

**LeadingAge<sup>PA</sup>** / 2023

**FALL FINANCE**

**CONFERENCE**

# **DIVERSITY IN THE WORKPLACE**

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A Business Strategy

Presented by Moniqua Acosta, Director of Volunteer Services, Landis Homes and  
Linda Lownsbery, Vice President of Human Resources, Landis Communities



## AGENDA

- Session Objectives
- Diversity at Landis Communities
- Recruitment and Retention of Diverse Candidates
- Financial Benefits of Diversity
- Insights from the 2022 Census and the Great Resignation



## SESSION OBJECTIVES

### Objectives

1. Provide definitions for Diversity, Equity, Inclusion and Belonging
2. Examine what diverse candidates are looking for in an employer.
3. Analyze the financial benefits of diversity.
4. Review implications of the 2022 Census & the Great Resignation.



# DEFINITIONS

Providing definitions to your organization will help avoid confusion or misunderstandings about the work.

Diversity: The representation of multiple identity groups.

Equity: Is freedom from bias. It is achieved by promoting justice and fairness in the procedures, processes, and resource allocation of institutions or systems.

Inclusion: When all people, especially people from marginalized groups, are recognized for their worth and dignity, respected, empowered, and allowed to contribute and thrive at work without sacrificing individual uniqueness.

Belonging: To be a member or part of (a particular group, organization or class).

LeadingAge LTSS Center @Umass Boston  
Oct 2021 Workforce Report



# LANDIS COMMUNITIES' JOURNEY TO BELONGING

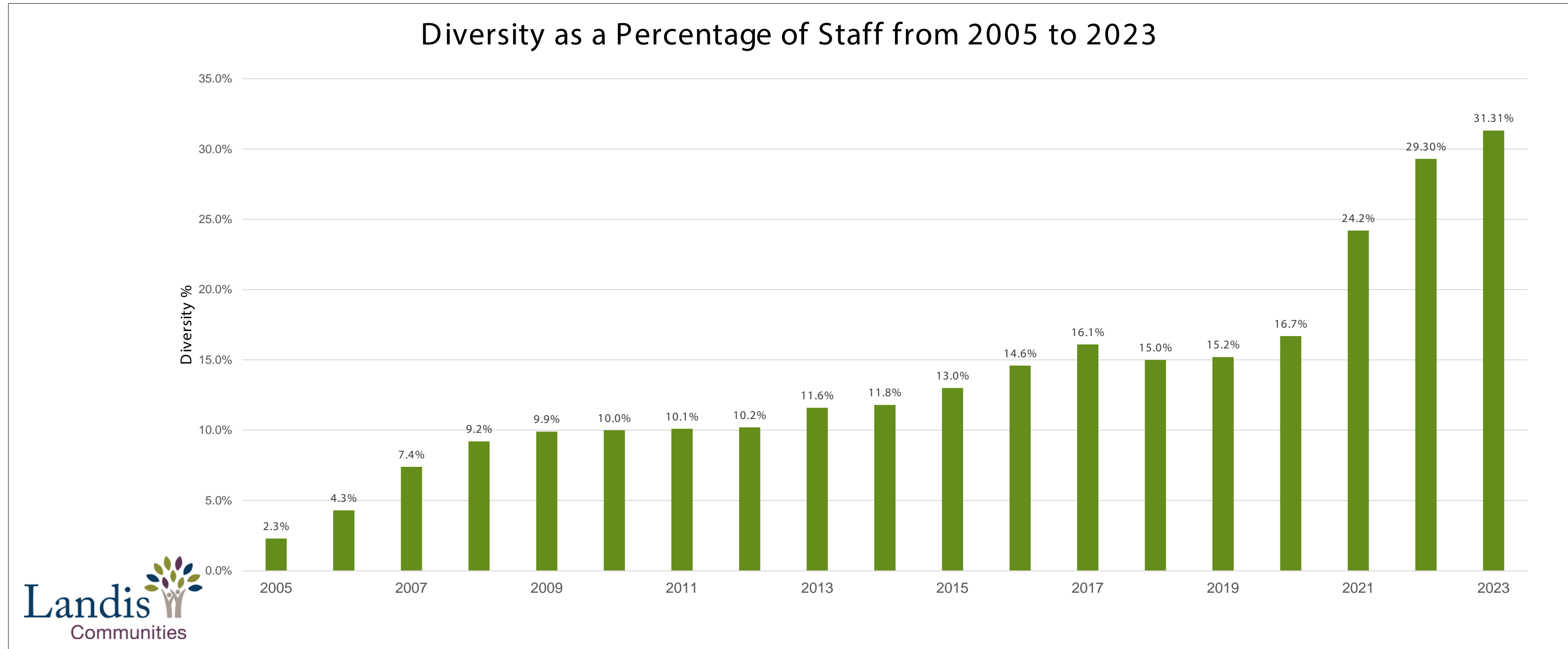
Starts with the Board of Directors and Senior Leadership!

