average age of LGBTQ Iowans is 38.1 years old compared to an average age of 48.5 years old for non-LGBTQ Iowans.
- 27% of LGBTQ Iowans have children.
- 20% of LGBTQ Iowans are non-white, and 56% identify as female.
- 26% of LGBTQ Iowans have incomes less than \$24,000 annually.
- LGBTQ Iowans experience unemployment at 6% compared to Iowa's total unemployment rate of 2.4%.
- LGBTQ Iowans are also twice as likely to be food insecure (22%) when compared to non-LGBTQ Iowans (11%).

**HUMAN RIGHTS
CAMPAIGN:
TRANSGENDER
INCLUSION IN THE
WORKPLACE TOOLKIT
FOR EMPLOYERS**

[View the toolkit.](#)

**ONE IOWA'S LGBTQ
WORKPLACE CULTURE
TOOLKIT AND
NON-BINARY TOOLKIT**

[View the toolkit.](#)

LGBTQ AND NON-BINARY INDIVIDUALS

BENEFITS OF HIRING LGBTQ

- LGBTQ-inclusive cities are **more globally competitive** as evidence shows they have stronger “innovation ecosystems,” greater concentrations of skills and talent and better quality of life.
- **72%** of allies are more likely to accept a job at a company that supports LGBTQ rights.
- LGBTQ-inclusive workplaces are **more likely** to attract and retain top talent, retain a loyal consumer base and drive innovation.
- **84%** of LGBTQ and ally employees are proud to work for a LGBTQ-inclusive employer, as opposed to 68% who work for a non-inclusive employer.
- **84%** of LGBTQ and ally employees “go the extra mile” to ensure their company’s success versus 73% who work for non-LGBTQ-inclusive employers.
- Teams that include members who represent the target demographic are up to **158%** more likely to understand that target.
- **56%** of leaders don’t value ideas they don’t personally see a need for, reinforcing the idea that diversity in leadership drives innovation.

ATTRACTING AND RETAINING TALENT – peoplescout.com

- Create LGBTQ-supportive policies. williamsinstitute.law.ucla.edu
- Survey LGBTQ employees to evaluate cultural climate. shrm.org
- Use LGBTQ-friendly messaging in job postings and recruiter communications. business.tutsplus.com
- Develop and sustain a well-run inclusion program that offers workshops, training and support from both management and HR, with the goal of creating an inclusive environment. peoplescout.com
- Collaborate with outside LGBTQ organizations and charities and encourage all employees to participate in events sponsored by these organizations. everyaction.com

LGBTQ AND NON-BINARY INDIVIDUALS

RESOURCES

- Des Moines Pride Center: facebook.com/dsmpridecenter – The Des Moines Pride Center is a community organization that serves, supports and celebrates gender and sexual minorities and their allies.
- First Friday Breakfast Club: ffbc-iowa.org – FFBC works to eliminate prejudice and discrimination based on sexual orientation and gender identity. We seek to achieve this through discussion forums and media designed to educate ourselves, opinion leaders and the general public.
- Iowa Safe Schools: iowasafeschools.org – The mission of Iowa Safe Schools is to provide safe, supportive and nurturing learning environments and communities for LGBTQ and allied youth through education, outreach, advocacy and victim services.
- One Iowa: oneiowa.org – This organization advances, empowers and improves the lives of LGBTQ Iowans statewide.
- GLAAD: glaad.org – GLAAD rewrites the script for LGBTQ acceptance. As a dynamic media force, GLAAD tackles tough issues to shape the narrative and provoke dialogue that leads to cultural change.
- National Center for Transgender Equality: nctequality.org – The National Center for Transgender Equality advocates to change policies and society to increase understanding and acceptance of transgender people. In the nation's capital and throughout the country, NCTE works to replace disrespect, discrimination and violence with empathy, opportunity and justice.
- The National LGBTQ Taskforce: thetaskforce.org – The taskforce is the country's oldest national LGBTQ advocacy group. They strive for more than equality and to transform society.

