

## Enhancing Diversity and Inclusion in Retention and Recruitment

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### WHAT IS DIVERSITY?

- Is broadly defined as human similarities and differences.
- Is multi-dimensional.
- Having variety.
- Welcoming and acknowledging differences.
- Includes visible and invisible differences.

*"Diversity is a commitment to recognizing and appreciating the variety of characteristics that make individuals unique in an atmosphere that promotes and celebrates individual and collective achievement."*

## GLOBAL UNDERSTANDING

If we could at this very moment shrink the earth's population to a village of precisely 100 – but maintain the existing human ratios – our world would look like this:

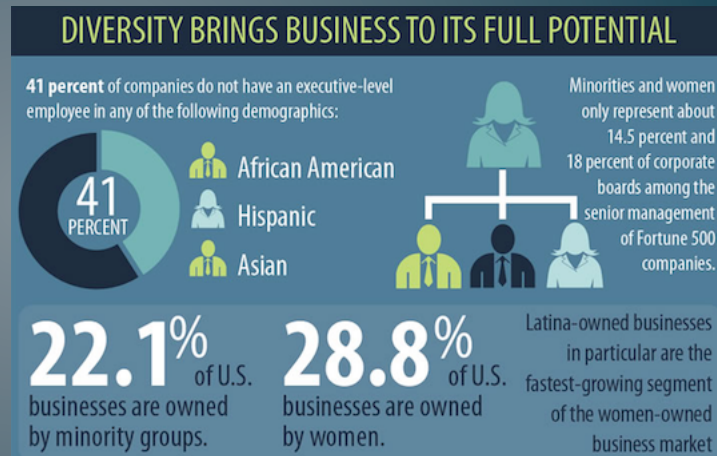
- 60 Asians
- 15 Africans
- 10 Europeans
- 10 Latin Americans and the Caribbean
- 5 Northern Americans
- 70 People of Color
- 30 White
- 70 Non-Christian
- 30 Christian
- 51 Male
- 49 Female
- One-third of the entire world's wealth would be in the hands of four people – all citizens of the United States.

## U.S. UNDERSTANDING

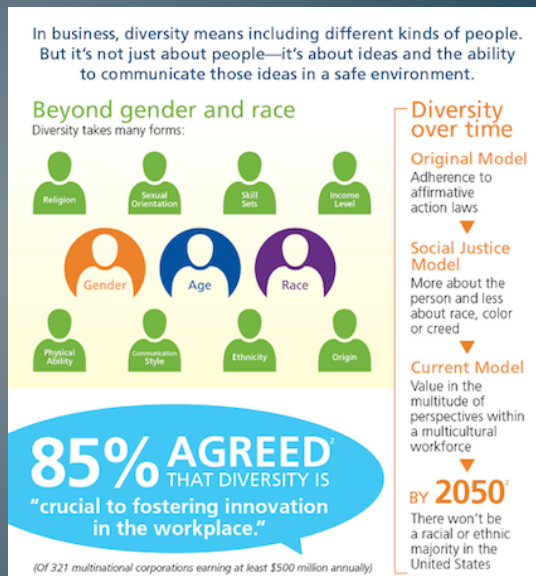
If we could at this very moment shrink the population of the United States to a village of precisely 100 – but maintain the existing human ratios – the United States would look like this:

- 72 White
- 13 African American
- 5 Asian
- 1 American Indian and Alaska Native
- 1 Native Hawaiian and Pacific Islander
- 6 Other
- 2 Identified by Two or More
- 16 Hispanic
- 84 Non-Hispanic or Latino
- 24 Non-Christian
- 76 Christian
- 49 Male
- 51 Female

