

Rutgers University – New Brunswick
Diversity, Equity, and Inclusion (DEI) for HR Professionals

Spring 2022

Course #: 38:533:615:90

Logistics: Online/Asynchronous

Professor: Kyra Leigh Sutton, Ph.D.

Email: kyra.sutton@rutgers.edu

Virtual Office Hours: TBD

Website: <https://tlt.rutgers.edu/canvas>

Required Textbook.

Hiring for Diversity: The Guide to Building an Inclusive and Equitable Organization 1st Edition

Arthur Woods & Susanna Tharakan

ISBN: 978-1-119-80090-3

Course Description. As workplaces evolve, our diversity, inclusion, and equity practices, policies, and initiatives must grow in tangent. Our *Diversity, Equity, and Inclusion (DEI) for HR Professionals* course will provide a foundation for understanding diversity and inclusion in the workplace and the implications of working in diverse organizational environments in the United States.

Specifically, this course is designed to help students understand why diversity, equity, and inclusion are essential to organizations using a human resources lens. Further, students will consider how HR partners with the business to create strategies and execute various DEI initiatives (e.g., recruiting, interviewing, mentoring, managing internal talent, and training and developing employees). This course will be taught in an applied manner. We will rely on various resources (e.g., discussion posts, articles, videos, case studies, recorded guest lectures) to provide a foundation. My primary goal is for students to leave this class understanding HR's role in creating, leading, implementing, and measuring the success of DEI initiatives within workplaces. While some HR employees will gravitate towards DEI roles, all HR team members are responsible for supporting and championing inclusive and equitable workplace practices.

Course Materials. There is no textbook for this course. A variety of reading materials will be available in Canvas, including articles, research papers, and reports. You are responsible for reading all assigned materials.

Course Topics. The following topics will be covered in this course:

Topics**	Week(s)
Introduction to Diversity, Equity & Inclusion	1
HR's Role in Diversity, Equity & Inclusion	2 & 3
Reducing Bias in Hiring, Part One (Understanding Underrepresented Job Seekers)	4
Reducing Bias in Hiring, Part Two (Corporate Landing Pages, Job Descriptions & Recruitment Sources)	5
Reducing Bias in Hiring, Part Three (Inclusive Interview Strategies)	6
Inclusive Internal Talent Mobility	7
DEI – Social Support, Part One (Employee Resource Groups)	8

DEI – Social Support, Part Two (Mentorship)	*10
DEI – Social Support, Part Three (Sponsorship)	11
DEI – Social Support, Part Four (Making Hybrid Work Environments More Inclusive)	12
Diversity Training and Its Effectiveness	13 & 14
Individual Actions - What can I do to support DEI at my organization?	15

*Spring Break occurs during Week 9

Inclusivity Statement. As the instructor for this class, I will promote and maintain an equitable and just learning environment. I welcome and value individuals and their differences. By fostering a willingness to hear and learn from various sources and viewpoints, we will gain competence in communication, critical thinking, and awareness of our biases and how they affect our interactions with others.

Although we are asynchronous, the course offers an interactive learning environment. We will discuss, dialogue, and exchange views and ideas about the course content and other issues that emerge throughout the course. Your open-minded, honest, and respectful participation is critical to creating a virtual experience in which we all feel comfortable sharing our views, experience, and knowledge so that we can all learn from each other.

I would like to create a learning environment that supports a diversity of thoughts, perspectives, and experiences and honors your identities (including race, gender, class, sexuality, religion, ability, etc.).

To help accomplish this: If you feel like your performance in the class is being impacted by your experiences outside of class, please don't hesitate to contact me. Remember that you can also submit anonymous feedback (which will lead to me making a general announcement to the class, if necessary, to address your concerns).

Finally, I (like many people) am still in the process of learning about many diverse perspectives and identities. If something was said in class (by anyone) that made you feel uncomfortable, please reach out to me. (Again, anonymous feedback is always an option.) As a participant in this course, you should also strive to honor the diversity of your classmates.

SMLR Learning Objectives.

The **Diversity, Equity, and Inclusion (DEI) for HR Professionals** course is designed to the following learning objectives for the School of Management and Labor Relations.

