Respectful and Courageous Conversations:

Class Agreement:

- Stay present
- Share ideas and experiences, not IDs (maintain confidentiality, no names)
- What is shared stays, what is learned goes
- Please understand and respect that each person brings a unique experience and truth to every situation

Guiding Principles

- This is a safe space, but safe does not mean comfortable
- Be brave and share experiences
- Please maintain an open mind and level of understanding when others are sharing

Objectives

✓ How to help ensure your own biases do not get in your way when leading/hiring team members

✓ How to create an environment where every employee feels comfortable bringing their whole self to work

✓ Best practices to build diverse and inclusive teams

✓ Common pitfalls when creating inclusive teams

✓ How to stop micro-aggression/marginalization when it happens

Honest and transparent conversation

Welcome and Introduction

Introduce yourself by sharing:

- Name
- Years at CFTC
- Where you live
- Profession/Job Title

Welcome and Introduction

Introduce yourself **without** saying your:

- Name
- Years at CFTC
- Where you live
- Profession/Job Title

What Is Marginalization at Work?

When someone feels their contribution is not valued, or their idea or specific recommendation is not valued, or because they as an individual, with a demographic that they cannot change, are being devalued.

What Is Marginalization at Work?

This is a form of prejudice, and left unchecked, it breeds a toxic work environment for the marginalized employee: The employees might find ways to isolate the employee, excluding them from meetings or even moving them to a different location in the office. They might also fail to recognize the employee's achievements, bully them, or be disrespectful in order to make them feel less valuable.

What Is Marginalization at Work?

Often happens to groups already fighting uphill battles in our workplaces—women, people of color, people with disabilities, people who are overweight, etc.

Marginalization at Work

• Assuming someone will act a certain way based on stereotypes about their identity (aspects such as race, gender, sexuality, etc.)

• Denying professional opportunities because of aspects of someone's identity (racism, sexism, ableism)

• Not providing equal access to resources because of someone's identity

• Assuming someone got where they are only because they "check a diversity box"

• Singling someone out because of their religious beliefs or cultural practices

• Refusing to recognize good work

• Finding ways to isolate someone, like purposefully leaving them out of meetings

Marginalization at Work

- Addressing someone by his/her first name when others are addressed more properly

- Patting a person in a wheelchair on the head or shoulder

- Giving excess praise to someone for a fairly simple action

- Assigning someone remedial tasks at work or at home

- Speaking slowly or excessively loudly to an elderly person

- Talking "down" to someone

- Ignoring a persons thoughts or comments

Most Commonly Marginalized Groups

- Racial/Cultural/Religious Minorities
- LGBTQ+ Individuals
- Senior Citizens
- Women
- Military Combat Veterans
- People with Disabilities
- Persons Living in Poverty
- The Homeless
- Formerly Incarcerated Individuals
- Limited English Proficiency Individuals

Real examples

The "taking credit"

In a meeting someone volunteers an idea that doesn't get a lot of discussion, but then five minutes later, another team member offers up the exact same suggestion, not giving them credit for the first suggestion, but instead takes it as their own and takes credit.

Real examples

Doing what is right

A team member, who happens to be a minority, has just completed a very important report that took months of research. The team is really excited to highlight the work with leaders across the organization.

When it comes time to decide who is going to present the report, you decide to let someone else on the team present (although that person contributed very slightly to the report).

Advocating for Marginalized Groups

• **Start paying attention to what you say.** Most people already know to avoid generalizations and stereotypes. But most of us are still guilty of using language that causes offense even if we don't mean to.

• **Be willing to accept correction.** Even the most well-meaning people make mistakes and have misunderstandings about others. When someone points out your errors, offer a sincere apology and be ready to learn from the experience. It will earn you much more respect than responding with defensiveness or anger.

Advocating for Marginalized Groups

- **Be intolerant of intolerance.** Are you willing to confront derogatory and hateful speech online? What about in person? What if the person is a friend or relative? The risk of staying silent is sending the message that discrimination and intolerance are values that you are willing to tolerate.

- **Educate your own community.** Your voice is most effective within your own group since you are in the best position to confront its stereotypes and misunderstandings, some of which you may have overcome yourself. You also have a special access to them as an audience that other communities do not. Use it!

Best Practices

Tips: Recruitment

Reach out to organizations where underrepresented/underserved communities can be reached.

Make sure the job qualifications are truly necessary for the position.

For example:
- Are the educational requirements and years of experience really necessary?
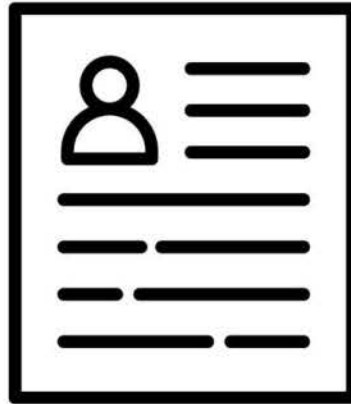- Can some of the skills be learned on the job?

Note: Make sure that job applicants with disabilities have a way to request a reasonable accommodation if needed.

Redact resumes before review

Best practice - ask someone to remove the candidate's name, age (year of graduation from school), address, names of school and other potentially biasing information from the resumes before you go through them.

Standardize the interviews

Standardize the interview questions and the post-interview debrief so that all assessors follow the same framework when assessing and ranking candidates.

Standardize the interviews

The Difference Between Structured and Unstructured Interviews:

Structured interviews are focused on standardization. Each candidate gets the same questions, in the same order. The questions focus on qualifications/competencies that are required for the job, rather than cultural fit. Unstructured interviews are more casual. There are typically few planned questions, and the order in which they're asked varies.

Please see OPM website for further information on structured interviews and rating scales. Strongly encourage you to visit.

https://www.opm.gov/policy-data-oversight/assessment-and-selection/structured-interviews/

Standardize the interviews

Communication

• Tell me about a time you had to deliver bad news to a manager or team member. How did you do it? What was the other person's reaction?

Ethics

• Tell me about a time you faced an ethical dilemma at work. What did you decide and what was the result?

Dependability

• Tell me about a time you struggled with work-life balance. What did you do? Did you manage to solve the problem?

• Imagine you're assigned an important task but your team members keep interrupting you with questions. How do you manage?

Initiative

• Tell me about a time you took the lead in a team project. What was the project outcome?

Willingness to learn

• Tell me about a time someone criticized your work. How did you respond and what did you learn?

Standardize the interviews

Scoring – candidates answers should be scored as follows:

0	No answer given or answer completely irrelevant. No examples given.	**2**	Some points covered, not all relevant. Some examples given.	**4**	Good answer. Relevant information. All or most points covered. Good examples.
1	A few good points but main issues missing. No examples/irrelevant examples given	**3**	Some points covered. Relevant information given. Some examples given.	**5**	Perfect answer. All points addressed. All points relevant. Good examples.

Weighting – questions can be weighted **1 (low importance)** or **2 (high importance)** to reflect their overall importance to the position.

Related question(s)	Weight (1-2)	Score (0-5)	Total

Watch out for bias toward likeability

Familiarity is comforting and we like to surround ourselves by people we feel comfortable with.

Pair the interview with a skills test or a real-life problem-solving challenge in order to give each candidate the best possibility of demonstrating their particular strengths.

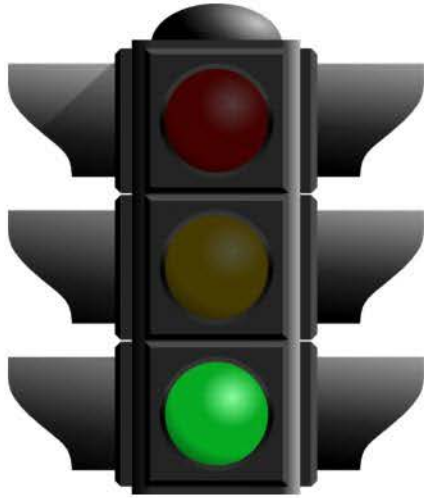# Implement a collaborative hiring process

Diversity attracts diversity.

Don't have just one person responsible for hiring, make the hiring process as unbiased as possible by including as many different people, with differing backgrounds and differing worldviews as you can.

Note: Consult with HR about asking people from other departments, other federal agencies to participate or be on hiring panel, craft structured interview questions, or review resumes.

Best practices to create an inclusive environment

Consciously Mentor Across Differences

Unconsciously, people are more likely to be invested in someone else's career development when they can see themselves in the colleague.

This is why informal mentoring relationships are more challenging to create when there are more differences between colleagues.

Be consistent when responding to mistakes

Although everyone makes mistakes, how people respond to them makes all the difference.

When employees in your organization slip up, do they get a second chance, or are they forever marked as careless? And would you answer that question the same way for each person on your team?

Note: Consult with HR when needed to help ensure consistency.

Be civil and professional at all times

Yelling, abusive emails, and attacks on another person's character are just some of the tactics workplace bullies use to wield power over others. Bullies target marginalized members who seem vulnerable because they do not have strong informal mentors or allies. Managers should stop bullying because it can destroy a team and decreases productivity.

subtle

Challenge your unconscious mind

People are influenced to act based on their beliefs, and their beliefs shape how they see the world, including their perceptions of other people.

When you unconsciously believe that employees in an marginalized group are less skilled, less qualified, or less talented, you consciously look for affirmation of these beliefs.

Create an environment where everyone can feel comfortable bringing their true and best selves to work and value their differences.

- Provide workers with a safe space to voice their concerns, communicate frequently and openly.

- Creating a trusting environment is key to welcoming employees and making them feel at home in the workplace.

- Offer support, be sensitive towards other cultures, and send frequent follow-ups and reminders.

- Facilitate communication by being consistent.

- Adopt a common agency language that all the employees are aware of and know well.

Create an environment where everyone can feel comfortable bringing their true and best selves to work and value their differences.

- Use alternative dispute resolution to address conflict before it escalates.

- Ensure that reasonable accommodations are provided appropriately to people with disabilities or based on an employee's religion.

- Work with HR to properly address any allegations or observations of harassment or potentially harassing conduct; report it appropriately.

- Watch your personal relationships- avoid playing favoritism- try to find a way to include people who may not always be in the "popular group."

- Respect employee privacy and confidential information.

Acknowledge and challenge the biases you have and work hard to overcome them.