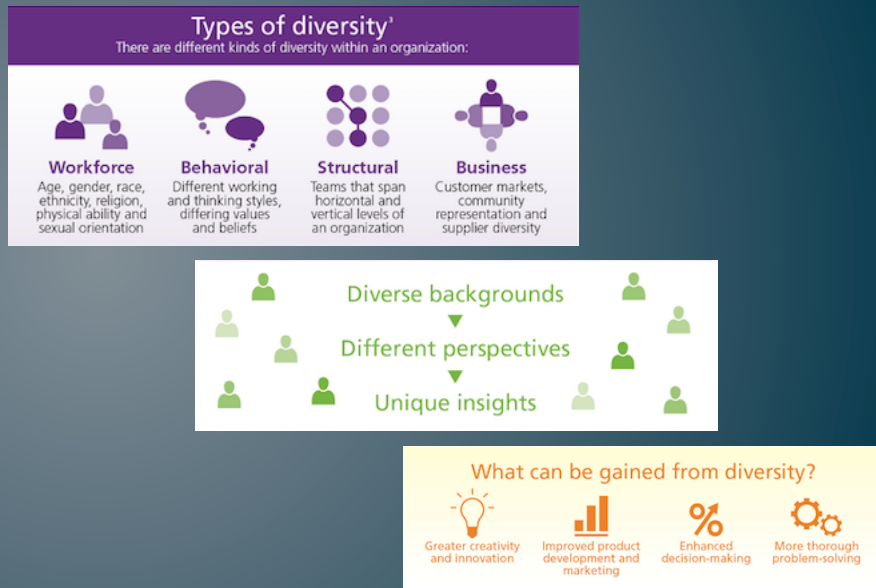
## Diversity: The Numbers



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## Diversity: The Numbers



## WHAT IS INCLUSION?

- Power-sharing.
- Welcoming and engaging to make a positive difference.
- Creates a space where contributions can be made by everyone, not based on their identity.
- Values all individuals.
- Acknowledging and accepting differences.
- Diversity is the mix; inclusion is making the mix work.

## WHAT IS CULTURAL COMPETENCE?

- Knowledge, skill and will to interact effectively.
- Increased exposure to other cultures; embrace different backgrounds.
- Development of knowledge and skills to work effectively across differences.
- Understanding nuances across differences.
- Ability to behave context-specifically.
- Mutual adaptation.

## WHY DIVERSITY AND INCLUSION (D+I) IS IMPORTANT?

- To meet the needs of diverse constituencies and benefit from diverse labor pools.
- To enhance membership growth.
- To be competitive.
- To stay relevant in a world with rapidly changing demographics.
- Social responsibility.
- Spurs innovation.

## CONSEQUENCES OF NOT DOING IT

- Missed opportunities.
- Rotary will “die out”.
- Loss of money.
- Loss of Foundation giving.
- Loss of reputation.

## BARRIERS TO D+I

- Perceived lack of strong business case.
- Governance.
- Fear of the unknown.
- Not a priority.
- No compelling reason to change.
- Desire for sameness.
- Ignorance.
- Personal biases and blind spots.

## HOW TO OVERCOME CHALLENGES

- Educate.
- Deal with generational differences.
- Create and focus on common purpose.
- Keep dialogue going.
- Create diversity and inclusion programs.
- Make diversity strategic and system-wide.
- Ensure all voices are in the room.
- Have champions.
- Build a base of support for diversity and inclusion.

Diversity + Inclusion Model  
(D+I)

## Diversity + Inclusion Model (D+I)

1. Business Case: Demonstrate why diversity + inclusion are a business imperative.
2. Integration: Align D+I with ASAE's strategic focus and integrate D+I into functional areas and member segments.
3. Cultural Competence: Increase D+I research and educational resources offerings for volunteer leaders, and members.
4. Membership: Define and implement a strategy to recruit and retain more members and establish pathways for greater involvement.

## Business Case

- Business Case: Demonstrate why diversity + inclusion are a business imperative for the Rotary community.

### Recommended Action Steps

- Build on existing research and best practices to develop an outcome-oriented case for diversity + inclusion in Zone 21b & 27.



## Integration

- Integration: Align D+I with Rotary's strategic focus and integrate D+I into functional areas and member segments.
- D+I can help advance membership goals if it becomes a central (not separate) part of the Rotary's focus.

### Recommended Action Steps

- Assist volunteer leaders and key groups in advancing D+I goals and practices (e.g. Fellows, committees, board).
- Identify opportunities to integrate D+I into each of Rotary's functional areas and professional practices, (i.e. speaker recommendations, workshops, policies and procedures, etc.).