- I. Application – Demonstrate an understanding of how to apply knowledge necessary for effective work performance.***
 - Apply concepts and substantive institutional knowledge to understanding contemporary developments related to work.
 - Understand the legal, regulatory, and ethical issues related to their field.
 - Develop human resource management functional capabilities used to select, motivate, and develop workers (HRM)
 - Understand the internal and external alignment and measurement of human resource practices (HRM)
- II. Understanding Context - Evaluate the context of workplace issues, public policies, and management decisions.***

- Analyze the degree to which forms of human difference shape a person's experience of, and perspectives on work.
- Analyze issues related to business strategies, organizational structures, and work systems.
- Analyze issues related to the selection, motivation, and development of talent in a global context (HRM).

Method of Instruction. This course is delivered *entirely online* through the Learning Management System, Canvas. There will be *no* Face-to-Face classroom sessions. The course is delivered in *asynchronous* mode. This means the learning activities and communication takes place outside of real-time. You do not have to log in at any specific scheduled time; you log in at your convenience. However, the instructor will host virtual office hours to address questions.

Student Preparation and Time Commitment. It is expected that you will spend an average of three hours a week reading and analyzing the course material (e.g., readings, videos, interviews). Additionally, you will spend another 3-4 hours completing assignments and participating in course discussions.

Student Responsibilities.

Online learning requires a high level of discipline, dedication, and time management skills. While online learning offers you flexibility and convenience to learn from anyplace, anytime, you are still expected to adhere to all due dates.

Further, you are expected to:

- Have access to a reliable computer, and access to the Internet
- Log in to Canvas for your course on a daily basis
- Check for any announcements, update to the syllabus, assignments, and/or discussions and respond accordingly
- Actively participate in the Discussion Forums
- Read the assigned materials
- Watch assigned videos
- Complete weekly assignments and adhere to all due dates
- In case of computer failure:

Make sure you have an alternative plan of access to your Canvas course if your computer crashes (it happens). An extra computer at home, your employer's computer, or computer at your local library can be some alternatives. Additionally, be sure to backup your important documents and assignments on a flash drive or other external device.

Computer/Software/Apps/Accessories Requirement.

- [Adobe Flash – latest version \(you will need it to view videos\)](#)
- Access to the internet
- Microsoft Word
- Webcam (recommended)
- Headphones (highly recommended)
- Reliable computer
- [Basic Computer Specifications for Canvas](#)

Contacting Professor Sutton.

If your inquiry is of a personal/private nature, including scheduling a one-on-one session, please contact Professor Sutton at kyra.sutton@rutgers.edu.

Special Needs Accommodations. If you have a disability and require special accommodations for your learning activities please contact the Office of Disability Services. Should you require my assistance in facilitating the process, I will be happy to do so. Just let me know.

Below is the full contact information for the office of disability services:

Lucy Stone Hall, Livingston Campus, 54 Joyce Kilmer Avenue, Suite A145, Piscataway, NJ 08854-8045.

- E-mail Address: dsoffice@rci.rutgers.edu
- Phone: (848) 445-6800 • Fax: (732) 445-3388 <https://ods.rutgers.edu/>

Student Code of Conduct. You are expected to conduct yourself in a professional, responsible, courteous, and respectful manner at all times during the course. Offensive language, harassment, posting videos or other media that is not related to the course, and/or any other inappropriate behavior will not be tolerated; and will result in dire consequences, including dismissal from the course. Your responses to discussion posts, or any other communication with your classmates and/or your instructor must be of the highest professional and respectable standard. Refer to [Discussion Post Guidelines](#) when communicating in your Canvas class.

Academic Integrity. Be sure to read and adhere to Rutgers Academic Integrity Policy. Academic integrity goes directly to the question of are you an individual of character and honesty? It also affects the reputation of Rutgers University. So, academic dishonesty will not be tolerated.

