

DIVERSITY & INCLUSION

Our defense community works best when we represent a diverse set of perspectives. When the DoD workforce reflects the people we serve, we build better and more effective products. It is a national security imperative to diversify the DoD civilian workforce and the military. The DoD has published multiple directives and instructions regarding D&I; including DoDI 1020.05, DoDD 1020.02E, and DoD 5124.10. Each of these directives describe both the essential need for D&I in the DoD workforce and formal policies for engaging D&I initiatives across all levels of the Department.

DoDI 1020.05 promotes:

- ◆ “A diverse DoD workforce that reflects the diverse population of the United States.”
- ◆ “An inclusive culture that enables differences among personnel to improve DoD business practices, readiness, and lethality, and supports individuals’ ability to contribute to the mission.”
- ◆ “Us[ing] data to evaluate the effectiveness of DoD D&I efforts.”

D&I efforts across the DoD have numerous advantages and significantly contribute to our national security. The benefits of heterogeneous teams are well-documented, from increasing company profits once women sit on the board to identifying and creating more innovative solutions on diverse teams. In the critical fight for the defense of the nation, the current lack of diversity is a strategic weakness that must be ameliorated before the next great power conflict. Hirethon is committed to ensuring the DoD civilian workforce appropriately reflects the current and future makeup of the American society.

“ *A diverse civilian workforce is critical to the 21st century military because this group is an essential element of the total force.*”
(Military Leadership Diversity Commission (MLDC) Final Report)

INCLUSION

A set of behaviors (culture) that encourages Service members and civilian employees to feel valued for unique qualities and to experience a sense of belonging. Inclusive diversity is the process of valuing and integrating each individual’s perspectives, ideas, and contributions into the way an organization functions and makes decisions; enabling diverse workforce members to contribute to their full potential in collaborative pursuit of organizational objectives. —DoDI 1020.05

UNDERREPRESENTED

A situation in which the number of women or members of a minority group employed by a DoD Component constitutes a lower percentage of the total number of eligible employees within the employment category than the percentage women or the minority constitutes within the civilian labor force of the United States. — DoDI 1020.05

Diversity ≠ Inclusion

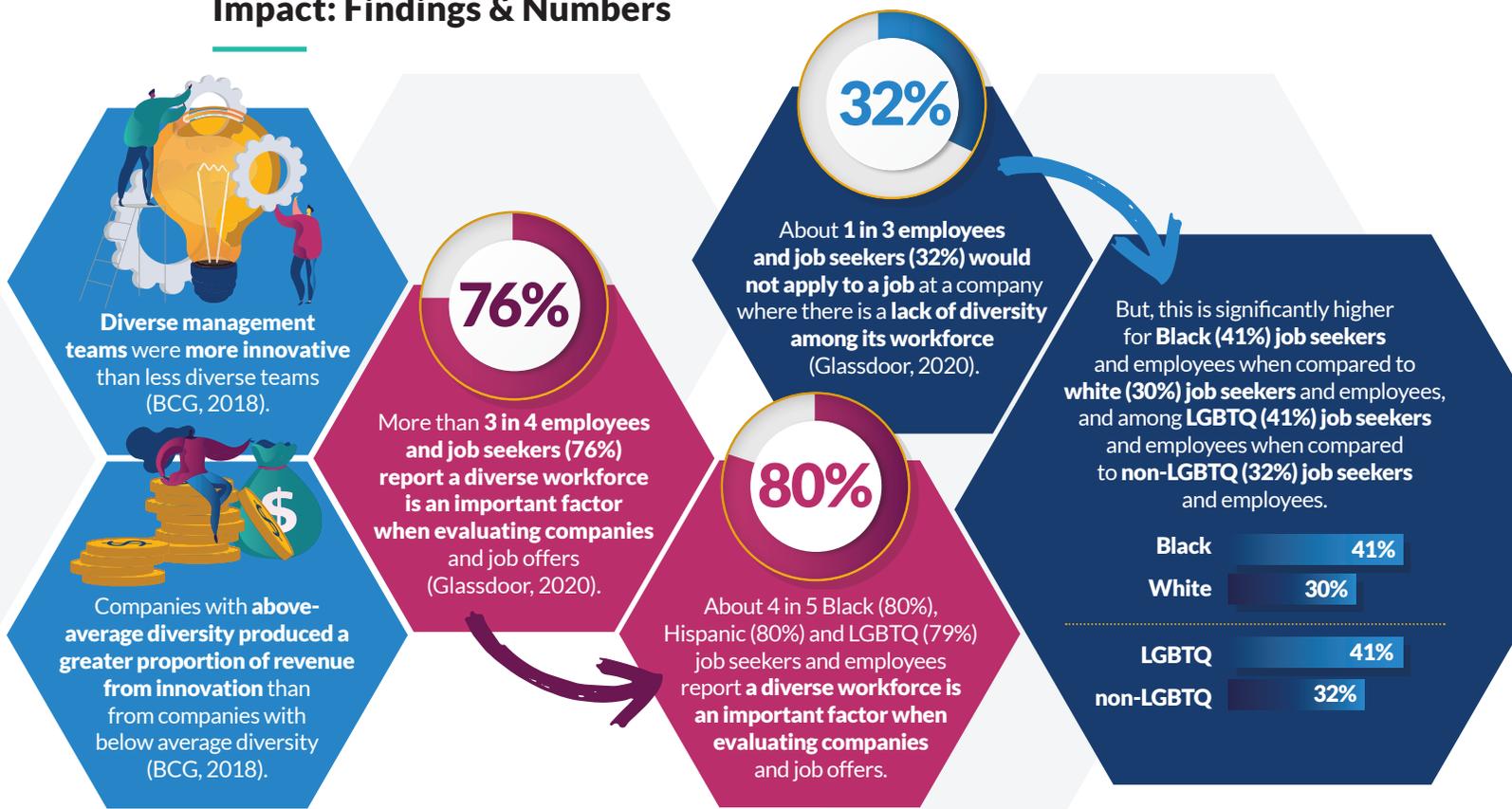
In a Harvard Business Review article titled “*Diversity Doesn’t Stick Without Inclusion*,” the authors emphasize that while the two terms are so often lumped together, they’re not the same thing. They explain: “In the context of the workplace, diversity equals representation. Without inclusion, however, the crucial connections that attract diverse talent, encourage their participation, foster innovation, and lead to business growth won’t happen. As noted diversity advocate Vernā Myers puts it, ‘Diversity is being invited to the party. Inclusion is being asked to dance.’”