Case study 1

Over the past two years, you have hired new employees on your team. Due to the pandemic, you have yet to meet them in person. In addition, you have a number of teammates that you have known for many years on your team.

- What questions will you ask yourself?
- What are some activities you could do to create an inclusive environment?

Case study 2

One of your employees brings to your attention that they feel that they are being overlooked for training and development opportunities. They feel that one of their teammates is always selected and they have not had the same opportunities as others.

- What questions would you ask yourself?
- How would you address this situation?
- What would success look like?

Case study 3

You plan on hiring a new employee in the coming months. You want to ensure you hire the most qualified applicant.

- How will you plan for the interview?
- Who will you engage to help you with the interview process?
- How will you select the teammates that will assist you?

The CFTC's Next Steps

- Draft and implement an agency-wide DEIA strategic plan
- Hire a new Chief Diversity, Equity, Inclusion and EEO Officer
- Formalize a DEIA Workgroup
- Address the potential barriers and issues identified in the FY20 MD-715 and Deloitte reports
- Create a human capital strategic plan with DEIA principles integrated into it

Next Steps You Can Take

Info will be sent via email:

- Fill out an evaluation and provide input via link
- Attend one of the CFTC's eight special emphasis programs
- Join one of the CFTC's six Affinity Groups
- Write OMWI with further questions OMWI@CFTC.GOV

The CFTC's
Office of Minority and Women Inclusion
Welcomes You!

OMWI's Portfolio:

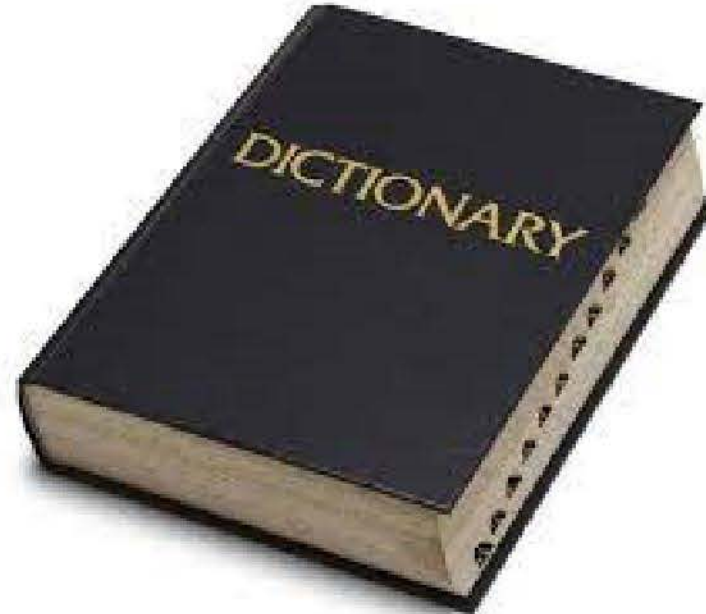# Diversity, Equity, Inclusion, and Accessibility (DEIA) and Equal Employment Opportunity (EEO)

CFTC

Ice Breaker

1) Your Name
2) New position/title
3) New Division/Office and location
4) In 3 words or less, what does inclusion mean to you?

DEIA Definitions

- Diversity
- Equity
- Inclusion
- Accessibility

Diversity

The practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people, including underserved communities.

Equity

The consistent and systematic fair, just, and impartial treatment of all individuals.

CFTC

Inclusion

The recognition, appreciation, and use
of the talents and skills of employees
of all backgrounds.

Accessibility

The design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them.

CFTC

Advancing DEIA through Partnership, Collaboration, and Shared Success

Affinity Groups:
Spaces for Support and Community

- **Association of African Americans**

- **Association of Asian Americans and Pacific Islanders**

- **CFTC Pride**

- **Latino-Hispanic Employee Association**

- **Persons with Disabilities**

- **Veterans**
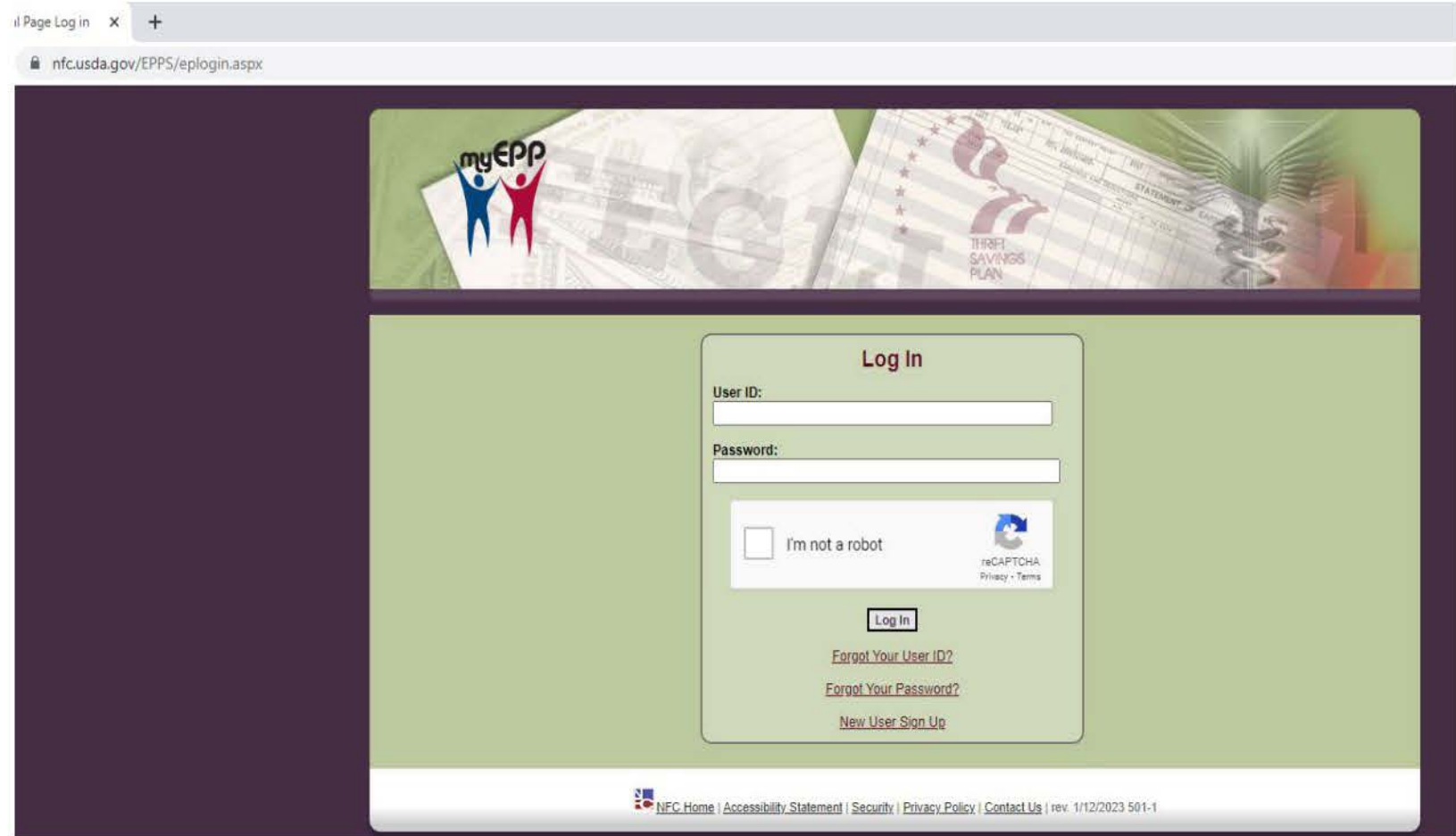
- **Women at Work**

Join by emailing OMWI@cftc.gov.

Take 3 minutes to look at the list and email us which groups you'd like to join now.

CFTC

Make sure your demographic information is correct in your "EPP" Employee Personal Page:

https://www.nfc.usda.gov/EPPS/eplogin.aspx

- Identifying your ethnicity, race, gender, disability status helps the agency track DEIA progress and ensure efforts are resourced appropriately

Check it out!

OMWI's internal SharePoint Site:

cftcusgov.sharepoint.com/sites/omwinew

Promote Employment Opportunities on LinkedIn

If you see us sharing opportunities on LinkedIn, please repost them and like them so they reach a broader audience.

The Road Ahead

Building a Foundation for Success

- Current State
- Communication and Transparency
- Education and Awareness
- Vision and Alignment
- Cross Functional Teams
- Innovative Tools and Resources
- DEIA Strategic Plan
- Governance

CFTC

DEIA at the CFTC: True or False

The CFTC has seven employee affinity groups and anyone can join.

True: Allies are welcome!

CFTC

DEIA at the CFTC: True or False

CFTC employees can update their demographic data in their Employee Personal Page.

True: It helps the agency.

DEIA at the CFTC: True or False

Employees can find resources on inclusive language, DEIA events, and more on OMWI's SharePoint site.

True: Check out the resources.

CFTC

EEO and DEIA

- **EEO:** EEO plays a pivotal role in leading and coordinating equal employment opportunity efforts across the CFTC (investigations, conciliations, litigation, administrative hearings, appellate decisions, reviewing and evaluating agency EEO programs, and a host of other responsibilities). The focus is on enforcing the laws and regulations and education.

DEIA: DEIA is about constructively using those things that make us different and unique that reach far beyond generalized group descriptors. Diversity is not about correcting a past imbalance, being a good corporate citizen, or even about the law. It represents the unique values, cultures and characteristics of all individuals.

CFTC

Equal Employment Opportunity

CFTC

What is equal employment opportunity?

Employees have the right to work free from unlawful discrimination. Discrimination occurs when you are being treated differently than others (or are harassed) *because of* a protected basis.

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What are the protected bases under EEOC jurisdiction?

– Race

– Color

– Religion

– Sex (including sexual orientation, gender identity, and pregnancy)

– National Origin

– Age (40+)

– Disability

– Genetic Information

– Retaliation

CFTC

Who can initiate a complaint?

- Employees
- Former employees
- Applicants for employment
- Some contract employees*

Who believe that an action concerning a term, condition, or benefit of employment was taken, or not taken, because of a protected basis.

CFTC

What actions can become the subject of an EEO complaint?