Principles of academic integrity require that every Rutgers University student:

- properly acknowledge and cite all use of the ideas, results, or words of others
- properly acknowledge all contributors to a given piece of work
- make sure that all work submitted as his or her own in a course or other academic activity is produced without the aid of unsanctioned materials or unsanctioned collaboration
- obtain all data or results by ethical means and report them accurately without suppressing any results inconsistent with his or her interpretation or conclusions
- treat all other students in an ethical manner, respecting their integrity and right to pursue their educational goals without interference. This requires that a student neither facilitate academic dishonesty by others nor obstruct their academic progress
- uphold the canons of the ethical or professional code of the profession for which he or she is preparing.

Adherence to these principles is necessary in order to ensure that:

- everyone is given proper credit for his or her ideas, words, results, and other scholarly accomplishments
- all student work is fairly evaluated and no student has an inappropriate advantage over others
- the academic and ethical development of all students is fostered
- the reputation of the University for integrity in its teaching, research, and scholarship is maintained and enhanced.
- Failure to uphold these principles of academic integrity threatens both the reputation of the University and the value of the degrees awarded to its students. Every member of the

University community therefore bears a responsibility for ensuring that the highest standards of academic integrity are upheld.

– The Rutgers University Academic Integrity Policy

Course Structure. The course is structured by weekly modules. Each week is comprised of a combination of activities, including:

- Readings (articles, research reports)
- Multimedia (videos, interviews, podcasts, or other)
- Discussion Posts (will be completed weekly)
- Assignments (exercises, case studies)

Course Grades.

Your grade in this course will be based on the following components:

Performance Opportunities	Max Points	Percentage (Approx.)
Applied Assignments <i>Note: There are 10 graded assignments</i>	500 pts	62.5%
Discussions <i>Note: There are 10 discussion posts. Each post is worth 20 points.</i>	200 pts	25%
Final Paper <i>Note: Students must the paper topic approved before beginning the assignment</i>	100 pts	12.5%
Total	800 pts	

Final grades will be determined by the scales shown below:

Grade	Total Points	Range (%)
A	716 – 800	90-100
B+	676 – 715	85-89
B	637 – 675	80-84
C+	596 – 636	75-79
C	556 – 595	70-74
D	476 – 555	60-69
F	475 or below	59 and below

Extra Credit. Extra credit will **not** be offered for this course.

Applied Assignments (worth up to 500 points). There will be **10 graded assignments** completed this semester. The assignments are designed to enable you to consider how HR can initiate and/or support DEI actions in the workplace. There will be various assignments, for example:

- **Sample Assignment - Job Descriptions.** Revise and modify an existing job description utilizing the nonbiased language principles discussed in the readings.
- **Case Studies.** Case studies will be used throughout the course to provide examples of what employees experience (and how HR can help). The case studies will challenge students to think critically and make decisions while fostering an equitable and inclusive work environment.
- **Interview Reactions.** During some weeks, videos of leaders working in the DEI space will be shown. For example, we'll view videos from Adam Bryant's [Leading in the B-Suite](#), which features leaders, including those in HR. Students will answer a set of reflective questions after viewing the video.
- **HR Toolkits.** One of the more common ways HR practitioners communicate workplace initiatives is by developing and distributing HR toolkits. As such, you will be responsible for creating toolkits related to DEI practices.

Late Assignments.

You are expected to submit your assignments on the specified due dates. Refer to your Canvas classroom for the weekly assignment due dates.

Late assignments grading policy is as follows:

- 1 day late – 15% will be deducted from your total grade.
- 2 days late – 25% will be deducted from your total grade.
- 3 days late – 35% will be deducted from your total grade.

Assignments more than 4 days late will NOT be accepted, and your grade for that specific assignment will be zero.

Description of Weekly Modules

The course is divided into **15 weeks** and includes:

Weekly Overviews

Below, a high-level overview of each week is provided. Of note, readings are subject to change.