## Cultural Competence

- Cultural Competence: Increase D+I research and educational resources for Rotary's staff, volunteer leaders, and members.
- Long-term success rests on the ability to connect with and deliver value to a wide spectrum of members.

### Recommended Action Steps

- Define a D+I Recruitment and Retention strategy and resources relevant to Rotary members.
- Offer training and resources for leaders, members and staff thereby helping assist volunteers, and members integrate D+I into their networks.

## Membership

- Membership: Define and implement a strategy to recruit and retain more members and establish pathways for greater involvement.
- In order to grow and diversify its membership, Rotary has to be committed to increasing its reach and relevance among key identity groups (e.g. women, people of color, young professionals, LGBT and disability).

### Recommended Action Steps

- Conduct demographic analysis of Rotary's membership and market segmentation study to identify and prioritize where Rotary needs to focus recruitment and retention efforts.
- Expand outreach, input, visibility, and contribution opportunities for underrepresented groups in membership.

## Understanding Your Target Audience

## Inviting More Women and Younger Professionals

- 15 percent of all Rotarians worldwide are women.
- This percentage is far lower than the actual rate of women's participation in business leadership positions and community service.
- Female professionals and community leaders represent an important demographic segment that should be targeted for membership.
- 34 percent of members worldwide are under the age of 50.
- Younger members offer a host of benefits for your club. They bring fresh ideas for weekly programs, fellowship events, and service projects. They also provide a continuing source of energetic, enthusiastic members who can eventually serve as committee members, chairs, and club officers, ensuring your club's longevity and relevance

## Early-Career Professionals

### Demographic Stats:

- In the U.S., 15-29 year olds make up 21% of the population.
- In 2015:
  - One in every 5 Americans will be 65+ years of age.
  - People under 25 years of age will make up 40% of the U.S. workforce.
- In the U.S., 80% of people under 30 years of age participate in charitable giving of some kind.
- In Decision To Join, ASAE's members at or below 30 years of age, identified these top five important functions of an association:
  - Provide training/professional development
  - Connections
  - Technical information
  - Timely information
  - Create/Disseminate standards of practice

## Early-Career Professionals

Cultural considerations that participants want you to know

- Not all early-career professionals identify as an service professional. Some find their way into service and say, “I’m a marketing professional, and work at XYZ.” So, look at your club’s pipeline and identify what skill sets are different in service organizations from similar jobs in government or business sector.
- Organizations that serve this segment well ensure early-career professionals are judged on merit of work, not age. It’s also important to evaluate the work they do, not where they do their work.
- Age is not the right yardstick to measure maturity or experience. One participant said: “You don’t know my story. My experience may be different than yours, but not less valuable than yours.”

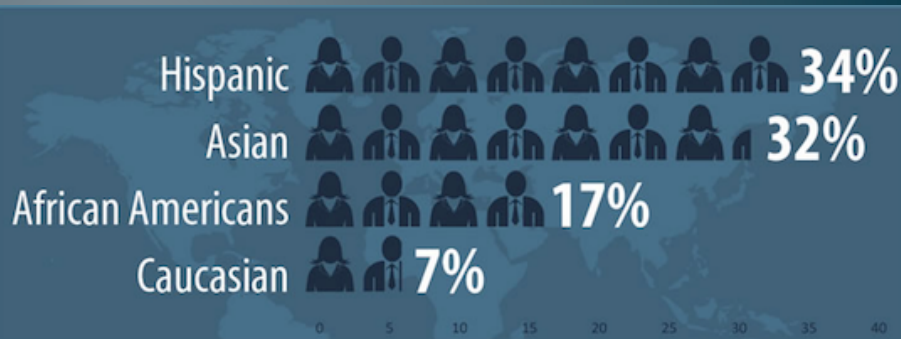
## Hispanic and Latino Professionals

Demographic Stats

- Bureau to refer to persons of Mexican, Puerto Rican, Cuban, Central and South American, Dominican, Spanish, and other Hispanic descent; persons may be of any race.
- Top 5 U.S. States by Hispanic Population:
  - California (13B)
  - Texas (8B)
  - Florida (3B)
  - New York (3B)
  - Illinois (1B)
- **19** –The number of U.S. states in which Hispanics are the largest race or ethnic group
- In 2010, median age was 27.4 years, compared to 36.8 years for the total U.S. population.

