Contemporary Diversity, Equity & Inclusion Concerns

Insuring fair, equal and legal treatment in today's world.

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Societal Demographics are Changing

- Societal demographics in the United States have changed drastically in the past 25 years and continue to change at a quick rate
- These changes go beyond race and gender. They include generation (age), social engagement characterizations and more.
- Some people believe that "diversity" is a synonym for "political correctness."
- Some people perceive "diversity" as meaning that the individual is more important, or of greater value, than the whole.

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Defining "Diversity"

For the purposes of this course of instruction, "Diversity" is defined as:

The collective strength of experiences, skills, talents, perspectives and cultures that each individual brings to the whole.

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The Dimensions of Diversity

- Consider…
  - Every culture teaches its children different values.
  - Every family shares its collective knowledge with its children.
  - Every individual expresses themselves differently – in a way as unique as they are.

  - Diversity is a term often used to describe the uniqueness of each individual. Each of us is in a state of being diverse.
  - "Celebrating diversity" essentially means being happy that everyone else is as unique as you are.

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Celebrating Diversity

- Due to innate and learned human prejudices, celebrating diversity often requires a conscious effort to:
  - Understand and appreciate how different cultures interact with the surrounding environment
  - Practice mutual respect for those with different qualities and experiences from our own
  - Understand that diversity can extend beyond being different (existing) to thinking different (opinion)
  - Recognize that discrimination can create benefit for some and deny equal benefit to others
  - Work together to eradicate discriminatory practices

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Human Uniqueness / Diversity

- Nine most observed items that we pay attention to and identify as making people different:
  - Skin Color
  - Gender
  - Age
  - Appearance
  - Facial Expression
  - Eye Contact
  - Movement
  - Personal Space
  - Touch

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Human Uniqueness: What's Really Different?

- Age
- Ethnicity
- Gender
- Physical Attributes
- Race
- Sexual Orientation
- Job Classification

- Military Experience
- Parental Status
- Religious Beliefs
- Work Experience
- Geographic Locations
- Socioeconomic Status
- And the list goes on...

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Generating Diversity Awareness/Focus

- Advancement of global markets enhanced opportunity for global employment competition
- Population of United States began changing more aggressively
- Instead of focusing on the need to "fit in," the celebration of difference and uniqueness became the larger focus

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Projecting U.S. Demographics

- It is projected that by the year 2050:
  - Less than 53% of the population will be Caucasian
  - 16%+ will be African American
  - 23% of Hispanic origin
  - 10% Asian and Pacific Islander
  - 1% American Indian, Eskimo, and Aleut

  - The fastest growing age group is 75 and older
  - By 2025, the number of elderly will double

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Miscellaneous Applicable Observations

- **One in every 7 Americans speaks a language other than English as the first language in their home**
- **An estimated 6% of the population is homosexual**
- **Persons with disabilities make up the largest minority group at 15% of the U.S. population**

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What is "Inclusion"?

- **Often misunderstood, "inclusion" does not mean to integrate into a group, work environment, team, etc. ensuring equal opportunity to perform to a given standard and with equal opportunity to exercise control.**

- **Inclusion focuses on a sense of belonging; feeling respected, valued for who you are; feeling supported and a commitment from others to help you be the best you.**

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What does "Global Inclusion" mean?

- **As Inclusion is the action of supporting others to feel that sense of belonging, it has to happen in three places to be effective –**
  - **The Workplace**
  - **The Culture**
  - **The Human Experience**

- **Law enforcement encompasses all three through daily interaction with various segments of society.**

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Fairness vs. Equal Treatment

- **How many people think that "fairness" means "treating everyone the same?"**
- **For people of differing capabilities, treating them all the same doesn't equate to treating them equally.**
- **Providing fair and equal opportunity to all should be the goal in the workplace environment.**

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Being Aware

- **Recognize differences as diversity**
- **Respect the benefits of such differences**
- **Accept the differences**
- **Understand the historic effect potential**
- **Have a clear sense of your personal culture**
- **Understand the impact of organizational culture**
- **Recognize the similarities**