Week 1: Introduction to Diversity, Equity & Inclusion (DEI)

- **Topic Overview** – Companies whose leaders welcome diverse talent and include multiple perspectives outperform those organizations not focused on diversity, inclusion, and equity. And while the COVID pandemic significantly impacted workforces, DEI remains a critical enabler of performance. Overall, companies will not reap benefits from diversity unless they build a culture that insists on inclusion & equity. Innovation, creativity, and teamwork flourish when women and people of color are encouraged to bring their different backgrounds and perspectives to the table. They must be seen, heard, and valued. And leaders must be held accountable for keeping a pulse on employee experiences.
- **Learning Objectives**
 - Define and discuss the differences between diversity, inclusion, and equity (DEI).
 - Describe the top DEI priorities on which organizations are focused on improving
 - Explain why diversity programs fail.
 - Discuss the DEI initiatives that leading companies are implementing

Week(s) 2- 3: HR's Role in Diversity & Inclusion

- **Topic Overview** – The strategic role of HR continues to evolve. One of the key HR responsibilities is to create an organizational culture that fosters an inclusive environment where each employee can learn, grow, and contribute to its success. Further, according to research conducted by HR.com's Research Institute, found:
 - In organizations with DEI initiatives, 37% said the HR function is primarily responsible for DEI.

Therefore, HR often leads strategic diversity and inclusion initiatives. Examples include:

- Widening the talent pool through external recruiting and internal talent mobility
- Initiate and maintain various forms of social support, including mentoring programs
- Develop and lead inclusive training sessions
- Partner with the business during talent reviews to better understand where gaps may exist for underrepresented employees
- Create policies regarding racist and anti-discriminatory behavior
- Aligning people strategies to business strategies
- Develop and support leaders who manage diverse teams of employees

Further, HR professionals create safe spaces for employees to share challenging experiences. Also, HR partners with managers to keep a pulse on their employees' experiences which sometimes includes having difficult conversations when employees feel excluded and devalued. Finally, this module will explore career opportunities in the DEI space, specifically the role of Chief Diversity Officers.

- **Learning Objectives**

- Part One**

- Describe why employees do not consistently report discriminatory and bias actions to HR
- Explain retaliation and discuss the steps HR can take to prevent it from happening at work
- Discuss the actions HR teams can take to encourage employees to report workplace discrimination

- Part Two**

- Describe how HR partners with the organization and leaders on DEI initiatives.
- Explain the role of the Chief Diversity Officer (CDO) related to the execution of DEI initiatives.
- Discuss the support HR can provide managers who are committed to diversity, equity, and inclusion.
- Describe the benefits of companies hosting a hotline to report bias incidents
- Identify metrics that are used to evaluate inclusive work environments (e.g., employee engagement, retention).

Week 4: Reducing Bias in Hiring, Part One (Understanding Underrepresented Job Seekers)

- **Topic Overview** – “Research shows that understand the cultural backgrounds of diverse applicants will help interviewers eliminate barriers caused by bias, prejudice, and stereotypes. A lack of understanding can lead to unintentional or intentional discrimination in the hiring process. If this results in the loss of qualified diverse applicants, it can be harmful to applicants and employers.” (Lila Kelly - Integrate Diversity into Recruiting, Interviewing and Hiring). Therefore, the focus of this topic is to understand the experiences of underrepresented job applicants. We'll explore the challenges candidates experience, including stereotypes members

of this group have experienced. Drawing from the Arthur Woods' and Susan Tharakan's *Hiring for Diversity – The Guide to Building an Inclusive and Equitable Organization*, we will explore the experiences of the following underrepresented job seekers:

- Working Parents
- Older and experienced workers
- Refugees and immigrants
- LGBTQ+ community
- People with Disabilities
- Veterans
- Formerly incarcerated individuals
- Black Community
- Hispanic and Latinx community
- Indigenous and Native American community
- Women
- Asian and Pacific Islander community

Notably – this is not intended to be an exhaustive list of underrepresented job seekers.

- **Learning Objectives**

- Discuss the experiences of underrepresented job seekers
- Describe the most common biases and challenges members of underrepresented job seekers
- Explain how HR professionals can advocate for underrepresented job seekers

Week 5: Reducing Bias in Hiring, Part Two (Inclusive Branding, Corporate Landing Pages & Job Descriptions)

- **Topic Overview** – Research shows there is a history of widespread bias present in corporate recruitment activities. Meanwhile, data shows that over 50% of new entrants to the workforce are people of color, and women constitute more than 60% of all new applicants. And yet, unconscious racism, ageism, and sexism play a significant role in who gets hired. However, there are steps organizations can take to reduce bias and attract diverse candidates to the organization. This module will explore improvements that can be made during recruitment. Examples include:
 - Writing gender-neutral job descriptions and postings.
 - Removing racial bias from job descriptions.
 - Creating inclusive corporate (recruitment) landing pages.