Landis Communities commitment to Diversity, Equity and Inclusion (DEI)

- 2020 Landis released statement after the death of George Floyd, to bring people together to listen and learn from one another about respecting the diversity and worth of every person.
- 2021 Board initiated formal efforts toward understanding our own policies and procedures around DEI
  - DEI Task Force formation and education with third party facilitator
- 2021 Task Force met monthly to evaluate current processes and policies (organizational artifacts)
- 2022 to 2023 DEI Task Force completed organizational assessment and prepared corresponding recommendations
- 2023 Board and Leadership Team worked on and prioritized the recommendations to move to the next phase
  - Belonging Council formation
- 2023 Belonging Council moves forward to operationalize community adopted recommendations



# LANDIS COMMUNITIES' JOURNEY TO BELONGING



# WHAT ARE DIVERSE CANDIDATES SEEKING IN AN EMPLOYER?

Diverse candidates want what all candidates want:

- ✓ Purposeful work
- ✓ Market competitive total rewards
- ✓ Flexibility in schedule
- ✓ Clearly communicated career path development opportunities
- ✓ Respectful work environments
- ✓ Values-driven cultures
- ✓ Supervisors and coworkers who care

...to BELONG!

**You belong.**

# WHAT ARE ALL CANDIDATES SEEKING IN AN EMPLOYER?

Gallup Q 12 Engagement Survey identifies 12 employee needs:

1. *I know what is expected of me at work.*
2. *I have the materials and equipment I need to do my work right.*
3. *At work, I have the opportunity to do what I do best every day.*
4. *In the last seven days, I have received recognition or praise for doing good work.*
5. *My supervisor, or someone at work, seems to care about me as a person.*
6. *There is someone at work who encourages my development.*
7. *At work, my opinions seem to count.*
8. *The mission or purpose of my company makes me feel my job is important.*
9. *My associates or fellow employees are committed to doing quality work.*
10. *I have a best friend at work.*
11. *In the last six months, someone at work has talked to me about my progress.*
12. *This last year, I have had opportunities at work to learn and grow.*

The conversation needs to go beyond what a diverse candidate is seeking and into how organizations can help to facilitate meeting those needs through improved access and opportunity.



# RECRUITMENT AND RETENTION OF DIVERSE CANDIDATES

- Be intentional: take a close look at your processes to mitigate biased practices.
- Expand the talent pool!
  - 76% of employees and job seekers report a diverse workforce is an important factor when evaluating companies and job offers\*
  - Nearly half of Black (47%) and Hispanic (49%) job seekers and employees have quit a job after witnessing or experiencing discrimination at work, significantly higher than white (38%) job seekers and employees\*
- Measure for awareness, accountability.
- Optimize internal partners in recruitment.
  - Marketing & Communications
  - Finance
  - Hiring Managers

*\*Glassdoor Diversity & Inclusion Workplace Survey, September 2020*



## RECRUITMENT AND RETENTION OF DIVERSE CANDIDATES

- Provide staff with appropriate skills to build cultural competence and a sense of belonging for all.
- Accurately express levels of equity and inclusion on how individuals are developed, promoted and sponsored at the organization.
- The approach needs to outlive “trending conversations.” Embed DEIB initiatives into strategic work and in all levels of the organization.

# RECRUITMENT AND RETENTION OF DIVERSE CANDIDATES

## Practical Considerations

- Assess language for inclusivity (In job postings, hiring documents, training materials)
- Evaluate talent acquisition sources
- Commit financial resources to support diverse hiring initiatives
- Celebrate diverse cultures in social media, marketing and recruiting ads
- Develop curiosity and empathy towards employee experience
- Hire for cultural *contribution* instead of cultural *fit*\*

\*Judith Williams, Global Head of People Sustainability & Chief Diversity and Inclusion Officer at SAP



**CERTIFIED NURSING ASSISTANT**

*Paid Training through Landis Homes*

**2023 Training Dates:** January 9 - February 17 OR March 6 - April 14  
**Location:** EMU at Lancaster (Eastern Mennonite University), 1846 Charter Lane, located within Greenfield Corporate Center  
**Program Length:** 6 weeks on Monday, Tuesday and Thursday  
**Cost:** \$1400, including textbooks (Landis Homes covers this cost for its sponsored team members.)