BLACK/AFRICAN AMERICAN

According to the **One Economy** study, African Americans living in Polk County have an unemployment rate of 16.7% while African Americans living in DSM have an unemployment rate of 12.5%. The overall county unemployment rate was 3.5%, showing that employers are in need of work and could focus on hiring Black/African American individuals.

- African Americans are the second-fastest-growing population group in Iowa at 11% behind Latinos (State Library of Iowa, 2016).
- In 2015, the unemployment rate for the United States averaged 5.3%. Iowa has the highest unemployment rate for African Americans at 14.8%.
- Polk County unemployment rate for African Americans is 16.7% as of 2014 — more than double the rate of Latinos and Asians.
- In 2014, the median income for Black Iowa households was \$28,833 annually compared to \$53,712 annually for white households.
- Black STEM employees perceive a range of **race-related slights and inequities at work**.
- According to a National Urban League workplace satisfaction study, African Americans tend to have the least favorable view of their workplace environment — even for diversity best practice award organizations.
- **Women** of color are not only significantly underrepresented, they are far less likely than others to be promoted to manager, more likely to face everyday discrimination and less likely to receive support from their managers.

BENEFITS OF HIRING BLACK/AFRICAN AMERICAN

- Black buying power is **\$1.2 trillion**
- Companies rated on *Fortune's* **"50 Best Companies for Minorities"** outperformed the S&P 500 over three- and five-year periods.
- According to a National Urban League workplace satisfaction study, African Americans tend to have the least favorable view of their workplace environment — even for diversity best practice award organizations.

BLACK/AFRICAN AMERICAN

RESOURCES

- Al Vivian on the [Business Case for Diversity](#).
- Urban Dreams: urbandreams.org
- Evelyn K. Davis Center: evelynkdaviscenter.org
- Creative Visions: cvonline.us
- Office on the Status of African Americans: humanrights.iowa.gov
- Will Keeps — Starts Right Here Movement: willkeeps.com
- Beyond Ball: beyond-ball.com
- Children and Families of Iowa: cfiowa.org
- Iowa Black Alumni Association: foriowa.org
- Drake University — Coalition of Black Students: facebook.com/Coalition-of-Black-Students
- National Urban League: nul.org
- National NAACP: naacp.org
- National Black MBA Association: nbmbaa.org
- Historically Black Colleges and Universities: hbcu.com
- National Society of Black Engineers — Professional Chapter: nsbe.org/Home.aspx

ATTRACTING AND RETAINING TALENT

- Diversity Best Practices — [Employee Resource Group](#)
- Forbes Magazine — [5 Things Companies Can Do to Attract Diverse Talent](#)
- Diversity Officer Magazine — [African American Recruitment & Retention — Show Me the Money!](#)
- Historically Black Colleges and Universities (HBCU's) — [Opportunities for Collaboration](#)
- Black Enterprise — [3 Awesome \(Paid\) Internships That Promote Diversity](#)
- Urban Institute — [Diversity and Inclusion in Apprenticeship Expansion](#)

PARTNER OPPORTUNITIES — YOUTH TRAINING PROGRAMS

- Wellmark, Urban Dreams and North High School — [Beacon Program](#)
- Evelyn K. Davis CWF, United Way of Central Iowa, DMPS and various Businesses — [Youth Experience Program](#)
- Bankers Trust and United Way of Central Iowa — [Oakridge Summer Youth Employment Program](#)

FUNDING

- Future Ready Iowa: futurereadyiowa.gov
- Iowa Registered Apprenticeship Programs: earnandlearniowa.gov
- Grants for Minority Business Owners: blackenterprise.com

GREATER IOWA AFRICAN AMERICAN RESOURCE GUIDE

[Find resources.](#)

PEOPLE WITH DISABILITIES

People with disability make up 12.6% of the 2019 U.S. population; in Iowa it's 11.3%. We can expect that number to grow as our state continues to age and our population grows. In fact, the percentage of people 65 and older in 2017 with a disability was 30.2%, the highest of any age group. Data shows us that disability increases with age. People are working past the age of 65; that coupled with a growing population will mean we have more people with disabilities seeking and obtaining employment in our companies.