Further, we'll discuss where job advertisements are placed and the sources used to attract a diverse set of candidates.

- **Learning Objectives**

- Describe the most common biases that are present in the hiring process.
- Develop a recruitment toolkit for hiring managers that explains how to prevent biases during the recruitment process.
- Explain the recruitment sources used to attract diverse talent(e.g., university & graduate school diversity associations, diversity job boards, diverse professional associations)
- Discuss how organizations can use proofing tools such as Textio and Datapeople to identify biased language in job descriptions and posts

Week 6: Reducing Bias in Hiring, Part Three (Strategic Sourcing & Inclusive Interview Strategies)

- **Topic Overview** – In this second part of reducing hiring bias, we explore how to lead inclusive and equitable interviews. Specifically, the following actions are aligned with inclusive interview practices: diversifying interview panel members, leveraging structured behavioral interview questions, encouraging candidates to utilize virtual backgrounds, and surveying all candidates post-interview.
- **Learning Objectives**
 - Explain the ethical and legal implications of introducing bias into the interview process.
 - Describe the mistakes made during the interview process that result in bias.
 - Define unconscious bias interview training and explain why all employees conducting interviews should complete the training.

Week 7: Inclusive Internal Talent Mobility

- **Topic Overview** – Recent research conducted by Deloitte found Diversity & Inclusion and Global Mobility are natural partners. When aligned, diversity and inclusion and global mobility goals can help the organization identify employees for critical assignments. However, these initiatives are often disconnected. Although this is an emerging area of Talent Acquisition, we will consider the extent to which DEI goals can and should influence internal talent mobility decisions. Here's why – based on insights published by Mercer: "Having international experience is a pre-condition to reach top managerial levels within many multinational companies. International assignments allow employees to develop essential skills and build a network that can boost their careers. The low participation of women and minorities in the assignee talent pool can put a brake on diversity at leadership levels."
- **Learning Objectives**
 - Explain and define internal talent mobility; and discuss the differences between domestic and global talent mobility
 - Describe the challenges of managing an internal talent mobility strategy and explain the resources that support an internal talent mobility strategy
 - Explain the barriers underrepresented talent may experience during global mobility assignments
- Discuss the steps HR professionals can initiate to foster an alignment between internal mobility opportunities and diversity and inclusion goals

Week 8: DEI – Social Support, Part One (Employee Resource Groups)

- **Topic Overview** – Employee Resource Groups (ERGs) were established in the 1960s. As corporations become increasingly global, ERGs are business assets that add value. For example, [Shelton Goode's research](#) found ERGs ensure employees have an opportunity to be heard, valued, and engaged. Also, organizations can leverage ERGs to gain a better understanding of their customers.

Further, companies can use ERGs to improve the organization's leadership development and succession planning process, forge relationships, and ensure alignment between their business and diversity strategies. However, employees involved in ERGs do not consistently see a connection between their participation and career success. Therefore, we'll explore the history of ERGs, identify the characteristics of successful ERGs, and consider the changes organizations should make to ERGs to facilitate career growth and development.

- **Learning Objectives**

- Discuss the history of ERGs
- Describe why ERGs and affinity groups have emerged as a standard component of DEI initiatives.
- Explain the characteristics of effective ERGs.

***Week 10: DEI – Social Support, Part Two (Mentorship)**

**Spring Break occurs during - Week 9*

- **Topic Overview** – Mentoring benefits all employees. For people of color, it's often the difference between being ignored to being heard and valued. There are many forms of mentoring, including work buddies, reverse mentoring, and group mentoring. Mentoring is most effective when it is aligned with both DEI and business strategies. Therefore, we'll explore the history of mentoring, evaluate effective mentoring programs, and discuss the challenges of sustaining mentoring programs.