- Non-Selection
- Awards
- Promotion
- Demotion
- Reprimand
- Suspension
- Termination
- Duty Hours
- Hostile Work Environment

- Performance Evaluations
- Sexual Harassment
- Pay/Overtime
- Reassignment
- Time and Attendance
- Training
- Retirement
- Accommodation

CFTC

Federal Sector Complaint Process: Informal
(Under 29 CFR 1614)

```
                        ⬡ Occurrence ⬡
                              │
                           45 days
                              │
                    ┌──────────────────┐
                    │    Counselor     │
     Traditional    │    Contact       │     Alternative
     Counseling     └──────────────────┘     Dispute Resolution
                         30-90*days              (ADR)
                              │
                    ┌──────────────────┐
      Resolved      │  Notice of Right │      Resolved
                    │  to File Formal  │
                    └──────────────────┘
                              │
                           15 days
```

* Maximum time for counseling/ADR
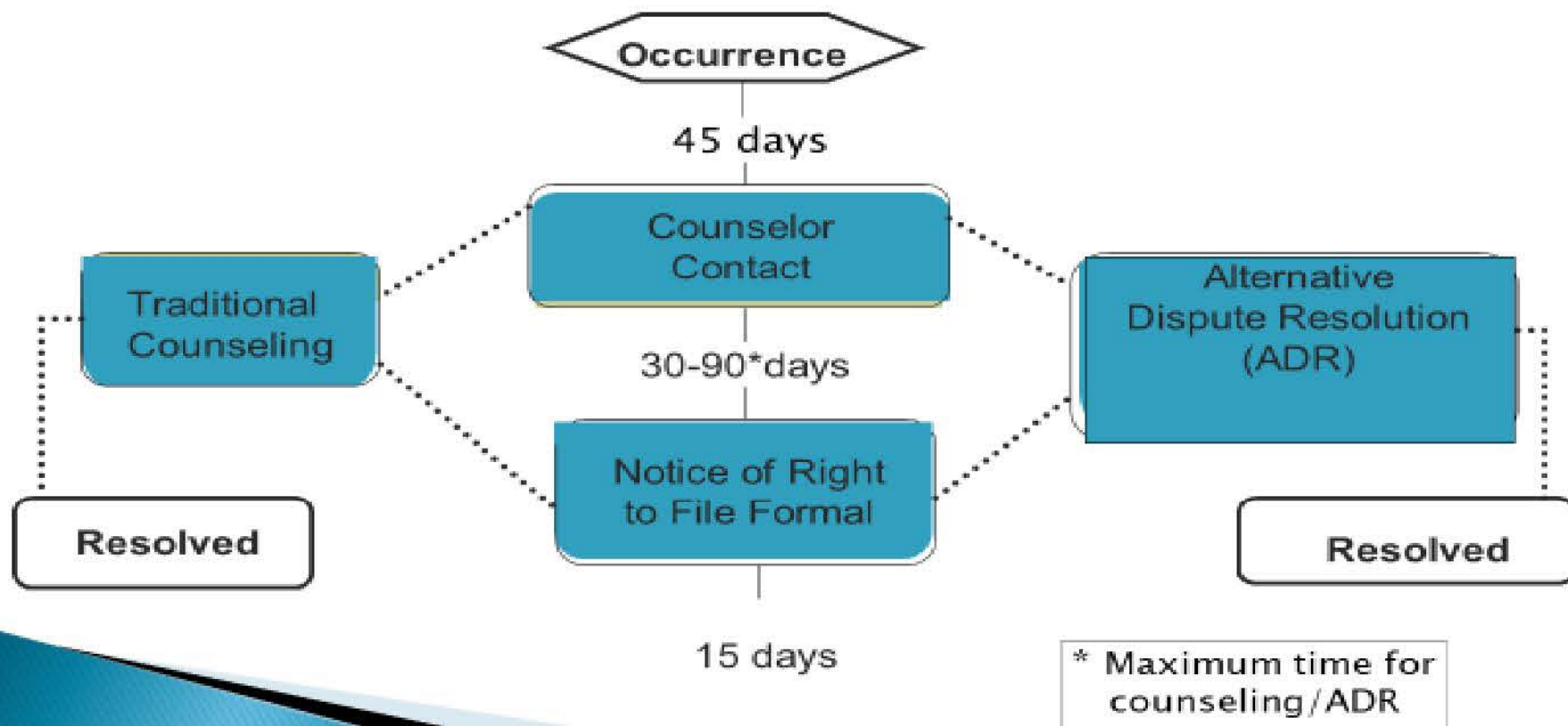
13

Federal Sector Complaint Process: Formal
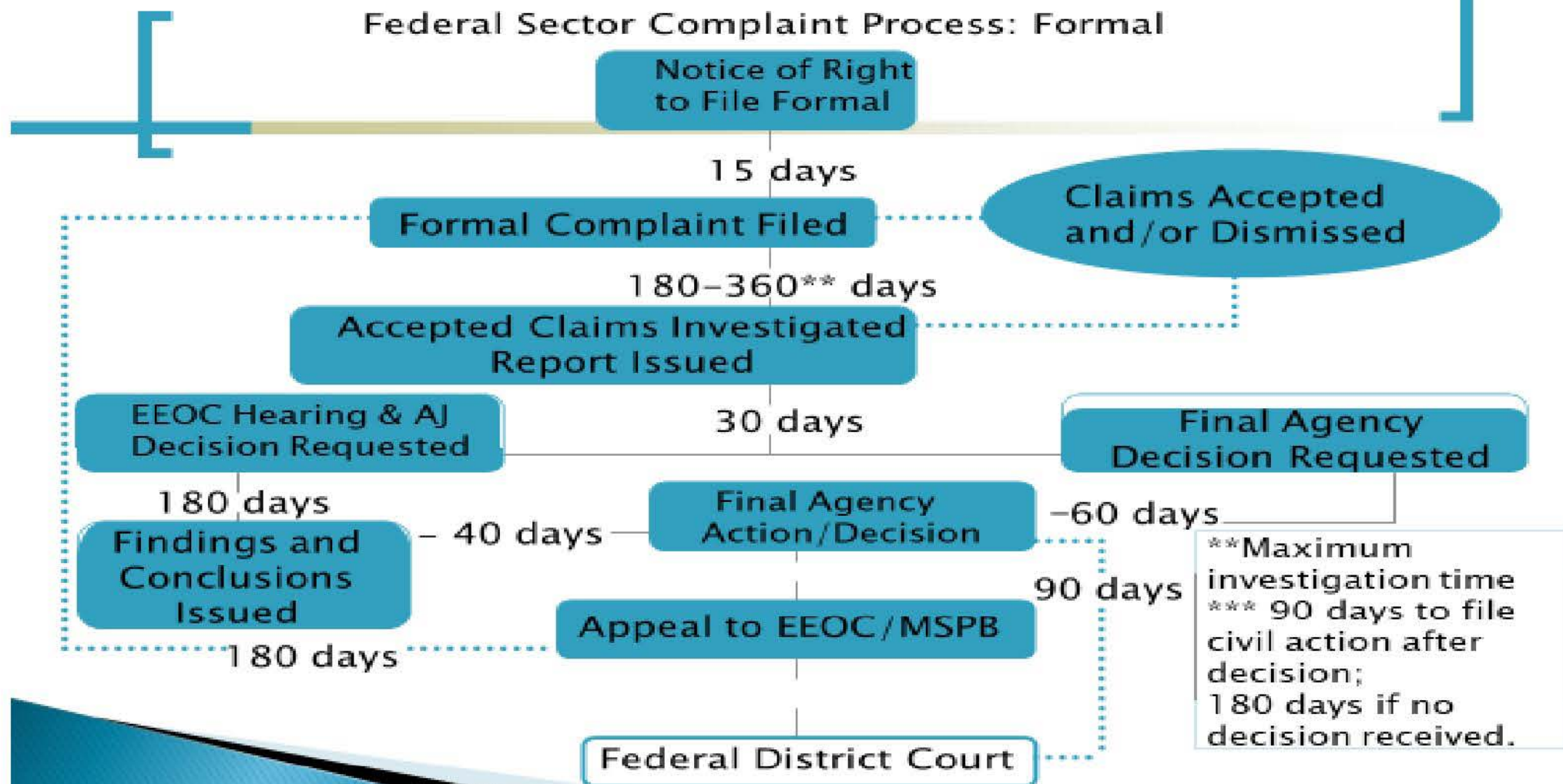
Equal Employment Opportunity

Helpful Hints

➢ Treat everyone with professionalism and respect.

➢ Address issues/conflict promptly.

➢ Report incidents and seek help from a supervisor, your Human Resources representative, or OMWI.

➢ If you believe you have been subjected to discrimination, you should not delay in contacting OMWI. Contact OMWI within 45 days from the date you believe discrimination has occurred.

omwi@cftc.gov

202-418-5400

CFTC

What is a reasonable accommodation for disability?

- Any change in the work environment or in the way things are usually done that results in equal employment for an individual with a disability.

- Reasonable Accommodation is available for the application process, performing the essential functions of a job, and enjoying equal benefits and privileges of employment.

CFTC

Disability Reasonable Accommodation Examples

- Purchasing or modifying existing equipment or devices.

- Written materials accessible through alternate formats.

- Sign language interpretation, readers or interpreters.

- Making changes to facilities or workspace.

- Allowing an employee to work from home or another location.

- another location.

- Allowing an employee to use additional leave.

- Modifying a workplace policy.

- Reassignment to a vacant position (accommodation of last resort).

CFTC

What is a reasonable accommodation for religion?

Employers must reasonably accommodate an employee's religious beliefs or practices, unless doing so would cause more than a minimal burden on the operations of the employer's business.

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Religion Reasonable Accommodation Examples

- Changes to schedule
- Providing Leave
- Modifying dress code
- Modifying "Clean-Shaven" requirements

CFTC

Starting the Reasonable Accommodation Process

To initiate the process contact the
Human Relations Branch's
Workforce Relations Team at:
WorkforceRelations@CFTC.gov

EEO at the CFTC: True or False

If you feel you have experienced discrimination, you must contact OMWI within 45 days of the date that the adverse action occurred.

True. Don't miss the deadline.

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EEO at the CFTC: True or False

All employees should endeavor to treat everyone with professionalism and respect.

True. We all play a role in creating an inclusive culture.

CFTC

EEO at the CFTC: True or False

Employees may request reasonable accommodations based on disability and based on religion.