## Today's Workforce

The Hispanic labor force is projected to grow by 34%; Asians by 32%; African Americans by 17% and whites by just 7%.



## Hispanic and Latino Professionals

Cultural considerations that participants want you to know

- To help you put population numbers in perspective, there are more Hispanics living in the U.S. than Canadians in Canada.
- Language is a tactic, not a strategy. Spanish or English? Both? It depends. They equate the term "Spanish" with language. Some Hispanics are "Spanish dominant" which means Spanish is the language of preference. Others are bilingual or "English dominant" and may understand Spanish but speak English.
- In recruitment materials, use the term "bilingual" not "Spanish-speaking;" otherwise, you may attract prospects who speak Spanish but not English.

## Hispanic and Latino Professionals

- Outreach to Hispanics is not just something to do during Hispanic Heritage month; it's a long-term strategy. One participant said: "Associations need to 'walk the talk' and spend time earning their way in. They can't just suddenly jump in and expect results, respect, or responses from the community. Why does the community need them and what are they offering? Are they in for the duration or is this just a promotion?"
- Being a "Latino-friendly" association doesn't cost a penny. One participant said: "When I look at the website, do I see diversity on the staff lists or the board and volunteer ranks? In promotional materials, do all of the speakers look the same?"
- If I'm looking into employment opportunities or membership at an organization, I need to know I belong here."

## Traditionalists 1925-1942

### *Work style and values*

- Respect for rules, hierarchy and authority
- Dedication; hard work
- Loyalty
- Sacrifice
- Duty before fun
- Value tradition

## Baby Boomers 1943-1960

### *Work style and values*

- Work is a priority
- Optimistic
- Personal fulfillment
- Competitive
- Strong professional networks
- Value meaning

## Generation X 1961-1981

### *Work style and values*

- Self-reliance
- Desire flexibility
- Skepticism
- Technology
- Informal
- Value Balance (work/life)

## Generation Y 1982-2002

### *Work style and values*

- Fast paced (multi-tasking/multimedia)
- Tenacity/Directness
- Entrepreneurial
- Global diversity (people/perspectives/access)
- Technology savvy
- Value fun

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What Can Your Club Do To Embrace  
Diversity & Inclusion?



## Embrace New Members

- Recognize new members at meetings
- Call them and invite them to next meeting
- Form a welcoming committee
- Assign greeters/partners
- Follow up
- First Timers' Meeting/New Member Orientation
- Determine leadership interests – get them involved immediately!
- List new members in newsletter and website

## Integrate Facets of Diversity Into Club Activities

- Seek out speakers from diverse backgrounds
  - Doesn't have to be Senior Leadership
  - Always remind speakers the need to be sensitive to diversity
  - What is humorous to you may not be to others
- Hold panel discussions on diversity
- Hold younger member activities

## Club Programs

- Mentor programs
  - Student programs at universities
  - Student Programs at elementary and middle schools
  - Club Members
- Awards for members


## Triumphs in Diversity

- A San Diego Chapter Membership Committee recognizes new members at program meetings and on the chapter website; a member of the committee introduces the new member to at least ten people, seats them with a group of people to get the network flowing, and asks that they participate on a committee in their area of interest.
- Non-members attending their meetings are given an application form and a member of the committee follows up with them. They are particularly looking for minorities and young people. If rosters are not filled through an agency or a corporate member, the committee members call their Gold Star Supporters and asks them to consider putting minorities or young people on their rosters to complete them.
- Northern California Chapter interviews each new member and takes their photo for their monthly newsletter and displays each new member's picture at the registration table of each chapter program meeting in order to encourage new members to attend meetings and to remind seasoned members to greet these new members. They also hope that the photo and information on the new member at each meeting will give members a starting point with which to approach the new member.



**Any Questions?**

Thank you!



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