Further, research conducted by Catalyst found women are often over mentored and under sponsored. Women of color have fewer sponsors. And yet, sponsorship is directly linked with promotion opportunities, higher pay, and movement into executive positions. Consequently, all employees must have access to sponsorship, which is different from support provided through mentorship.

- **Learning Objectives**
 - Describe how mentoring can be used to foster an inclusive environment (e.g., retention, engagement).

Week 11: DEI – Social Support, Part Three (Sponsorship)

- **Topic Overview** – Sponsorship is a relationship between a protégé and a person who has authority or influence they can use to help them in their career development or advancement. A sponsor is an individual who can open up opportunities for you. They are not only more experienced but can lift you to a higher level in the company. It can include talking to you about job opportunities, nominating you for boards or projects, and advocating for your advancement within the company to senior leaders or decision-makers within the company.

Sponsors are advocates who actively work to advance the career of their protégé. They consistently share their protégé's accomplishments and potential, connecting them to others in their network, and recommending them for bigger roles. A sponsor pushes their protégé to take on challenging assignments and actively advances their career progression — including in off-the-record or closed-door meetings with other leaders.

- **Learning Objectives**
 - Explain the differences between sponsors and mentors.
 - Describe why sponsorship matters and the challenges women face in securing sponsors.
 - Discuss the talent implications when people of color and women do not have access to sponsors.

Week 12: DEI – Social Support, Part Four (Making Hybrid Work Environments More Inclusive)

- **Topic Overview** – The number of employees working remotely or in a hybrid model varies, depending on the source. However, it is expected that at least 25% of the workforce in the US will work remotely in the short-term. While the nature of where employees are doing work is

changing, is it critical for DEI initiatives be prioritized. Hybrid work environments create opportunities for employers – for example, companies have a wider pool of talent from which they recruit. However, hybrid work environments also present challenges. For example, some employees have a challenging time finding mentors and others feel unheard during virtual team meetings.

Therefore, we'll discuss the most common types of virtual work environments, identify the characteristics of inclusive virtual work environments, and consider the changes managers should make to support the growth and development of employees working in hybrid and virtual work environments.

- **Learning Objectives**

- Describe the diversity and inclusion challenges present in hybrid work environments
- Explain the characteristics of inclusive hybrid work environments that are supportive

Week(s) 13-14: Diversity Training and Its Effectiveness

- **Topic Overview** – Approximately 1/3 of organizations offer diversity training to their employees and leaders. And unconscious bias training is one of the most popular programs offered across many organizations. However, diversity training often fails to meet its stated goals.

According to research – there are several reasons that diversity training doesn't work, including it is not consistently aligned with: “reducing expressions of bias and discrimination, fostering greater collaboration across groups, retaining employees from historically marginalized or underrepresented groups, reducing conflicts in the workplace.” The purpose of this module is to understand why diversity training began, review examples of current diversity training programs, and analyze why the programs do not consistently result in workplace improvements.

Learning Objectives

- Describe the most common diversity and inclusion training courses offered in organizations.
- Discuss why (some) diversity and inclusion training programs fail.
- Explain how to improve diversity and inclusion training programs.

Week(s) 15: Individual Actions - What can I do to support DEI at my organization?

- **Topic Overview** – One of the most common questions working professionals have is, what can I do to advocate for a diverse, equitable, and inclusive work environment? Ultimately, individuals have agency over how they choose to foster inclusion and equity at work. However, we'll explore specific actions one can complete, including:
 - Recognize your biases
 - Become an ally
 - Call out managers and coworkers that make biased remarks.
 - Engage in difficult conversations in the workplace (e.g., gender, race, ethnicity).

Participants will also be encouraged to share their stories about workplace experiences and observations they've made about other coworkers.

- **Learning Objectives**

- Recognize your own biases and learn how to manage them in the workplace.
- Describe approaches that can be used to discuss difficult topics with coworkers and managers.

- Demonstrate respect for and willingness to embrace individual differences and diverse perspectives.
- Create an action plan that explains specific actions each student will complete to contribute to a fair and equitable work environment.
- Explain the bystander effect and how it can prevent harassment and discrimination in the workplace.

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