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Identifying Knowledge

- **Know/identify what is factual information**
- **Identify differences**
- **Exposure to differences increases experience and knowledge**
- **Learn about differing cultures and people**
- **Explore the benefits and recognize the strengths**

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Hone Your Skills

- **Take personal responsibility**
- **Fine tune your point of view**
- **Practice cross-cultural communication**
- **Practice problem solving**
- **Practice conflict management**
- **Strive to work effectively and efficiently**

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Conclude part one:
Part two focusing on gender diversity

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Part Two: Gender Diversity

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Define Gender Diversity

- **Beyond the biological reality of gender, the terms "Male" and "Female" or "masculine" and "feminine" are often used to delineate expected behaviors. Those expected behaviors:**
  - **Are based on a culturally specific set of characteristics**
  - **Used to identify the social behavior of men and women**
  - **Refers to the relationship(s) between men and women**
  - **Can be used as an analytical tool**

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Common Myths of Gender Behaviors

- **There are only two kinds of women: good and bad**
- **Women's status is equal to a man's**
- **Real men are in control of every situation**
- **Men don't cry**
- **Others?**

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Challenged Patriarchal Family Structure

- **Patriarchy is the structuring of a social system on the basis of family units**
- **The "Father" is the head of the family with responsibility for family welfare**
- **Male "head of household" seen as authority figure within family**
- **Male "head of household" dominant over adult females and children in the household**

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How Do Communication Styles Differ?

- **Connection (female) or status (male)?**
- **Rapport talk (female) or Report talk (male)?**
- **Cooperative (female) or Competitive(male)?**
- **Play down or play up your level of expertise?**
- **Agreeing or Disagreeing feedback?**
  - **Conspire or conflict?**

- **Being overly polite can be seen as being indecisive. Being too assertive can be seen as overbearing or authoritarian.**

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Historically Desirable Gender Traits

- **Consider the gender traits most admired in both men and women in the 1960s.**
- **Consider the gender traits most admired in both men and women in the 1990s.**

- **What are the most admired gender personality characteristics observed in contemporary society?**
  - **Does it differ from culture to culture?**
  - **Does it differ from region to region?**

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Conclude part two:
Part three focusing on
generational diversity

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Part Three: Generational Diversity

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Introduction – Generational Diversity

- **Every generation is influenced by their respective eras; by the economic, political and social events they experienced.**
- **Economic events such as The Great Depression, the Civil Rights movement, the attacks of September 11th, 2001, and even the Housing Bubble Collapse affect outlooks.**
- **The development of radio, television, cable broadcasting, satellite broadcasting, the internet and social media platforms, all affect the way we work, socialize and enjoy our off time.**

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Understanding Generational Differences

- **In today's world, four generations are in the workforce.**
  - **Each generation has its own culture; its own priorities and values; its own motivations and goals.**
- **BOOMERS: Born 1946 – 1964. Close to or eligible for retirement if they remain in the workforce. May already be retired from one job and working another.**
- **GEN-X: Born 1965 – 1980. Same as Boomers from work perspective.**
- **MILLENNIALS: Born 1981-1996. The transition generation from no internet/cellular/social to saturation of all.**
- **GEN-Z: Born 1996-2014. Youngest portion of workforce. Consider – many have never read a newspaper. Half or more weren't alive / don't remember the terrorist attacks of Nine-Eleven.**

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Generational Values

- **Boomers:**
  - **Competitive, Prosperous, Passionate.**
  - **Often viewed as selfish or heartless because they expect others to embrace the same sense of independence they do**
- **Gen-X:**
  - **Relatively independent, Enjoy challenges, used to staying active**
  - **Embrace independence but extend "reasonable" compassion and expect others to do the same.**
- **Millennials:**
  - **Grew into adulthood as "connected" individuals.**
  - **Internet provides connections for play, work, relationships**
- **Gen-Z:**
  - **Diversity & Inclusion are fundamental.**
  - **Fully saturated in the virtual world.**