True. Workplace flexibility options based on religion and disability are available.

CFTC

Contact OMWI

- **Tanisha Cole Edmonds**
  OMWI Director/Chief Diversity Officer
  TEdmonds@cftc.gov

- **Kimiko Oliver**
  (Associate Director, DEIA)
  koliver@cftc.gov

- **Derrick Wilson** (SEP, Affinity Groups) Dwilson@cftc.gov

- **Sarah Pauly** (MD-715, DEIA)
  SPauly@cftc.gov

- **Debra Roberts**
  (Executive Assistant)
  DRoberts@cftc.gov

CFTC Virtual Workshop
"Respectful Interactions: Inclusive Language in the Workplace"

The Office of Minority and Women Inclusion (OMWI) and the CFTC Pride Affinity Group are proud to offer a virtual workshop: *"Understanding the Climate for LGBTQ+ Workers Nationwide"* presented by the Human Rights Campaign (HRC). During this one hour workshop, the HRC will discuss research revealing that, despite many advances in inclusive workplace policies and practices, 46% of lesbian, gay, bisexual, transgender and queer employees are "closeted" at work. The session will use data from HRC's workplace climate survey and report to reveal the pressure points in building LGBTQ+-inclusive workplaces as well as provide useful tools for LGBTQ+ employees and allies to make workplaces more warm and welcoming.

Date: Wednesday, October 12, 2022
Time: 1 PM – 2 PM (EST)
Join on your computer or mobile app
Click here to join the meeting
Or call in (audio only)
+1 929-229-5003,,809189812#
Phone Conference ID: 809 189 812#

Understanding and Addressing Unconscious Bias

NEXT LEVEL EXPERIENCE

Objectives

- Understand what Diversity, Equity, Inclusion, and Accessibility (DEIA) mean.

- Learn some ways to mitigate unconscious biases.

- Learn how to create an inclusive environment.

- Learn about microaggressions.

- Have fun!

Honest and transparent conversation

Respectful and Courageous Conversations:

Class Agreement:

• Stay present

• Share ideas and experiences, not IDs (maintain confidentiality, no names)

• Listen for understanding

• Acknowledge intent

• What is shared stays, what is learned goes

• Please understand and respect that each person brings a unique experience and truth to every situation

Guiding Principles

• This is a safe space, but safe does not mean comfortable

• Be brave and share experiences

• Please maintain an open mind and level of understanding when others are sharing

We ask everyone to join the conversation

Activity
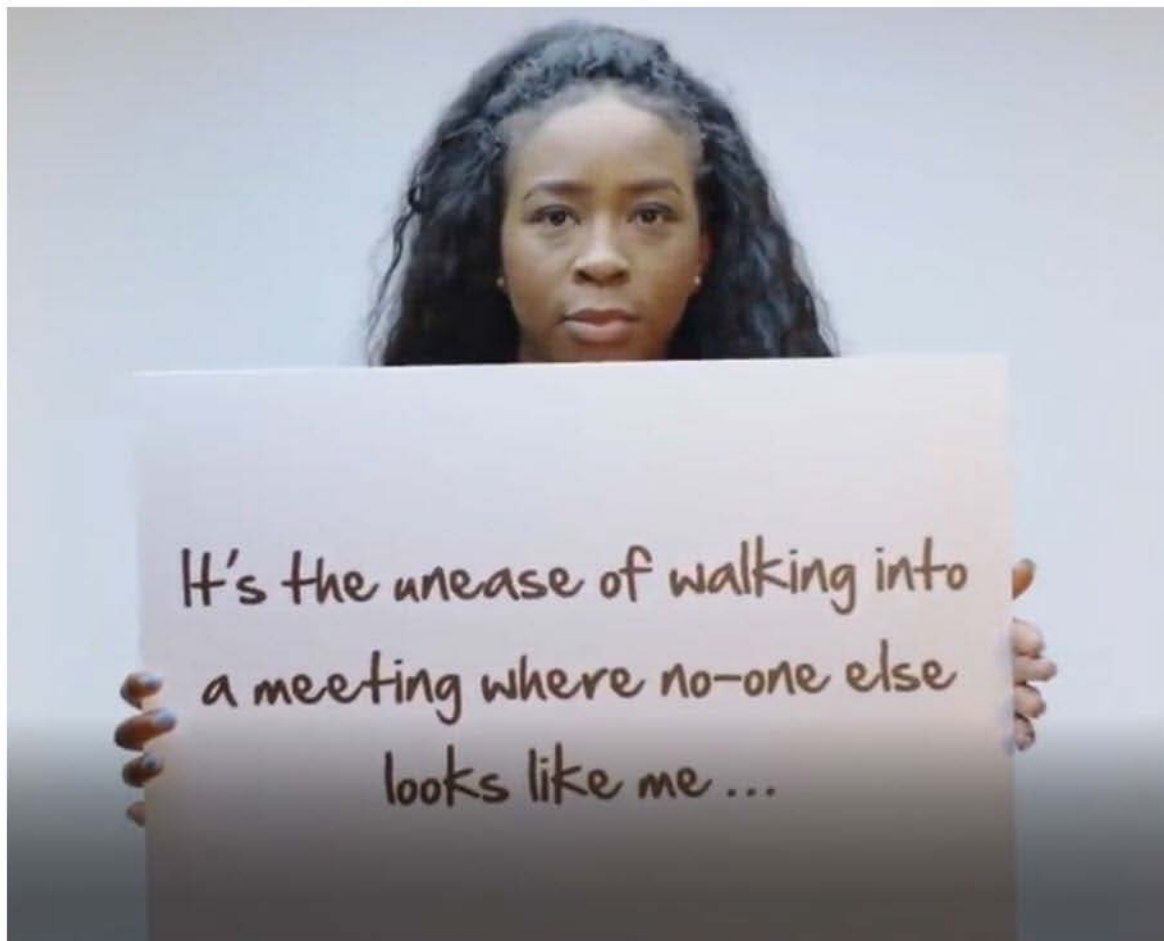
It's the unease of walking into a meeting where no-one else looks like me ...

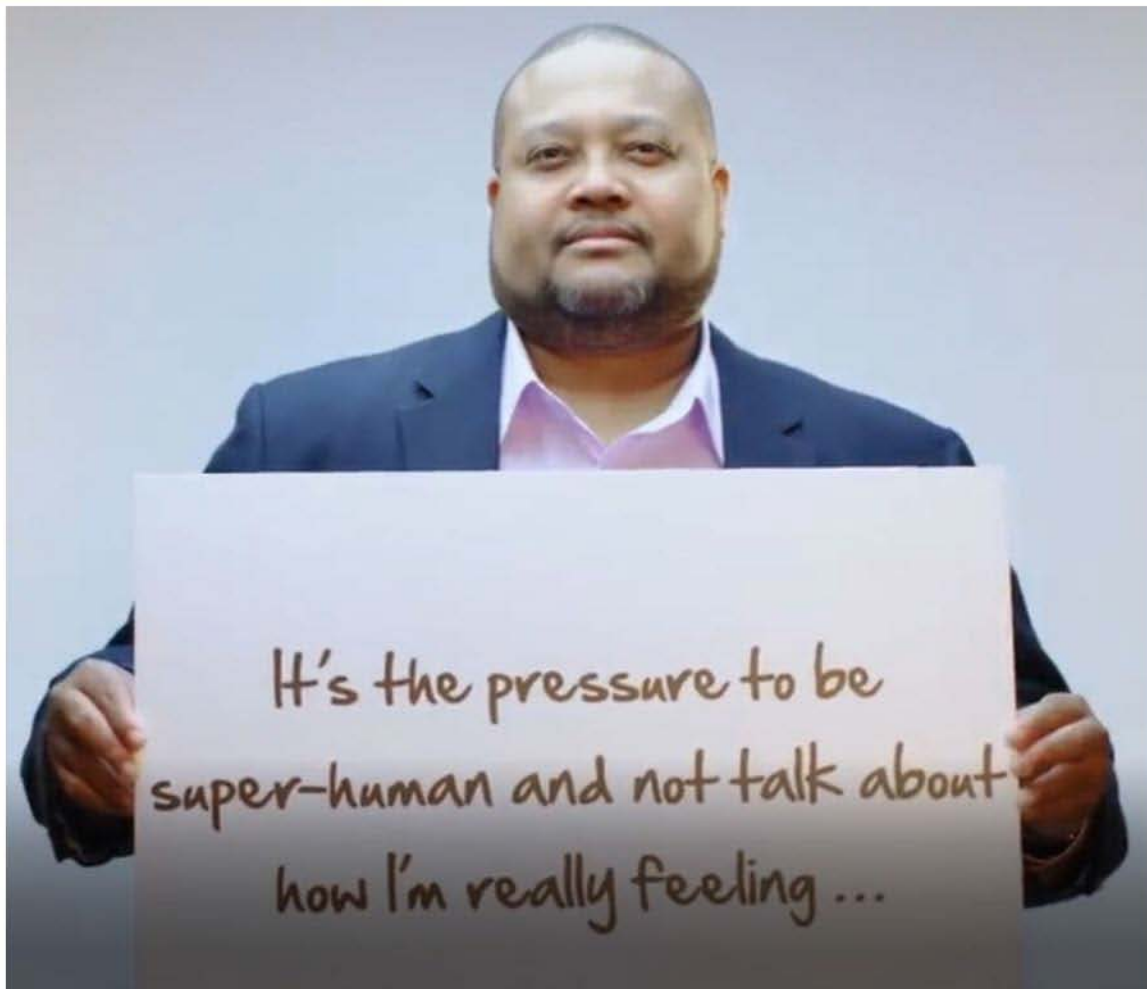It's the frustration when I am not asked for my opinion or talked over in meetings …
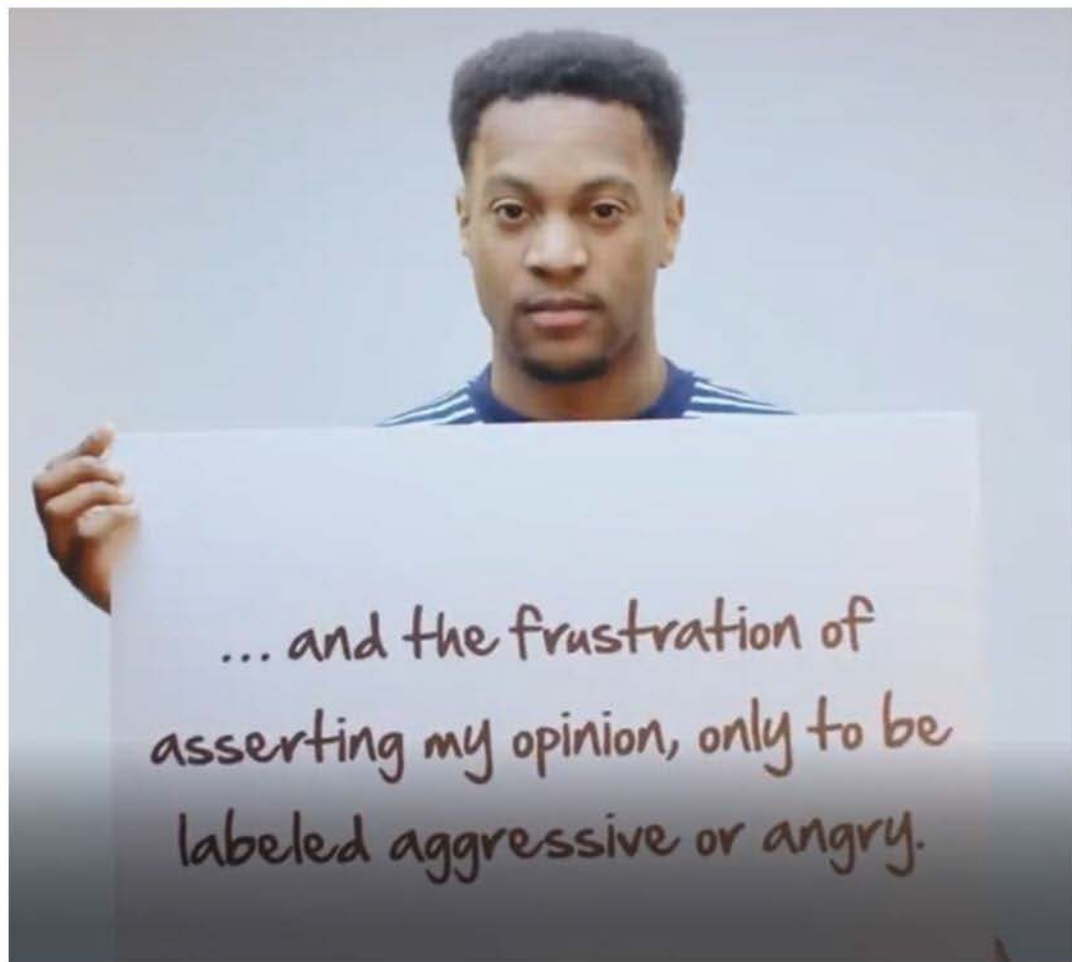
... and the frustration of asserting my opinion, only to be labeled aggressive or angry.