Diversity Drives Innovation

“The results, data, and studies are in, and they show that organizations that prioritize diversity and inclusion as a strategic priority do better than less diverse peers” (Forbes, 2020).

Diverse teams perform better overall and are better positioned to unlock innovation that drives creative problem-solving and growth. Innovation requires novel thinking and adaptability, and diversity enables these crucial elements in the workplace. Innovation is also essential in an ever evolving and increasingly competitive global defense landscape – it is for this reason that D&I is essential to national security.

Impact: Findings & Numbers



What does a diverse and inclusive environment look like?

- ◆ Every member of the team knows that they are valued and that their voice will be heard.
- ◆ Employees feel safe expressing differing viewpoints and perspectives regardless of gender, age, background or experience level.
- ◆ When all ideas are considered, it drives creative insights needed to assess new solutions and examine existing ones in new ways.

How to Increase Diversity and Attract a Wider Range of Candidates

A workplace environment that supports a diverse workforce exemplifies best practices for an engaged, healthy culture--and a healthy culture is essential to attracting diverse talent.

Hiring a diverse workforce means “**hiring based on merit with special care taken to ensure procedures are free from biases** related to a candidate’s age, race, gender, religion, sexual orientation, and other personal characteristics that are unrelated to their job performance” (Ideal.com, 2020).

Review [this article](#) to explore ways you can increase your diversity hiring in sourcing, screening, and shortlisting candidates.

Key takeaways from research on diversity recruitment:

- ◆ Target sources where diverse candidates congregate.
 - ◇ Examples: *Society of Women Engineers; National Society of Black Engineers; Society of Hispanic Professional Engineers; Society of Asian Scientists and Engineers*
- ◆ Encourage employees to refer their connections.
- ◆ Diversify your internship employees who can convert to full-time hires.
- ◆ Leverage existing government policies and recommendations to reach underrepresented groups .

SOURCES

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- <https://blog.recruitee.com/diversity-recruiting-strategy/>
- <https://www.glassdoor.com/employers/blog/diversity-inclusion-workplace-survey/>



Recommended Resources:

- ◆ Department of Defense Diversity and Inclusion Management Program (DoD 1020.05)
- ◆ Diversity Management and Equal Opportunity in the DoD (DoDD 1020.02E)
- ◆ Assistant Secretary of Defense for Manpower and Reserve Affairs (DoD 5124.10)
- ◆ Best Practices for an Inclusionary Hiring Process
- ◆ Best Practices for Creating Inclusive Hiring Announcements
- ◆ Guide for Diversity Training Services
- ◆ Stay Interviews Guide for Increasing Retention Rates

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