- Adults with disabilities are twice as likely to live in poverty as those without a disability. This broad statistic, though compelling, masks important differences in the poverty rate among demographic groups who face additional economic challenges — women, members of minority groups, people with lower levels of education and assorted age groups.
- The disparity in the poverty rate between people with and without disabilities grows with age: among those 18 – 30-years-old, the poverty rate is 21% for those without disabilities and 32% for those with disabilities; among those 30 – 45-years-of-age, 12% without disabilities live in poverty, as compared to 33% with disabilities. Among those 45 – 64 years old, 9% without disabilities live in poverty, compared to 26% with disabilities.
- Workers with disabilities who have at least a high school education earn 37% less on average than their peers without disabilities.
- Practice and research show when people who have a disability have access to employment, it impacts not only their resources, but their whole life — increasing quality and wellness.

PEOPLE WITH DISABILITIES

BENEFITS OF HIRING PEOPLE WITH DISABILITIES

- **Turnover**: A three-year study at Washington Mutual, Inc. found a turnover rate of 8% among people with developmental disabilities, compared with an overall rate of 45% in the general population.
- **Research** shows that inclusive businesses experience increased productivity, collaboration and problem solving.
- **Employees with disabilities are less likely to get into work-related accidents.** Two studies, one from the Department of Labor Statistics during the 1940s and a more recent one from the DuPont company concluded that workers with disabilities had a significantly higher performance in the area of safety than their counterparts without disabilities.
- **People with disabilities are as capable as anyone else!** Unfortunately, employers may not hire individuals with disabilities simply because they believe they are not capable of doing the job, or because they are unaware about the many adaptive techniques and devices that are available and allow people with disabilities to work.
 - Accommodations are usually minimal — we all require accommodations to do our best work.
 - Like anyone else, people with disabilities apply to jobs they believe they are qualified for and capable of doing. If employers have doubts about if or how a task will get done, chances are that the person with the disability or someone who supports them has already thought about it and found a solution.
- **You aren't alone!** Easterseals Iowa and other community providers are here to help — these organizations provide support to clients and employers. They want to get clients working and integrated in the community. At Easterseals Iowa, there are job coaches who work with clients in the workplace until they are comfortable to be independent themselves and are always available to step back in whenever needed. They've compiled a list of community providers who exist to help you reach and attract qualified candidates.
 - **Easterseals Iowa programs include:** TEAM — intervention and coaching in Des Moines Public Schools to get students working or furthering education after high school; Employability to support clients gain job skills, Project SEARCH — an internship program for young adults who have graduated from high school to get real work experience at DMACC and Mercy, job coaching in the workplace and the Assistive Technology Center to provide devices that can support many accommodations that may be needed in the workplace or for daily living.

PEOPLE WITH DISABILITIES

GETTING STARTED

- Commit to hiring people with disabilities. It will send a positive message to your team members, customers and community.
- Get the Facts — know your numbers. What percent of your team members have a disability? What percent of your customers have a disability? Who on your team has a family member with a disability?
- Set a goal and integrate hiring people with disabilities with your business strategies.
- Ask existing team members with a disability to tell you the good, bad and ugly about working and doing business with your company as a person with a disability.
- Invite a community provider for people with disabilities (like Easterseals Iowa) to talk about your practices. Where are your pain points in hiring? Seek out a job assessments to help identify qualified candidates.
- Offer job shadows or internships.
- Provide disability etiquette training for your team members — organizations like Easterseals Iowa can assist.
- Do an accessibility study — organizations like Easterseals Iowa can assist.