It's the annoyance when people presume I am less committed to my family life, because I am a man ...

... and the anxiety of how others will react to my disability.

A chance to feel valued and respected for who we are ...

... and for our differences to be embraced as strengths.

Video 1

We ask everyone to join the conversation

How many pieces of information does your unconscious mind process every second?

11 Million

How many pieces of information does your conscious mind process every second?

40

Source: Britannica Encyclopedia

Your Mind Has 2 Systems

Autopilot Subconscious

AUTOPILOT

Automatic and efficient.
Seeks to identify patterns - key to
human survival and evolution.
90% of decisions.

Logical and Conscious

Informs →

Articulates judgments and
makes choices.

Source: Psychologist Daniel Kahneman

What Is Diversity?

What Is Diversity?

Represents the full spectrum of human demographic differences

Building a team

What Is Inclusion?

What Is Inclusion?

Cultural and environmental feeling of belonging

What Is Equity?

What Is Equity?

The consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment.

What Is Accessibility?

What Is Accessibility?

The design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them.

Activity: Open Discussion

- When was a time you felt you didn't "fit in?"

- Have you ever felt excluded?

Activity

What are the first three things to come to mind when you hear the words: a diverse, equitable, inclusive, and accessible workplace?

Benefits

Increased Employee Engagement and Trust
When employees feel included, they're more engaged.

New Perspectives and Innovation
CFTC has a much higher chance of coming up with fresh and great ideas with a more diverse group.

Better Decision Making
Diverse teams make better decisions.

Improved Performance
Employees that feel valued are more likely to give the extra effort.

Bias

- **Bias** is a prejudice in favor of or against one thing, person, or group compared with another usually in a way that's considered to be unfair.

- Biases may be held by an individual, group, or institution and can have **negative or positive** consequences.

- Can be present in people of same community that is impacted by the bias

Unconscious bias

There are types of biases:

- **Conscious bias** (also known as **explicit** bias) and

- **Unconscious bias** (also known as **implicit** bias)

Unconscious bias

- Unconscious biases are social stereotypes about certain groups of people that individuals form outside of their own conscious awareness.

- **Everyone holds unconscious beliefs** that are often incompatible with one's conscious values.

- Certain scenarios can activate unconscious attitudes and beliefs

  - Biases may be more prevalent when multi-tasking or working under time pressure.

Join the conversation!

Based only on my appearance, people would never expect that I _____.

Types of biases

1. Anchoring Bias

- We tend to put more weight on the first piece of information we hear.

How to mitigate

- Know that the first piece of information you receive does not have any more importance than the fifth.

2. Availability Heuristic

- We overestimate the importance of whatever information we have easy access to. We rely too much on examples that come to our minds quickly, instead of weighing all information equally.
- Watching the news is one example of this type of bias.

How to mitigate

- Remind yourself that anecdotal evidence is not statistically relevant in decision-making. Your Aunt Sue winning the lottery in no way improves your odds of winning big.

Pre-conceived notions (biases) can be very dangerous

Types of biases

3. Bandwagon Effect

- We are more likely to be swayed the more people around us think a certain way.

How to mitigate

- Stick to the facts. Know that people thinking a certain way doesn't make them right, even if many people think that same way.

4. Confirmation Bias

- It's when people only listen to information that confirms what they already believe.
- Social media is like confirmation bias heaven.

How to mitigate

- Listen to the counterargument and seriously consider it.

Best Practices: Systemic Solutions

- Implement a collaborative hiring process
- Pair the interview with a skills test of real-life problem-solving challenge
- Standardize interviews
- Redact resumes
- Intentionally reach out to underserved communities to recruit and mentor
- Educate workforce about rights
- Conduct a barrier analysis and address barriers
- Consciously strategize to promote DEIA

Activity

Two Moments

Share your two most important moments that helped shape who you are.

Microaggression

Definition

- A comment or action that subtly and often unconsciously or unintentionally expresses a prejudiced attitude toward a member of a marginalized group (such as a racial minority).

- Microaggressions may seem small; but compounded over time, they can have a deleterious impact on an employee's experience. Research suggests that subtle forms of interpersonal discrimination are at least as harmful as more-overt expressions of discrimination.

Microaggresions examples

- "Your name is hard to pronounce. Can I call you this instead?"
- "Where are you *really* from?"
- "You don't act like a Black person."
- "You're so articulate."
- "How you've overcome your disability is so inspiring."
- "You don't look transgender."
- "You're cooler than most (insert marginalized group here) I know."
- "You're Asian? You should meet my one Chinese friend. You all may know each other."
- "You're Gay? You should meet my one gay friend. You all may know each other."
- "Is that your real hair? Can I touch it?"
- "I'm colorblind. I don't see color."
- "Your English is so good."

Activity

Share microaggressions that you have heard or experienced?

Addressing microaggressions

- **Ask for more clarification**: "Could you say more about what you mean by that?" "How have you come to think that?"

- **Separate intent from impact**: "I know you didn't realize this, but when you _____ (comment/behavior), it was hurtful/offensive because_____. Instead you could_____ (different language or behavior.)"

- **Share your own process**: "I noticed that you _____ (comment/behavior). I used to do/say that too, but then I learned_____."

- One principle underlying these statements is helping the aggressor understand she or he is not under attack for their comment.

Challenge your assumptions

The CFTC's Next Steps

- Draft and implement an agency-wide DEIA strategic plan
- Hire a new Chief Diversity, Equity, Inclusion and EEO Officer
- Formalize a DEIA Workgroup
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Thank you!

Diversity, Equity, Inclusion and Accessibility:

Understanding and Addressing Unconscious Bias

Contents

Workshop Objectives

- Understand what Diversity, Equity, Inclusion, and Accessibility (DEIA) mean.

- Learn some ways to mitigate unconscious biases.

- Learn how to create an inclusive environment.

- Learn about microaggressions.

What is Diversity, Equity, Inclusion, and Accessibility?

Diversity

Diversity represents the full spectrum of human demographic differences -- race, religion, gender, sexual orientation, age, socio-economic status or physical disability. Many organizations consider different demographics as well -- lifestyles, personality characteristics, perspectives, opinions, family composition, education level or tenure elements of diversity.

Equity

The consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment.

Inclusion

Inclusion has to be understood as very different from diversity because simply having a wide roster of demographic characteristics won't make a difference to an organization's bottom line unless the people who fall into any one demographic feel welcomed.

Inclusion refers to a cultural and environmental feeling of belonging.

It can be assessed as the extent to which employees are valued, respected, accepted and encouraged to fully participate in the organization.

Employees in inclusive work environments feel appreciated for their unique characteristics and are therefore comfortable sharing their ideas and other aspects of their true and authentic selves.

Accessibility

The design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them. Accessibility includes the provision of accommodations and modifications to ensure equal access to employment and participation in activities for people with disabilities, the reduction or elimination of physical and attitudinal barriers to equitable opportunities, a commitment to ensuring that people with disabilities can independently access every outward-facing and internal activity or electronic space, and the pursuit of best practices such as universal design.

Diversity vs. Inclusion

Diversity refers to the traits and characteristics that make people unique while inclusion refers to the behaviors and social norms that ensure people feel welcome.

Activity

Open Discussion

- When was a time you felt you didn't "fit in?"

Unconscious Bias

What is Unconscious Bias?

Bias is a prejudice in favor of or against one thing, person, or group compared with another usually in a way that's considered to be unfair. Biases may be held by an individual, group, or institution and can have negative or positive consequences.