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Communication Differences

- **Boomers largely prefer face-to-face communication. Adapted to email but often prefer print documents.**
- **Other generations:**
  - **Comfortable with online communications such as email, text, messaging, etc.**
  - **Prefer any disagreement or conflict to be virtual, NOT face to face**
  - **Sometimes uncomfortable with in-person conversation**
  - **Comfortable with ease of documentation via electronic format to include text and audio/video.**

- **Boomers often may not understand outlook/efforts of younger generations. Younger generations may perceive "Boomers' ways" as silly or challenged.**

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Leadership Considerations

- **Successful work environments take advantage of the differences between generations.**

- **Each generation has strengths that can be leveraged to improve efficiency and build teams wherein each member is supported by or made better by the others.**

- **No team member should be considered lesser due to generational differences.**

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Generational Positive Statements

- **Boomers:**

  - **You're important to our success.**

  - **Your contribution is unique and important.**

  - **We need you.**

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Generational Positive Statements

- **Gen-X:**

  - **We've got the newest hardware and software.**

  - **There aren't a lot of rules here.**

  - **We're not very corporate.**

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Generational Positive Statements

- **Millennials:**

  - **You'll be working with other bright creative people.**

  - **Your boss is in his/her sixties.**

  - **You and your group will help turn this unit around.**

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Generational Positive Statements

- **Gen-Z:**

  - **We've tried to hire a fully diverse group of talented people.**

  - **Your unique talents add to the strength of your team.**

  - **The company needs your unique contributions.**

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Conclude part three:
Part four focusing on workplace diversity

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Part Four: Workplace Diversity

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Managing Diversity

- **Is a social issue:**
  - **Societal standards and expectations evolve with each generation and impact how employees need to be managed / lead.**

- **Is a moral issue:**
  - **"The Golden Rule" has never changed, but how people want to be treated has. Leaders need to embrace the different perception of right and wrong and act accordingly.**

- **Is a performance issue:**
  - **The surest way to support maximum and efficient performance is to treat people based on said performance and not personal standards.**

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Constantly Changing Demographics

- **Demographics in the United States change every year, becoming more diverse in:**
  - **Gender**
  - **Culture**
  - **Education**
  - **Sexual orientation**
  - **And Age**
- **The workplace changes accordingly and all leadership must adapt.**
- **The "customer" base changes in all the same ways. For law enforcement, that is the community served.**

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Value & Strength of Diversity

- **Leveraging the unique strengths and talents of each generation, having a diverse work force…**

  - **Improves Productivity**

  - **Creates a balance of knowledge, experience and creativity**

  - **Supports capacity for cultural understanding**

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Changing Thoughts & Outlooks

- **As society evolves, so must the workplace and how it's managed/lead.**
- **Multi-generational thoughts offer opportunities for expanded ideas.**
- **Multi-generational behaviors offer opportunities for expanded performance.**
- **Multi-cultural teams offer opportunities to understand and serve a wider segment of the community.**

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Age Spread is Impactful

- **Due to societal changes of expectation/perception of law enforcement, manpower and staffing is reduced and insufficient.**
- **Due to attempts to maintain strength and staffing, the average age of officers is rising.**
- **There's a wider age distribution between officers than ever before.**
- **There's a larger and more diverse potential employee pool to choose from than ever before.**

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Integrating the Human & Technology

- **Technology is developing at an ever-increasing pace, becoming integrated into law enforcement operations more every day.**
- **The ability to integrate and work efficiently with technology is a strength of the younger generations.**
- **The profession-oriented cultural traditions are preserved in the older, more experienced generations.**
- **Leadership is empowered by technology, but never replaced by it.**

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Conclude part four:
Part five focusing on the diverse
culture of law enforcement

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Part Five: The Diverse Culture of
Law Enforcement

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Law Enforcement: Its Own Diverse Culture

- **Steeped in traditions and history, the profession of law enforcement has been identified as its own subculture.**
  - **The Blue Brotherhood**
  - **The Thin Blue Line**
- **Incorporates a general lack of trust / suspicion of those not "Part of the family."**
- **Depend on each other for support**

- **How old is this subculture?**
  - **Probably an outgrowth of warrior and security cultures from ancient times**

