

AOE - YOUR PARTNER IN DIVERSITY, EQUITY & INCLUSION

The Importance of Language

- Diversity goes beyond race. It represents the individual differences members may identify with or as, such as they relate to their social and professional identity.
- Demographic factors include gender identity, ability, race, nationality, age, sexual orientation, veteran status, caring responsibilities.
- Professional identity should also be considered. Factors include job type, departmental bias, tenure, worksite, location, employment status, responsibilities, education, training and more.

Diversity vs. Inclusion

Who is represented in an organization. Inclusion speaks more to who is respected, expected and integrated into an institution.

Diversity

Is the presence of “difference” within a given setting. Differences can arise in our appearances, thoughts, likes and dislikes, values and identities. Diversity among identities may relate to gender, race, ethnicity, religion, nationality, education, marital status, sexual orientation, (dis) ability, and socioeconomic status.

Equity

EQUITY means FAIR treatment, fair access, fair opportunity and fair advancement for all people. Equity is an approach that ensures everyone is supported in their personal and professional development. Unlike equality, equity does not aim to treat all individuals in the exact same way. Instead, equity recognizes that advantages and barriers exist.

Inclusion

The act of creating environments in which people feel like they can bring their authentic selves to work. It means everyone feels valued, respected and appreciated for their unique identities, even when they're different from others. Inclusion outcomes are met when you, your institution, your policies and programs are truly inviting to all.

AOE DIVERSITY, EQUITY & INCLUSION DEFINITIONS

Micro-Aggression

- Offense is never intended
- A quick, small act that results in a slight or indignity.
- They are cumulative. On their own, may not seem like a big deal. But they add up.
- Aren't always words (i.e., hug your purse tighter when a Black man walks by, following someone around a store, assuming person of color is service worker)
- They normalize racism, sexism, etc.

Examples

- Are you the first person in your family to graduate from college?
- You speak English really well!
- I thought Asian people ate a lot of rice.
- That's so ghetto.
- Your name is too difficult for me. Do you have a nickname?
- You are so exotic.
- That fiery Latin blood.
- Your accent is adorable.
- You don't sound Black.
- She's done a great job considering she's a woman, not an engineer, etc.
- I Jewed him down
- That's so gay
- Indian giver
- We got gypped
- You people...
- As a woman (Jew, Black, etc.), I know what you go through as a racial minority
- When I look at you, I don't see color
- I am not a racist. I have several Black friends.

AOE DIVERSITY, EQUITY & INCLUSION DEFINITIONS

Microinequities

Micro-inequity is a theory regarding ways in which individuals are either singled out, overlooked, ignored, or otherwise discounted based on an unchangeable characteristic such as race or gender. Can be conveyed through facial expressions, gestures, tone of voice, choice of words

Examples

- Calling women “honey” or “sweetheart”
- Assigning tasks according to stereotyped roles (women as note-takers)
- Confusing a person of a certain ethnicity with another person of the same ethnicity

In-group Favoritism

This is not a prejudice against a group as much as it is about favoring others who are a part of “your” group

Systemic Bias

Prejudice or unfairness directed by a system or institution (health, religious, judicial, etc.) towards individuals of an oppressed or marginalized group, whether consciously motivated or from lack of exposure to issues important to marginalized communities

Implicit (Unconscious) Bias

Prejudice or unfairness directed by someone (person) from a privileged group towards individuals from an oppressed or marginalized group, usually coming from a lack of exposure to issues important to marginalized communities

Examples

A common example seen in studies shows that white people will frequently associate criminality with Black people without even realizing they're doing it

AOE DIVERSITY, EQUITY & INCLUSION DEFINITIONS

Model Minority (Myth)

A model minority is a minority demographic whose members are perceived to achieve a higher degree of socioeconomic success than the population average, thus serving as a reference group to outgroups

Examples

Contrast Asian Americans (particularly East and South Asians) and Jewish Americans against African and Hispanic Americans, enforcing the idea that Asian and Jewish Americans are good law-abiding, productive citizens/immigrants, while promoting the stereotype that Hispanics and African Americans are prone to crime and dependent on welfare

Critical Race Theory

Academic movement seeking to critically examine the law as it intersects with issues of race, and to challenge mainstream liberal approaches to racial justice

Social Justice

Social justice is the relation of balance between individuals and society measured by comparing distribution of wealth differences, from personal liberties to fair privilege opportunities

Sex: Sex is a label – male, female or intersex – that you're assigned at birth based on the genitals you're born with and the chromosomes you have. It does not necessarily match someone's gender/ gender identity.