There are types of biases
1. **Conscious bias** (also known as **explicit** bias) and
2. **Unconscious bias** (also known as **implicit** bias)

It is important to note that biases, conscious or unconscious, are not limited to ethnicity and race. Biases may exist toward any social group. One's age, gender, gender identity, physical abilities, religion, sexual orientation, weight, and many other characteristics are subject to bias.

Unconscious biases are social stereotypes about certain groups of people that individuals form outside of their own conscious awareness. Everyone holds unconscious beliefs about various social and identity groups, and these biases stem from one's tendency to organize social worlds by categorizing.

Unconscious bias is far more prevalent than conscious prejudice and often incompatible with one's conscious values. Certain scenarios can activate unconscious attitudes and beliefs. For example, biases may be more prevalent when multi-tasking or working under time pressure.

Importance of Diversity, Equity, Inclusion, and Accessibility (DEIA)

Why DEIA is Important

Here are a few of the top benefits of DEIA in the workplace.

1) Increased employee engagement and trust

When employees feel included, they're more engaged. Highly engaged employees go the extra mile for the organization. This higher engagement has a ripple effect on team morale, and retention. People working in inclusive workplaces also tend to have better physical and mental health and take less leave for health issues.

2) Talents, skills, and experiences

Individuals from diverse backgrounds can offer a selection of different talents, skills, and experiences that may be of benefit to the organization and their work performance. Though some crossover of skills can be beneficial when it comes to assisting each other, it's important to hire people with the appropriate skills to fit each of the roles within the organization. A variety of skills and experiences among the team also means that employees can learn from each other.

3) New perspectives and innovation

By working alongside people of different backgrounds, experiences and working styles, creative concepts can be born from bouncing ideas off of each other and offering feedback and suggestions.

4) Better decision-making

Diverse teams make better decisions. Cloverpop, an online decision-making platform, examined 600 business decisions made by 200 teams. They found that diverse teams have a 60 percent improvement in decision-making. In particular, gender-diverse teams outperformed individual decision makers 73 percent of the time, and teams diverse in geography, gender, and age made better business decisions than individuals' 87 percent of the time.

5) Improves employee performance

Employees are more likely to feel comfortable and happy in an environment where inclusivity is a priority. Equality in the workplace is important for encouraging workers from all backgrounds to feel confident in their ability and to achieve their best. The higher the team morale, the more productive employees are.

Diversity issues in the workplace

Acceptance and Respect
When there is a lack of acceptance of the diverse culture and beliefs among employees, conflicts may arise. Sometimes, this conflict turns to animosity and may even effectuate situations of violence. When employees accept the differences between each other, it results in a sharing of ideas and effective collaboration. Acceptance fosters mutual respect and prevents conflicts from arising.

Accommodation of Beliefs
Diversity in cultural, spiritual, and political beliefs can sometimes pose a challenge in a diverse workplace. Employees need to be reminded that they shouldn't impose their beliefs on others to prevent spats and disputes.

Ethnic and Cultural Differences
Sadly, issues from ethnic and cultural differences are still present in the workplace. There are still some individuals who hold prejudice against others who are different.

This prejudice and discrimination should never be tolerated in the workplace (or anywhere else). Internal company policies with clear and objective rules should be put in place to prevent employees from demonstrating prejudice. Cultural sensitivity training and diversity awareness programs in the workplace can help address this issue.

Physical and Mental Disabilities
Be supportive to your employees with disabilities and avoid discriminatory or derogatory remarks. Ensuring a fair and comfortable work environment for employees with physical and mental disabilities helps successfully create a more diverse workforce.

Generation Gaps
By 2025, millennials will make up 75% of the workforce, and they are changing the work culture. Employees from other generations may have difficulties adapting to changes in the workplace and the work culture that the younger generation are bringing about.

Biases

Types of Biases

1. Anchoring Bias

We tend to put more weight on the first piece of information we hear. Imagine you are selling your house. The first offer you receive is for $50,000 less than your asking price. The anchoring bias says that you will put more weight, or give more importance to this offer because it is the first. This first offer is more likely to change your mind about how much your house is worth than any future offer.

How to mitigate:

The anchoring bias often involves money and what we think things are worth; so it's important to keep it in mind when making financial decisions. Know that the first piece of information you receive does not have any more importance than the fifth.

You can also get the upper hand in negotiations by establishing the first offer. Because of the anchoring bias, this will have a better chance of swaying how much the other person thinks what you're buying or selling is worth.

2. Availability Heuristic

The availability heuristic is a fancy way of saying that we overestimate the importance of whatever information we have easy access to. We rely too much on examples that come to our minds quickly, instead of weighing all information equally.

Watching the news is one example of this type of bias. We see many more stories about violence and disaster, so we're much more likely to think that the world is dangerous even though we could do some easy googling to see that the world is actually safer in many ways than it was decades ago.

How to mitigate:

Again, knowledge is power when dealing with the availability heuristic. Remind yourself that anecdotal evidence is not statistically relevant in decision-making. Your Aunt Sue winning the lottery in no way improves your odds of winning big.

3. Bandwagon Effect

When we're talking about types of bias, the bandwagon effect is a fairly common one. We're more likely to be swayed the more people around us think a certain way.

Think about serving on a jury. If in the initial vote, everyone says guilty except you, you're much more likely to also think the defendant is guilty. The bandwagon effect looks a lot like peer pressure.

How to mitigate:

Stick to the facts. Know that people thinking a certain way doesn't make them right, even if lots of people think that same way.

4. **Confirmation Bias**

The confirmation bias may be the most common type of bias. It's when people only listen to information that confirms what they already believe.

Social media is like confirmation bias heaven. Think about your Uncle Steve who loves Political Candidate A. He only watches news and shares posts about how great his candidate is. This creates an echo chamber where any information to the contrary is avoided.

How to mitigate:

Listen to the counterargument and seriously consider it. If you only watch Fox News, start checking out MSNBC. If you only read The New York Times, start reading The Wall Street Journal. The more we seriously consider other perspectives, the more likely we are to reach a better conclusion.

5. **Dunning-Kruger Effect**

The Dunning-Kruger Effect explains why the more you know about something, the less confident you are in your expertise. On the other hand, the less you know, the more simplistic your understanding is. Therefore, you are more confident in your grasp of something.

How to mitigate:

If you find yourself being extremely confident about your expertise in something, take a step back and focus on what you don't yet know or understand.

Aim for complexity. If something seems too simple, the problem is probably that you don't yet know enough for it to be complex.

6. Fundamental Attribution Error

The fundamental attribution error is when you make contextual excuses for your own mistakes and failings but don't do so for others.

The most famous example is bad driving. If we are swerving all over the road, we're quick to take a nuanced view of our own driving. We know that we're just having a bad morning or that we have a lot on our minds today.

However, when we see another so-called bad driver, the fundamental attribution error means we're quick to blame their driving on the fact that they're old or a woman or some other stereotype or generalization, even though the other driver's situation is just as nuanced as our own.

How to mitigate:

Any time you stereotype someone based on their flaws, check yourself. You have probably fallen victim to the fundamental attribution error.

Tell yourself that they are probably having a bad day or that you simply don't know what their situation is. If you're allowed to be nuanced and complex, so should they.

7. In-Group Bias

In-group bias is similar to the fundamental attribution error, but instead of thinking we are better than others, we think members of our group are better than members of other groups. We have a more favorable view of the people in our group just because they are in our group.

How to mitigate:

Just like with the fundamental attribution error, you need to actively think about the nuance and complexity of people outside of your group if you want to compensate for your in-group bias.

8. Optimism/Pessimism Bias

The next bias is really two different types of bias. The optimism bias is when you are more likely to think things will turn out well when you're in a good mood. Whereas, the pessimism bias is when you're more likely to think things will turn out badly when you're in a bad mood.

How to mitigate:

Become emotionally intelligent. If you want to compensate for these types of bias, know and understand what you're currently feeling and save important decisions for when you're in a more level mood.

Activity

Activity: Two Moments

The purpose of this exercise is to allow you to share the two most important moments that helped to shape who you are. Write down the description of these moments and then share them. The discussion will focus on how everyone, regardless of your path in life, have major life events. This will help us build bridges with those you assume have little in common with you.

Microaggression

Definition

A comment or action that subtly and often unconsciously or unintentionally expresses a prejudiced attitude toward a member of a marginalized group (such as a racial minority).

Microaggressions may seem small; but compounded over time, they can have a deleterious impact on an employee's experience, physical health, and psychological well-being. In fact, research suggests that subtle forms of interpersonal discrimination like microaggressions are at least as harmful as more-overt expressions of discrimination.

Microaggressions examples

Here are other common examples of the microaggressions heard in everyday life?

1. "Where are you *really* from?"
2. "You don't act like a Black person."
3. "You're so articulate."
4. "How you've overcome your disability is so inspiring."
5. "You don't look transgender."
6. "You're cooler than most (insert marginalized group here) I know."
7. "Your name is hard to pronounce. Can I call you this instead?"
8. "You're Asian? You should meet my one Chinese friend. You all may know each other."
9. "You're Gay? You should meet my one Gay friend. You all may know each other."
10. "Is that your real hair? Can I touch it?"
11. "I'm colorblind. I don't see color."
12. "Your English is so good."

Activity

What are additional microaggressions that you have heard or experienced?

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Addressing microaggressions

Dr. Nadal developed a tool kit called the Guide to Responding to Microaggressions. It lists five questions to ask yourself when weighing the consequences of responding to a microaggression.

- *If I respond, could my physical safety be in danger?*
- *If I respond, will the person become defensive and will this lead to an argument?*
- *If I respond, how will this affect my relationship with this person (e.g., co-worker, family member, etc.)*
- *If I don't respond, will I regret not saying something?*
- *If I don't respond, does that convey that I accept the behavior or statement?*

Diane Goodman, a social justice and diversity consultant, says the process is unfair, but having to decide whether or not to take action is inevitable in today's society. "The emotional labor should not have to fall on people from marginalized groups. In the real world, people are confronted with microaggressions and people need to decide what they want to do." Before moving forward with confronting the microaggression, assess the goals of your response: Do you simply want to be heard? Or are you more interested in educating the other person and letting them know they did something wrong?