**Training to Become a CNA includes:**

- Classroom instruction 3 days a week, 2:30-10pm (7.5 hours/day)
- Job readiness and clinical training at Landis Homes

**What does the program prepare me for?**  
 Successful completion of this course prepares you to take the PA Nurse Aide Competency Exam to enroll in the Nurse Aide Registry for the Commonwealth of Pennsylvania. You will also receive a certificate of completion from EMU.

*This unique opportunity is offered to all interested individuals who apply and are hired as a Full-Time or Part-Time CNA at Landis Homes.*

For more information, visit [emu.edu/nurse-aide](http://emu.edu/nurse-aide)  
 To begin the process and apply as a CNA, visit [landiscareers.org/cna](http://landiscareers.org/cna)



**Find Your Dream Job!**  
 Wednesday, July 26  
 7:00-9:00 am, 3:00-6:00 pm

**Landis Communities**  
 September 14 · 🌐

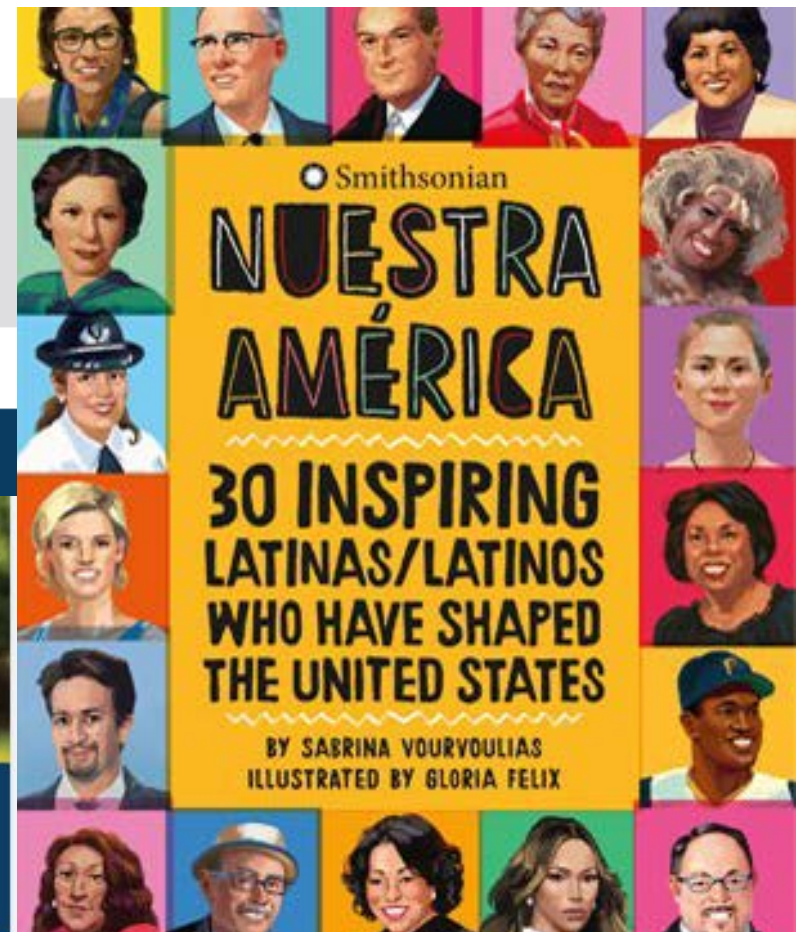
Landis Communities recognizes and celebrates Hispanic Heritage Month which begins Friday, Sep 15, 2023 and continues through Sunday, Oct 15, 2023.

We value the nearly 10% of team members who identify as Hispanic/Latino and acknowledge our society has been enriched and shaped by the culture and contributions of this community, past and present.

To learn more about how you can engage in educational and in person events, we invite you to visit these sites for local and national opportunities.