RESOURCES

- American Institutes for Research (AIR) — [Those with Disabilities Earn 37% Less on Average; Gap is Even Wider in Some States](#)
- Bureau of Labor Statistics — [Persons with a Disability: Labor Force Characteristics — 2018](#)
- Center for American Progress — [Disabled Behind Bars](#)
- Cornell University — [Online Resource for U.S. Disability Statistics](#)
- Disability Compendium — [2017 Disability Statistics Annual Report](#)
- Disabled World — [Benefits of Employing People with Disabilities](#)
- Global HR Research — [Survey Finds Employment Background Checks Nearly Universal Today](#)
- Huffington Post — [Poverty and Disability in America Matter](#)
- National Service and Inclusion Project — [Myths and Facts About People with Disabilities](#)
- State Data Center of Iowa and The Office of Persons with Disabilities — [Iowans with Disabilities: 2018](#)
- The Chicago Lighthouse — [Top 5 Benefits of Hiring People with Disabilities](#)
- Easter Seals: easterseals.com/ia
- Disability Rights Iowa: disabilityrightsia.org
- Iowa Department of Human Services (Employment): dhs.iowa.gov
- Iowa Vocational Rehabilitation Services: ivrs.iowa.gov
- Iowa Work Force for Development: iowaworkforcedevelopment.gov
- Iowa Office of Persons with Disabilities: humanrights.iowa.gov/cas/pd

NATIONAL SERVICE AND INCLUSION PROJECT

Myths and Facts About People with Disabilities

VETERANS

In 2014, the unemployment rate for veterans was 25% higher than the nonveteran rate according to SHRM. Service members often struggle to correlate military experience with civilian job descriptions and sometimes deal with negative perceptions about their abilities and mental health.

US AND GLOBAL STATS

- **19.2** million of Americans are veterans, which is 8% of the population age 18 and over.
- **11%** of the homeless adult population are veterans.
- **11.8%** of veterans identify as black, 6.9% Hispanic, 1.6% Asian, 0.8% American Indian or Alaska Native, 0.8% American Indian or Alaska Native, 77.3% white.
- Veterans have filed **60%** more complaints of employment discrimination since 2001.
- **90%** of veterans indicate they face obstacles when finding employment. 68% indicated the biggest obstacle to finding employment was matching past military training and experiences to employment opportunities.

IOWA STATS

- **7.4%** of Iowans identify as civilian veterans (2017).
- **16.1%** of Iowa's veterans have a service-connected disability (2012-16).
- **75%** of Iowa's veterans are 50+.

BENEFITS OF HIRING VETERANS

- **57%** of veterans stay at their jobs longer than the median tenure of 2.5 years.
- **Research** shows that veterans have a high need for achievement, that supports their entrepreneurial nature.
- Military service experience creates a **strong propensity** toward trust and faith in co-workers and organizational leadership.
- Veterans have experience in working in diverse environments and **thrive in cross-cultural settings**.
- Those with military experience have **higher advanced technology skills** than their non-military peers.
- Organizations may be eligible for **Work Opportunity Tax Credits (WOTC)** of up to \$5,600 for each unemployed veteran hired, and up to \$9,600 for each veteran with a service-related disability.
- Employers who hire veterans list (1) experience, (2) perseverance, (3) leadership and (4) directly relevant skills as the **top factors for hiring veterans**.
- A **2013 study** found that veterans perform at higher levels and are less likely to turnover, generating positive outcomes for businesses.

VETERANS

ATTRACTING AND RETAINING VETERANS

Veterans indicate that the **three main factors** of their employment are (1) opportunities to use their skills and abilities, (2) compensation and pay and (3) meaningfulness of job.

Process to attract, retain, and hire veterans:

- Employer Readiness: Evaluate why you want to hire veterans and why would veterans want to work here.
- Develop a strategic process to attract and recruit veterans.
- Evaluate how are you welcoming new employees to the organization for inclusive practices.
- Create training geared toward training and motivating veteran employees.
- Evaluate how you are helping veteran employees see their potential for new roles both inside and outside your organization.