Micro Interventions: **Disarm a microaggression**

Even once you have decided that you can respond to a microaggression, knowing what to say or how to behave can be nerve-racking. In his research on disarming microaggressions, Dr. Sue uses the term "micro intervention" to describe the process of confronting a microaggression. "Unless adequately armed with strategies, microaggressions may occur so quickly they are oftentimes over before a counteracting response can be made," he said.

While your response will vary by situation, context and relationship, Dr. Goodman recommends memorizing these three tactics from her list of prepared statements.

Ask for more clarification: "Could you say more about what you mean by that?" "How have you come to think that?"

Separate intent from impact: "I know you didn't realize this, but when you _____ (comment/behavior), it was hurtful/offensive because_____. Instead you could_____ (different language or behavior.)"

Share your own process: "I noticed that you _____ (comment/behavior). I used to do/say that too, but then I learned_____."

One principle underlying these statements is helping the aggressor understand she or he is not under attack for their comment.

NEXT LEVEL EXPERIENCE

Building Inclusive Teams

What Is Marginalization at Work?

When someone feels their contribution is not valued, or their idea or specific recommendation is not valued, or because they as an individual, with a demographic that they cannot change, are being devalued.

What Is Marginalization at Work?

This is a form of prejudice, and left unchecked, it breeds a toxic work environment for the marginalized employee: The employees might find ways to isolate the employee, excluding them from meetings or even moving them to a different location in the office. They might also fail to recognize the employee's achievements, bully them, or be disrespectful in order to make them feel less valuable.

What Is Marginalization at Work?

Often happens to groups already fighting uphill battles in our workplaces—women, people of color, people with disabilities, people who are overweight, etc.

Marginalization at Work

• Assuming someone will act a certain way based on stereotypes about their identity (aspects such as race, gender, sexuality, etc.)

• Denying professional opportunities because of aspects of someone's identity (racism, sexism, ableism)

• Not providing equal access to resources because of someone's identity

• Assuming someone got where they are only because they "check a diversity box"

• Singling someone out because of their religious beliefs or cultural practices

• Refusing to recognize good work

• Finding ways to isolate someone, like purposefully leaving them out of meetings

WB 1

Marginalization at Work

- Addressing someone by his/her first name when others are addressed more properly

- Patting a person in a wheelchair on the head or shoulder

- Giving excess praise to someone for a fairly simple action

- Assigning someone remedial tasks at work or at home

- Speaking slowly or excessively loudly to an elderly person

- Talking "down" to someone

- Ignoring a persons thoughts or comments

Most Commonly Marginalized Groups

- Racial/Cultural/Religious Minorities
- LGBTQ+ Individuals
- Senior Citizens
- Women
- Military Combat Veterans
- People with Disabilities
- Persons Living in Poverty
- The Homeless
- Formerly Incarcerated Individuals
- Limited English Proficiency Individuals

Real examples

The "taking credit"

In a meeting someone volunteers an idea that doesn't get a lot of discussion, but then five minutes later, another team member offers up the exact same suggestion, not giving them credit for the first suggestion, but instead takes it as their own and takes credit.

Real examples

Doing what is right

A team member, who happens to be a minority, has just completed a very important report that took months of research. The team is really excited to highlight the work with leaders across the organization.

When it comes time to decide who is going to present the report, you decide to let someone else on the team present (although that person contributed very slightly to the report).

Advocating for Marginalized Groups

• **Start paying attention to what you say.** Most people already know to avoid generalizations and stereotypes. But most of us are still guilty of using language that causes offense even if we don't mean to.

• **Be willing to accept correction.** Even the most well-meaning people make mistakes and have misunderstandings about others. When someone points out your errors, offer a sincere apology and be ready to learn from the experience. It will earn you much more respect than responding with defensiveness or anger.

Advocating for Marginalized Groups

• **Be intolerant of intolerance.** Are you willing to confront derogatory and hateful speech online? What about in person? What if the person is a friend or relative? The risk of staying silent is sending the message that discrimination and intolerance are values that you are willing to tolerate.

• **Educate your own community.** Your voice is most effective within your own group since you are in the best position to confront its stereotypes and misunderstandings, some of which you may have overcome yourself. You also have a special access to them as an audience that other communities do not. Use it!

Best Practices

Tips: Recruitment

Reach out to organizations where underrepresented/underserved communities can be reached.

Make sure the job qualifications are truly necessary for the position.

For example:
- Are the educational requirements and years of experience really necessary?
- Can some of the skills be learned on the job?

Note: Make sure that job applicants with disabilities have a way to request a reasonable accommodation if needed.

Redact resumes before review

Best practice - ask someone to remove the candidate's name, age (year of graduation from school), address, names of school and other potentially biasing information from the resumes before you go through them.

Standardize the interviews

Standardize the interview questions and the post-interview debrief so that all assessors follow the same framework when assessing and ranking candidates.

Standardize the interviews

The Difference Between Structured and Unstructured Interviews:

Structured interviews are focused on standardization. Each candidate gets the same questions, in the same order. The questions focus on qualifications/competencies that are required for the job, rather than cultural fit. Unstructured interviews are more casual. There are typically few planned questions, and the order in which they're asked varies.

Please see OPM website for further information on structured interviews and rating scales. Strongly encourage you to visit.

https://www.opm.gov/policy-data-oversight/assessment-and-selection/structured-interviews/

Standardize the interviews

Communication

• Tell me about a time you had to deliver bad news to a manager or team member. How did you do it? What was the other person's reaction?

Ethics

• Tell me about a time you faced an ethical dilemma at work. What did you decide and what was the result?

Dependability

• Tell me about a time you struggled with work-life balance. What did you do? Did you manage to solve the problem?

• Imagine you're assigned an important task but your team members keep interrupting you with questions. How do you manage?

Initiative

• Tell me about a time you took the lead in a team project. What was the project outcome?

Willingness to learn

• Tell me about a time someone criticized your work. How did you respond and what did you learn?

Standardize the interviews

Scoring – candidates answers should be scored as follows:

0	No answer given or answer completely irrelevant. No examples given.	2	Some points covered, not all relevant. Some examples given.	4	Good answer. Relevant information. All or most points covered. Good examples.
1	A few good points but main issues missing. No examples/irrelevant examples given	3	Some points covered. Relevant information given. Some examples given.	5	Perfect answer. All points addressed. All points relevant. Good examples.

Weighting – questions can be weighted 1 (low importance) or 2 (high importance) to reflect their overall importance to the position.

Related question(s)	Weight (1-2)	Score (0-5)	Total

Watch out for bias toward likeability

Familiarity is comforting and we like to surround ourselves by people we feel comfortable with.

Pair the interview with a skills test or a real-life problem-solving challenge in order to give each candidate the best possibility of demonstrating their particular strengths.

Implement a collaborative hiring process

Diversity attracts diversity.

Don't have just one person responsible for hiring, make the hiring process as unbiased as possible by including as many different people, with differing backgrounds and differing worldviews as you can.

Note: Consult with HR about asking people from other departments, other federal agencies to participate or be on hiring panel, craft structured interview questions, or review resumes.

Best practices to create an inclusive environment

Consciously Mentor Across Differences

Unconsciously, people are more likely to be invested in someone else's career development when they can see themselves in the colleague.

This is why informal mentoring relationships are more challenging to create when there are more differences between colleagues.

Be consistent when responding to mistakes

Although everyone makes mistakes, how people respond to them makes all the difference.

When employees in your organization slip up, do they get a second chance, or are they forever marked as careless? And would you answer that question the same way for each person on your team?

Note: Consult with HR when needed to help ensure consistency.

Be civil and professional at all times

Yelling, abusive emails, and attacks on another person's character are just some of the tactics workplace bullies use to wield power over others. Bullies target marginalized members who seem vulnerable because they do not have strong informal mentors or allies. Managers should stop bullying because it can destroy a team and decreases productivity.

subtle

Challenge your unconscious mind

People are influenced to act based on their beliefs, and their beliefs shape how they see the world, including their perceptions of other people.

When you unconsciously believe that employees in an marginalized group are less skilled, less qualified, or less talented, you consciously look for affirmation of these beliefs.

Create an environment where everyone can feel comfortable bringing their true and best selves to work and value their differences.

- Provide workers with a safe space to voice their concerns, communicate frequently and openly.

- Creating a trusting environment is key to welcoming employees and making them feel at home in the workplace.

- Offer support, be sensitive towards other cultures, and send frequent follow-ups and reminders.

- Facilitate communication by being consistent.

- Adopt a common agency language that all the employees are aware of and know well.

Create an environment where everyone can feel comfortable bringing their true and best selves to work and value their differences.

- Use alternative dispute resolution to address conflict before it escalates.

- Ensure that reasonable accommodations are provided appropriately to people with disabilities or based on an employee's religion.

- Work with HR to properly address any allegations or observations of harassment or potentially harassing conduct; report it appropriately.

- Watch your personal relationships- avoid playing favoritism- try to find a way to include people who may not always be in the "popular group."

- Respect employee privacy and confidential information.

Acknowledge and challenge the biases you have and work hard to overcome them.

The CFTC's Next Steps

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Building Inclusive Teams

Respectful and Courageous Conversations:

Class Agreement:

- Stay present
- Share ideas and experiences, not IDs (maintain confidentiality, no names)
- What is shared stays, what is learned goes
- Please understand and respect that each person brings a unique experience and truth to every situation

Guiding Principles

- This is a safe space, but safe does not mean comfortable
- Be brave and share experiences
- Please maintain an open mind and level of understanding when others are sharing

Objectives

✓ How to help ensure your own biases do not get in your way when leading/hiring team members

✓ How to create an environment where every employee feels comfortable bringing their whole self to work

✓ Best practices to build diverse and inclusive teams

✓ Common pitfalls when creating inclusive teams

✓ How to stop micro-aggression/marginalization when it happens

Honest and transparent conversation

We ask everyone to join the conversation

Welcome and Introduction

Introduce yourself by sharing:

- Name
- Years at CFTC
- Where you live
- Profession/Job Title

Welcome and Introduction

Introduce yourself **without** saying your:

- Name
- Years at CFTC
- Where you live
- Profession/Job Title

Your Mind Has 2 Systems

Autopilot Subconscious

Automatic and efficient.
Seeks to identify patterns - key to human survival and evolution.
90% of decisions.

Logical and Conscious

Articulates judgments and makes choices.