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Cultural Bias is Inherent

- **We are largely unaware of the bias we carry as we see it, without identifying it, all around us in the LE subculture**

- **When biased behavior is observed, it's common to interpret it from the subculture point of view**

- **Contemporary efforts at "law enforcement reform" focus on modifying behavior that is dependent on understanding strictly from the subculture perspective.**

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Cultural Maintenance

- **In any organization there are key values, basic beliefs and acceptable actions. In all organizations, those values, beliefs and actions are dictated by leadership. This is identified as "corporate/agency ethos." It should be politically neutral and performance focused.**

- **The culture is maintained through a careful selection process of who is invited in, both commercially and in LE.**
  - **Selection process**
  - **Training process**
  - **Integration into "the ranks"**
  - **Assimilation into the corporate ethos**

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Ethnocentrism

- **Laws are interpreted and enforced through the lens of corporate ethos / subculture values.**

- **Laws are generally created by a portion of society's culture based on the majority among all subcultures.**

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Cultural Competence

- **There are four basic components of cultural competence; leading to professional performance with cultural awareness.**
  - **Awareness of one's own cultural biases**
  - **Attitude about cultural differences (prejudices / judgments)**
  - **Knowledge of different cultures: practices, values, beliefs**
  - **Cross cultural skills – enforcement with awareness and expectations of other cultures**

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Enhance Multicultural Communication

- **Make positive contact (greeting vs commanding)**
- **See your non-enforcement side (discretion can be a strong tool)**
- **Treat society objectively and fairly ("objectively" means minimizing the impact of your subculture bias)**
- **Remain aware that every subculture has both good and bad**
- **Focus on "serve and protect" rather than "enforce"**
- **Maintain a professional appearance and demeanor**

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Be An Agent of Change

- **Minimize the impact of your inherent biases while engaging other cultures**
  - **Is "other cultures" everyone not a member of law enforcement?**
- **Remember that society, in general, doesn't understand the logic or reasoning behind the law enforcement subculture**
- **Help educate through clear and culturally generic communication**
- **Recognize that "right" and "legal" are different. Exercise discretion where you can and as necessary to do the right thing (never choose the illegal option(s))**

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Gender Inequality in Law Enforcement

- **Due to job expectations, new challenges are created in gender relations**
- **Camaraderie between genders is different than camaraderie among same gender**
- **Are women in LE expected to be "just one of the guys?"**
- **Law Enforcement has been and remains a male dominant profession**
- **Most common workplace challenges are:**
  - **Sexual Harassment**
  - **Gender Discrimination**

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Gender Discrimination = Unequal Treatment

- **Gender discrimination most easily identified by unequal treatment in the workplace**

- **Demonstrated by:**
  - **Assignments to "traditional women's" jobs**
  - **Promotional test segments that are not job related**
  - **Held to a different standard, either reduced "for women" or higher to "show capability"**
  - **Not given equal consideration for training or specialty assignments**
  - **Injured males given light duty assignments, but pregnant women given leave**

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Perceived Role Responsibilities

- **Many male officers raised to feel "men should protect women"**
- **Results in protective behavior by male officers toward female officers**
- **Many female officers feel patronized or tolerated; perceived as lesser**
- **Such behaviors and perceptions create barriers in peer relations**

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Society & The Thin Blue Line

- **Due to either lack of communication or media misrepresentation, communities don't understand the law enforcement subculture focusing on responsibility**
- **The public outcry, often perceived as "attacks" on law enforcement, making LE feel defensive**
- **The "attack" and "defend" outlook, even if only felt and not demonstrated, creates a sense of need to place blame**
- **Such widens the divide and separation between the society served and the law enforcement subculture serving it**
- **"Us vs Them" mentality has to be avoided**

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The Solution of Community Policing

- **Creates partnership between community and law enforcement**
- **By basic nature requires more efficient and transparent communication**
- **Creates a solution-focused team in place of two separate cultures potentially negative about each other**
- **Requires the sharing of values and goals**
- **Identifies strengths, skills and motivations**

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Conclude part five and course

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