Steps to increase veteran employee retention:

- Provide education on translation of military skills to corporate recruiters and HR professionals.
- Develop veteran-centric employee benefit programs to assist veteran employees in developing a post-military career path.
- Develop streamlined job search processes for veterans to provide a better match between employers and job seekers.

VETERANS

RESOURCES

- Homebase Iowa: homebaseiowa.gov
- **SHRM Foundation: Veterans at Work:** An affiliate of the Society of Human Resources Managers, the SHRM Foundation champions workforce and workplace transformation. It believes that veterans are valuable members of our workforce, and the Veterans at Work initiative will help HR professionals attract, hire and retain members of the military community. This initiative includes a Digital Toolkit on employing veterans, a guidebook for HR professionals, hiring managers and front-line supervisors about recruiting, hiring and retaining military veterans, as well as several programs, to include grants and education.
- **National Veterans Foundation:** To serve the crisis management, information and referral needs of all U.S. Veterans and their families through management and operation of the nation's only toll-free helpline for all veterans and their families.
- **U.S. Department of Veteran Affairs (VA):** To provide veterans the world-class benefits and services they have earned — and to do so by adhering to the highest standards of compassion, commitment, excellence, professionalism, integrity, accountability and stewardship.
- **IowaWORKS Veteran Employment Services:** Iowa is committed to providing quality employment services to veterans at our IowaWORKS Centers. Veteran Representatives, who are all honorably discharged service members, coordinate all services provided to eligible veterans within the IowaWORKS system.
- **Iowa Department of Education (Veterans & Military Education):** Those organization's goal is to ensure that every veteran, reservist and eligible person has a full and fair opportunity to reach his or her full potential in whatever educational direction they choose. Their role is to ensure that quality instruction and ethical administration is provided for every veteran/eligible person and reservist who enters an approved educational or training program in the state of Iowa.
- **State of Iowa Veteran Benefits:** The state of Iowa offers a broad range of state benefits to veterans and retired military. They include exempting retirement pay from state taxes, offering in-state tuition assessment to eligible U.S. veterans and their families (please connect with the college or universities for additional information about eligibility), home ownership assistance and much more!
- **Iowa Veteran Medical Center and Clinics:** The VA Central Iowa Health Care System operates a Veterans Health Administration medical facility in DSM, with Community-Based Outpatient Clinics in Mason City, Fort Dodge, Knoxville, Marshalltown and Carroll. The medical center provides acute and specialized medical and surgical services, residential outpatient treatment programs in substance abuse and post-traumatic stress and a full range of mental health and long-term care services, as well as sub-acute and restorative rehabilitation services and a domiciliary.
- **Iowa Department of Veteran Affairs:** The Iowa Department of Veterans Affairs recognizes and honors Iowa's veterans and their families by providing the highest-quality programs, services and benefits. Each of Iowa's 99 counties has a Commissioner of Veterans Affairs and a County Director. Veterans and their families should visit their county Veteran Commissioner or Director to receive personalized assistance.
- **Veterans Benefits and Service Guide:** A comprehensive guide for federal, state and local veteran programs/benefits.

FOREIGN-BORN

Approximately 15% of the population in DSM is foreign-born. Many of them are highly educated in their home countries but experience brain-waste when they come to the U.S. because of unfamiliarity with systems and lack of licensing and credentialing services. A large number of highly-educated foreign-born individuals are underemployed.

- Approximately 5% of Iowa population is foreign-born and approximately 15% in Polk County.
- In Iowa, 70% of the foreign-born population is working-aged, compared to less than 50% of the native-born population.
- Industries with largest share of foreign-born in 2014.
 - Packaging and filling: 52%
 - Animal slaughtering and processing: 38%
 - Software developers: 32%
 - Physicians and Surgeons: 22%
 - Post-secondary teachers: 18%
 - Housekeeping: 16%
- Despite making up 5% of Iowa's population, immigrants represented 10.1% of all STEM workers in 2014.

