

Leveraging Diversity

Competency Development Activities

Competency Definition

Recruits, develops, and retains a diverse high quality workforce in an equitable manner. Leads and manages an inclusive workplace that maximizes the talents of each person to achieve sound business results. Respects, understands, values and seeks out individual differences to achieve the vision and mission of the organization. Develops and uses measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity.

Developmental Activity Levels

All (A)

Applies to all competency levels

Beginner-Basic Knowledge (B)

A person at the Beginner-Basic Knowledge level has limited experience applying the competency. He/she applies general knowledge in common situations but has limited practical experience in applying the competency in a work environment presenting more complex situations.

Mid-level (M)

A person with mid-level proficiency has applied the competency repeatedly and successfully in the performance of his/her job but still has much to learn about the advanced aspects or behaviors associated with the competency. A person at this level can usually apply the competency on his/her own.

High (H)

A person at the High level has extensive knowledge of and experience with this competency and can apply the competency exceptionally well on the job without assistance. At this level one is an expert and has enough experience to teach the competency to others.

Articles, Books, and Websites

M Lockwood, Nancy R., “Workplace diversity: leveraging the power of difference for competitive advantage”, HR Magazine, June, 2005.

Workplace diversity has taken on a new face. Today, workplace diversity is no longer just about anti-discrimination compliance. Workplace diversity now focuses on inclusion and the impact on the bottom line. Leveraging workplace diversity is increasingly seen as a vital strategic resource for competitive advantage. This article describes how more companies are linking workplace diversity to their strategic goals and objectives--and holding management accountable for results. Leaders at all levels play a key role in creating and empowering an organizational culture that fosters a respectful, inclusive, knowledge-based environment where each employee

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has the opportunity to learn, grow and meaningfully contribute to the organization's success.

M/H "Building and Maintaining a Diverse High-Quality Workforce"

This online guide is designed to help Federal agencies develop an effective program to build and maintain a diverse, high-quality workforce. Building includes activities to attract, recruit, and hire employees. Maintaining includes activities to develop, manage, reward, and retain employees.

M/H "Ethnicity and Cultural Resources"

This site lists resources for understanding various ethnic groups and cultures.

H Trompenaars, Fons, Hampden-Turner, Charles, Managing People Across Cultures (Culture for Business Series), Capstone, June, 2004.

Managers of diverse workforces in today's globalizing context will find great value and new ideas in this work. Trompenaars provides models that help one understand cultural differences and their likely implications on how people can be managed effectively. This book is of particular use to those responsible for managing people in organizations with employees having different national/ethnic origins. The book talks about the impact of values and beliefs on what is viewed as fair and appropriate relative to processes like selection, development, performance management and rewards management.

Activities

H Participate in organization- wide activities and with organizations that support the attraction, retention, and development of a diverse workforce.

H In discussions with your peers and subordinates, promote differences as being assets, not liabilities.

M Make an effort to interact with people who are different from you. Learn about their backgrounds, perspectives, and cultures.

H Volunteer to be a coach or mentor for someone whose ethnic background is different from yours.

H Analyze your own values, beliefs, and actions. Make sure that you demonstrate respect for diversity in your language and actions.

H Initiate a process of identifying specific experiences, skills, expertise and interests of employees that could be utilized to address key issues or needs in the organization. Then plan how to leverage them.

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Competency Development Activities

Coaching Suggestions for Managers

H Recommend that your screening managers and supervisors have discussions with their team members to identify how to screen passengers from different cultures in ways that are sensitive to and respectful of, their cultural practices and beliefs.

H Assign lower level managers and supervisors within your organization the task of getting to know their employees' skills, expertise, experience and interests to identify how to leverage them in ways that fit within TSA needs.

H Recommend that lower level managers organize informal meetings in which the members of their work group/team can get to know more about the backgrounds, interests and capabilities of their fellow team members so that they can take them into consideration in the ways they work together and interact with each other.