Informs →

Source: Psychologist Daniel Kahneman

A survey found that minority ethnic applicants had to send 60% more applications to get a job interview than their white counterparts. For people of African American and Middle Eastern origin it was 80% and 90%, respectively.

What % of employees do not feel that people's personal identities are respected by everyone in their organization?

19%

What Is Marginalization?

What Is Marginalization at Work?

When someone feels their contribution is not valued, or their idea or specific recommendation is not valued, or because they as an individual, with a demographic that they cannot change, are being devalued.

What are some ways people are marginalized in the workplace?

What Is Marginalization at Work?

This is a form of prejudice, and left unchecked, it breeds a toxic work environment for the marginalized employee: The employees might find ways to isolate the employee, excluding them from meetings or even moving them to a different location in the office. They might also fail to recognize the employee's achievements, bully them, or be disrespectful in order to make them feel less valuable.

What Is Marginalization at Work?

Often happens to groups already fighting uphill battles in our workplaces—women, people of color, people with disabilities, people who are overweight, etc.

Question:

What % of CEOs are female?

Answer:

6%

The total number of men named David and John as CEOs of Fortune 500 companies (9.8%) is greater than the number of women as CEOs of all Fortune 500 companies.

Question:

What % of CEOs are Minorities?

Answer:

6.8%

1% of the *Fortune* 500 CEOs are African-Americans, 2.4% are East Asians or South Asians, and 3.4% are Latinx.

Marginalization at Work

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- LGBTQ+ Individuals
- Senior Citizens
- Women
- Military Combat Veterans
- People with Disabilities
- Persons Living in Poverty
- The Homeless
- Formerly Incarcerated Individuals
- Limited English Proficiency Individuals

Join the conversation!

Have you ever experienced marginalization?

Or

Have you witnessed marginalization?

Real examples

The "taking credit"

In a meeting someone volunteers an idea that doesn't get a lot of discussion, but then five minutes later, another team member offers up the exact same suggestion, not giving them credit for the first suggestion, but instead takes it as their own and takes credit.

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A team member, who happens to be a minority, has just completed a very important report that took months of research. The team is really excited to highlight the work with leaders across the organization.

When it comes time to decide who is going to present the report, you decide to let someone else on the team present (although that person contributed very slightly to the report).

Join the conversation!

What is a misconception that people have about you before they get to truly know you?

What % of employees avoid conflict by calling in sick or being absent form work?

- 5%

- 10%

- 20%

- 25%

Advocating for Marginalized Groups

• **Start paying attention to what you say.** Most people already know to avoid generalizations and stereotypes. But most of us are still guilty of using language that causes offense even if we don't mean to.

• **Be willing to accept correction.** Even the most well-meaning people make mistakes and have misunderstandings about others. When someone points out your errors, offer a sincere apology and be ready to learn from the experience. It will earn you much more respect than responding with defensiveness or anger.

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Activity

Have you ever been a victim of hiring bias or know someone who has?

Best Practices

Tips: Recruitment

Reach out to organizations where underrepresented/underserved communities can be reached.

Make sure the job qualifications are truly necessary for the position.

For example:
- Are the educational requirements and years of experience really necessary?
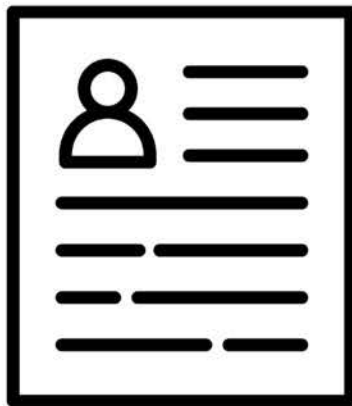- Can some of the skills be learned on the job?

Note: Make sure that job applicants with disabilities have a way to request a reasonable accommodation if needed.

Redact resumes before review

Best practice - ask someone to remove the candidate's name, age (year of graduation from school), address, names of school and other potentially biasing information from the resumes before you go through them.

Standardize the interviews

Standardize the interview questions and the post-interview debrief so that all assessors follow the same framework when assessing and ranking candidates.

Standardize the interviews

The Difference Between Structured and Unstructured Interviews:

Structured interviews are focused on standardization. Each candidate gets the same questions, in the same order. The questions focus on qualifications/competencies that are required for the job, rather than cultural fit. Unstructured interviews are more casual. There are typically few planned questions, and the order in which they're asked varies.

Please see OPM website for further information on structured interviews and rating scales. Strongly encourage you to visit.

https://www.opm.gov/policy-data-oversight/assessment-and-selection/structured-interviews/

Standardize the interviews

Communication

• Tell me about a time you had to deliver bad news to a manager or team member. How did you do it? What was the other person's reaction?

Ethics

• Tell me about a time you faced an ethical dilemma at work. What did you decide and what was the result?

Dependability

• Tell me about a time you struggled with work-life balance. What did you do? Did you manage to solve the problem?

• Imagine you're assigned an important task but your team members keep interrupting you with questions. How do you manage?

Initiative

• Tell me about a time you took the lead in a team project. What was the project outcome?

Willingness to learn

• Tell me about a time someone criticized your work. How did you respond and what did you learn?

Standardize the interviews

Scoring – candidates answers should be scored as follows:

| 0 | No answer given or answer completely irrelevant. No examples given. | 2 | Some points covered, not all relevant. Some examples given. | 4 | Good answer. Relevant information. All or most points covered. Good examples. |
| 1 | A few good points but main issues missing. No examples/irrelevant examples given | 3 | Some points covered. Relevant information given. Some examples given. | 5 | Perfect answer. All points addressed. All points relevant. Good examples. |

Weighting – questions can be weighted **1 (low importance)** or **2 (high importance)** to reflect their overall importance to the position.

Related question(s)	Weight (1-2)	Score (0-5)	Total

Watch out for bias toward likeability

Familiarity is comforting and we like to surround ourselves by people we feel comfortable with.

Pair the interview with a skills test or a real-life problem-solving challenge in order to give each candidate the best possibility of demonstrating their particular strengths.

BIAS

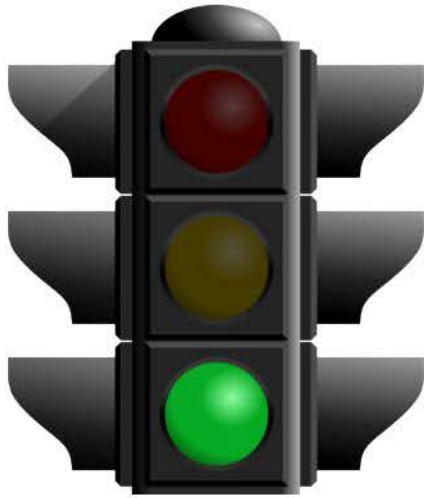# Implement a collaborative hiring process

Diversity attracts diversity.

Don't have just one person responsible for hiring, make the hiring process as unbiased as possible by including as many different people, with differing backgrounds and differing worldviews as you can.

Note: Consult with HR about asking people from other departments, other federal agencies to participate or be on hiring panel, craft structured interview questions, or review resumes.

Best practices to create an inclusive environment

Consciously Mentor Across Differences

Unconsciously, people are more likely to be invested in someone else's career development when they can see themselves in the colleague.

This is why informal mentoring relationships are more challenging to create when there are more differences between colleagues.

Be consistent when responding to mistakes

Although everyone makes mistakes, how people respond to them makes all the difference.

When employees in your organization slip up, do they get a second chance, or are they forever marked as careless? And would you answer that question the same way for each person on your team?

Note: Consult with HR when needed to help ensure consistency.

Inconsistency

Be civil and professional at all times

Yelling, abusive emails, and attacks on another person's character are just some of the tactics workplace bullies use to wield power over others. Bullies target marginalized members who seem vulnerable because they do not have strong informal mentors or allies. Managers should stop bullying because it can destroy a team and decreases productivity.

subtle

Challenge your unconscious mind

People are influenced to act based on their beliefs, and their beliefs shape how they see the world, including their perceptions of other people.

When you unconsciously believe that employees in an marginalized group are less skilled, less qualified, or less talented, you consciously look for affirmation of these beliefs.

Create an environment where everyone can feel comfortable bringing their true and best selves to work and value their differences.

- Provide workers with a safe space to voice their concerns, communicate frequently and openly.

- Creating a trusting environment is key to welcoming employees and making them feel at home in the workplace.

- Offer support, be sensitive towards other cultures, and send frequent follow-ups and reminders.

- Facilitate communication by being consistent.

- Adopt a common agency language that all the employees are aware of and know well.

Create an environment where everyone can feel comfortable bringing their true and best selves to work and value their differences.

- Use alternative dispute resolution to address conflict before it escalates.

- Ensure that reasonable accommodations are provided appropriately to people with disabilities or based on an employee's religion.

- Work with HR to properly address any allegations or observations of harassment or potentially harassing conduct; report it appropriately.

- Watch your personal relationships- avoid playing favoritism- try to find a way to include people who may not always be in the "popular group."

- Respect employee privacy and confidential information.

Case study 1

Over the past two years, you have hired new employees on your team. Due to the pandemic, you have yet to meet them in person. In addition, you have a number of teammates that you have known for many years on your team.

- What questions will you ask yourself?
- What are some activities you could do to create an inclusive environment?

Case study 2

One of your employees brings to your attention that they feel that they are being overlooked for training and development opportunities. They feel that one of their teammates is always selected and they have not had the same opportunities as others.

- What questions would you ask yourself?
- How would you address this situation?
- What would success look like?

Case study 3

You plan on hiring a new employee in the coming months. You want to ensure you hire the most qualified applicant.

- How will you plan for the interview?
- Who will you engage to help you with the interview process?
- How will you select the teammates that will assist you?

Acknowledge and challenge the biases you have and work hard to overcome them.

The CFTC's Next Steps

- Draft and implement an agency-wide DEIA strategic plan
- Hire a new Chief Diversity, Equity, Inclusion and EEO Officer
- Formalize a DEIA Workgroup
- Address the potential barriers and issues identified in the FY20 MD-715 and Deloitte reports
- Create a human capital strategic plan with DEIA principles integrated into it

Next Steps You Can Take

Info will be sent via email:

- Fill out an evaluation and provide input via link
- Attend one of the CFTC's eight special emphasis programs
- Join one of the CFTC's six Affinity Groups
- Write OMWI with further questions OMWI@CFTC.GOV

Thank you!