BENEFITS OF HIRING FOREIGN-BORN

- Foreign-born are responsible for approximately one quarter of all high-tech startups, and nearly half of the high-tech startups in Silicon Valley. Immigrants or their children founded more than 40% of the 2010 Fortune 500 companies and seven of the 10 most valuable brands in the world came from American companies founded by immigrant or their children.
- Immigrants' contribution extends beyond the high-tech, new economy and Fortune 500 firms. Immigrants start businesses at more than twice the rate of native-born Americans — a critical fact for many struggling cities with significant retail needs in disinvested, low-income communities.
- Foreign-born residents contributed \$3.2 billion to the region's GDP in 2014 and \$100 million in state and local taxes.
- 50% of Fortune 500 companies based in Iowa were founded by immigrants or their children.
- In Iowa, households led by immigrants earned \$4.1 billion, \$348.9 million went to state and local taxes and \$820.0 million went to federal taxes leaving them with \$3.0 billion in spending power.
- Cities that lead in the 21st centuries will be those that intentionally attract and incorporate diverse people and ideas and create the means for talented people from around the world to not only come, but to put down roots. Communities across the world are in competition to attract the human capital that will allow them to thrive in a global economy. Becoming a more welcoming place for immigrants will give them a leg up in that competition and help retain talented people of all backgrounds. As many Midwestern cities are dealing with declining populations, a strategy to attract and retain new taxpayers and families is a matter of survival.
- American prosperity in the 21st century depends, in part, on its ability to continue to lead as a destination for the world's talent seeking economic opportunity.

FOREIGN-BORN

ATTRACTION AND RETENTION STRATEGIES

- **Mentoring:** Providing a mentor allows a great learning opportunity for foreign-born individuals to adapt and grow in a new job environment.
- **Employee Resource Groups (ERG's):** As with other minorities and special groups connecting foreign-born individuals with appropriate ERG's allows the foreign-born employee to feel comfortable, adapt and grow within your organizations.
- **Toastmasters Club or other English language learning opportunities:** If the foreign-born employee can benefit from improving English language and communication skills, allowing them to join a Toastmasters Club or other conversational English class opportunities allows them to sharpen their language and communication skills and contribute fully to your organization.

RESOURCES

- Greater Des Moines Partnership, Global DSM: DSMpartnership.com/globalDSM
- World Education Services, Global Talent Bridge: wes.org
- Welcoming Economies Global Network: weglobalnetwork.org
- Upwardly Global: upwardlyglobal.org

EMPLOYER FUNDING OPPORTUNITIES

While there are very less to no specific funding available for this population, there are some generic funds that maybe used to work with this population such as.

- [Future Ready Iowa](#)
- [Earn and Learn Iowa](#)

OTHER RESOURCES FOR MANAGERS AND LEADERS

LOCAL RESOURCES

DSM has a vast number of resources with expertise in diversity, equity and inclusion, including in the areas of untapped talent. Starting with your local resources will help benefit you and your organization by understanding the local needs of the community, create long-lasting and sustainable relationships and potentially save you money by not having to bring in national speakers or experts.

Please view The Partnership's **Membership Directory** for a list of consulting services. A list of consultants can be found in the Community Foundation of Greater Des Moines' **Nonprofit Resources**.

NATIONAL RESOURCES

Cornell University

- **Cornell University Managers Toolkit**

Dr. John Sullivan

- **12 Step Program for Retaining Your Diverse Workforce**

Forbes

- **5 Things Companies Can Do to Attract Diverse Talent**

ManpowerGroup

- **Manpower: Integrating and Including**

Marshall & Ilsley (M&I)

- **Diversity and Inclusion at M&I:** An overview of all of M&I's diversity efforts, including attracting and retaining diverse talent, reaching diverse customers and suppliers and community development.

Rockwell Automation

- **Global Diversity and Inclusion Benchmarks:** Global Diversity and Inclusion Benchmarks is a tool for helping organizations assess and measure their progress in valuing and managing diversity and fostering inclusion.

Robert W. Baird & Co.