Locally: <https://visitlancastercity.com/.../hispanic-heritage.../>  
 Nationally: <https://www.hispanicheritagemonth.gov/>

"Your individuality is important, but so is belonging. Recognize the parts of your culture that have shaped your past, and the parts you want to carry with you into the future". -Sol Peralta



Smithsonian  
**NUESTRA AMÉRICA**  
**30 INSPIRING LATINAS/LATINOS WHO HAVE SHAPED THE UNITED STATES**  
 BY SABRINA YOURVOULAS  
 ILLUSTRATED BY GLORIA FELIX



## FINANCIAL BENEFITS OF DIVERSITY

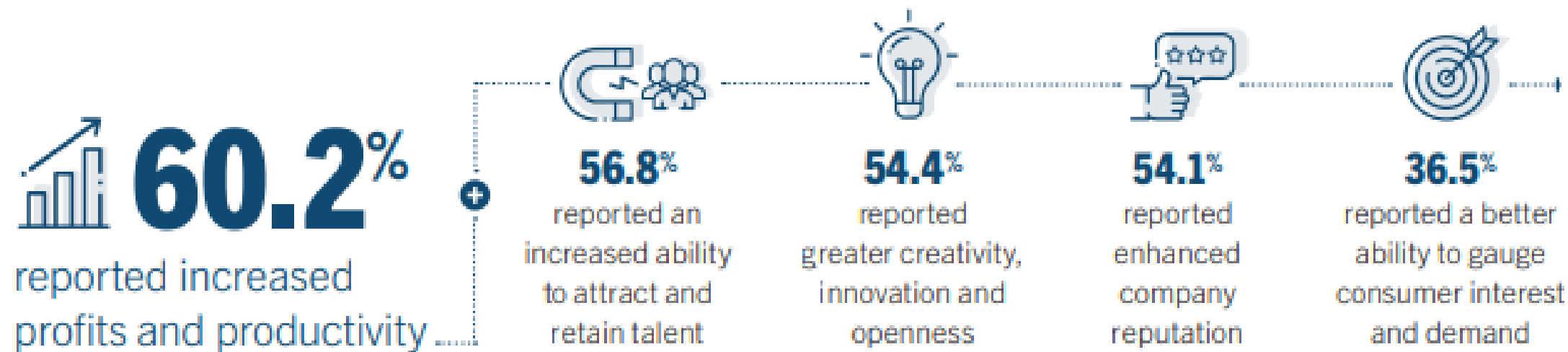
- ✓ Improved staffing – larger talent pool, lower turnover
- ✓ Workplace culture of respect for differences rather than discrimination
- ✓ Enhanced reputation; brand
- ✓ Strategic partnerships in the community
- ✓ Greater innovation and productivity from different perspectives; avoids group think

# FINANCIAL BENEFITS OF DIVERSITY

## ✓ Greater innovation and productivity from different perspectives

According to a recent global survey, companies with more inclusive business cultures and policies see a 59% increase in innovation and are 62.6% more likely to see increased profitability and productivity.\*

Respondents reported that gender diversity initiatives improve business outcomes as shown below:



*\*International Labour Office (ILO) enterprise survey 2018*

*Why DEI in the Workplace is Essential for Progress in the Long Run, by Preethi Thomas February 2022*



## INSIGHTS FROM THE 2022 CENSUS AND THE GREAT RESIGNATION

- All race and Hispanic/Latino origin groups experienced population increases, apart from the White population.
- Diversity in the U.S. population increased between 2010 and 2020. In 2020, there was a 61.1% chance that two people chosen at random were from different racial or ethnic groups according to the census diversity index. In 2010 there was a 54.9% chance.
- In 2020, about 1 in 6 people in the U.S. were age 65 and over. In 1920, this proportion was less than 1 in 20.
- The senior living industry lost more than 100,000 workers between February 2020 and November 2021.
- 99% of nursing homes and 96% of assisted living communities in the U.S. are facing staffing shortages.
- A shortage of 400,000 caregivers for older adults. By 2040, the aging services sector will need more than 20 million workers to care for the nation's older adults.



# QUESTIONS?



## RESOURCE LIST

- *Why DEI in the Workplace is Essential for Progress in the Long Run, by Preethi Thomas February 2022*
- International Labour Organization enterprise survey 2018
- <https://www.cannondesign.com/perspectives/how-organizational-viability-is-tied-to-dei-and-social-impact>
- <https://emeritus.org/blog/diversity-equity-and-inclusion-in-the-workplace/>
- <https://hbr.org/2018/07/the-other-diversity-dividend>
- [https://ltsscenter.org/reports/COVID19\\_Stress\\_Challenges\\_and\\_Job\\_Resignation\\_in\\_Aging\\_Services.pdf](https://ltsscenter.org/reports/COVID19_Stress_Challenges_and_Job_Resignation_in_Aging_Services.pdf)
- <https://www.mcknightsseniorliving.com/home/news/long-term-care-workforce-shortages-worst-in-all-of-healthcare-provider-groups-say-as-senate-committee-explores-issue/>
- <https://www.census.gov/en.html>
- <https://www.ltsscenter.org/reports/DEI/Overview.pdf>