- **Diversity and Inclusion at Baird:** At Baird we know our commitment to diversity isn't just the right thing for our clients. It's right for our associates, creating an environment where we learn from each other. It's right in caring for our community, as different eyes see different ways to make a difference. Diversity creates great outcomes for everyone we serve.

Johnson Controls, Inc.

- **Ten Elements for Creating a World-Class Corporate Diversity and Inclusion Program:** There is a set of key components in creating diversity programs that support organizations to utilize their diversity to become more productive — elements that hold true across all industries, regardless of geography, size or history.

OTHER RESOURCES FOR MANAGERS AND LEADERS (CONTINUED)

- **Johnson Controls Diversity Strategy:** Workforce Diversity and Inclusion Strategy for Johnson Controls.

Diversity Central

- **Diversity Central Tools:** Some tools for managers to get started.

National PTA

- **National PTA Diversity Toolkit:** Resources for educators and community members.

Society for Human Resource Management (SHRM)

- **6 Steps for Building an Inclusive Workplace:** To get workplace diversity and inclusion right, you need to build a culture where everyone feels valued and heard.

The Minerals, Metals and Materials Society (TMS)

- **TMS Diversity and Inclusion Toolkit:** The insights and recommendations gained from the First TMS Summit on Creating and Sustaining Diversity in the Minerals, Metals and Materials Professions (DMMM1), July 29 – 31, 2014, serve as the foundation for this resource. Since publishing the initial toolkit from DMMM1, TMS has expanded this resource to become an interactive clearinghouse of tools addressing diversity and inclusion issues in the workplace and professional community.

The Forum on Workplace Inclusion

- **Forum Webinars:** The Forum on Workplace Inclusion® Webinar Series are free monthly webinars offering professional and organizational skill-building opportunities in diversity, equity and inclusion topics featuring presenters from industries around the globe.

California Polytechnic State University

- **Cal Poly Resources:** By addressing hidden bias and microinequities, we can bring these issues, which are by nature concealed or veiled, to the forefront. Once these issues are voiced, they can be appropriately and fully addressed. This will have a significant impact on the success of our campus diversity and inclusion initiatives.

Llywodraeth Cymru Welsh Government

- **Equality, Diversity & Inclusion Toolkit for the Work-Based Learning Providers:** This Toolkit is an online resource for Work-Based Learning Providers with responsibilities for equality, diversity and inclusion. It contains a range of resources and useful information including guidance; tips; worksheets; informative videos, web-links and social media links. It aims to assist these organizations to increase their confidence to practically apply their knowledge and understanding of equality, diversity and inclusion within the Work-Based Learning environment.

The Untapped Talent Inclusion Guide is a compilation of resources to assist organizations in developing their diversity and inclusion efforts. Resources, links, and supporting organizations can be submitted to Sanjita Pradhan at spadhan@DSMpartnership.com or by calling (515) 286-4988.

OTHER RESOURCES FOR MANAGERS AND LEADERS

Iowa Vocational Rehabilitation Services

- **Checklist for attracting, hiring and retaining people with disabilities:** Research has shown hiring and retaining persons with disabilities is good for business! Use this checklist to ensure that you are a disability friendly workplace. If you checked “NO” to any of the boxes, contact IVRS for a free in-person consultation.

Disability Providers that provide employment or pre-employment services
(within a 50-mile radius of Greater Des Moines (DSM)):

- **Polk County: Easter Seals Iowa, HOPE, IVRS, Candeo, Goodwill and Homestead**
- **Dallas County: REM, Abilities Unlimited**
- **Warren County: Genesis, COC, Mainstream**
- **Story County: Mainstream, Goodwill**
- **Marshall County: IVRS, IowaWORKS (through Iowa Work Force)**
- **Jasper County: IVRS, Progress Industries**
- **Poweshiek County: IVRS**
- **Madison County: IVRS, Genesis Development in Winterset**
- **Marion County: IVRS & COC**

*The Untapped Talent Inclusion Guide is a collective effort of the Inclusion Council in partnership with the Greater Des Moines Partnership.