Gender: Gender is complex: It's a social and legal status, and set of expectations from society, about behaviors, characteristics, and thoughts.

Gender identity is the internal perception of one's gender, and how they label themselves, based on how much they align or don't align with what they understand their options for gender to be.

Cisgender: Applies to someone whose gender matches their "assigned" sex at birth.

Transgender: Applies to a person whose gender is different from their "assigned" sex at birth. Doctors typically assign gender based on sexual organs, but sex and gender are different

AOE - YOUR PARTNER IN DIVERSITY, EQUITY & INCLUSION

Advancing Organizational Excellence (AOE) – a fully-owned subsidiary of the American Concrete Institute – has a long history of offering services to meet the dynamic challenges seen by our clients. Already known for our expertise in public relations, crisis communications, strategic and organizational planning, event services, marketing and communications, as well as all things digital, AOE has added a DEI Practice Group specifically to address the needs of the markets we serve.

With more than 20 years of experience helping members of technical societies as well as the design and construction industry deliver their unique messages to their target audiences, DEI is a natural outgrowth of our HR, strategic planning, communications and training expertise. Our DEI offering has been built with long-time leaders in the development, analysis and implementation of DEI programs. The AOE Practice Group offers an online benchmarking assessment tool, plan development, marketing and branding audits related to DEI, employee programs, training and much more.

“In addition to helping address the challenges in recruiting top talent, creating a more diverse, equitable and inclusive work environment leads to happier and more engaged employees and, in turn, greater productivity.”

-Tom Merritt, Regional Director, Anser Advisory

AOE DIVERSITY, EQUITY & INCLUSION PRACTICE GROUP



KIMBERLY KAYLER, CPSM DEI PRACTICE LEADER

Trained in DEI by the University of Michigan, she brings a wealth of experience in organizational development, HR, training, strategic planning and stakeholder engagement to her role. Another key area of her expertise that aligns with DEI is crisis communications. Kimberly leads the AOE DEI practice with almost 25 years of experience serving technical industries in an organizational, strategy and marketing role. As the lead of the AOE DEI portfolio, she will ensure best practices are applied to the delivery of all services as well as the establishment and monitoring of return on investment.



KATHY SPANIER DEI STRATEGIC PLANNING CONSULTANT

Skilled in the development of strategies using various organizational and marketing tools and processes to assist in the positioning and differentiation of an organization in a competitive environment, Kathy has extensive experience in developing and executing strategies to meet objectives in a variety of B2B industries. Kathy's DEI experience includes training by the University of South Florida as well as serving as a discussion leader for the Anderson Center, a non-profit organization.



KIM CARTER PH.D LEAD PLANNER AND IMPLEMENTATION COACH

Known as a passionate and personable leader, educator, speaker, trainer and author, Kim brings unique expertise to the AOE DEI team. She has provided transformational HR leadership for major corporations, non-profits and other entities for almost two decades. Her expertise has helped organizations shape all facets of their HR functions including DEI planning, talent acquisition and management, executive leader coaching, talent assessments, benefits and compensation, training and development, as well as negotiations.



DREW BURNS, CAE DEI PRACTICE LEADER

As a Certified Association Executive, Drew Burns brings a wealth of experience and training in DEI to the AOE Practice Group. A frequent speaker in the concrete industry on the topic of DEI, he also has authored many articles on the topic. He has more than 10 years of experience in both for-profit and non-profit organizations, focusing on development and implementation of market strategy, business development, marketing and stakeholder relations.

PARTNER WITH AOE FOR YOUR DIVERSITY EQUITY AND INCLUSION (DEI) NEEDS

More and more, people and organizations are making decisions about who they work with and for based on DEI policies and practices. In fact, many have seen DEI show up in Request for Proposals or the recruiting process. In response to this need, **Advancing Organizational Excellence (AOE)** has added a DEI division specifically to address the needs of the markets we serve.

Already known for our expertise in public relations, crisis communications, strategic and organizational planning as well as marketing/communications, our DEI offering has been built with long-time leaders in the development, analysis and implementation of DEI programs.

When tied to an organization's strategic objectives, DEI programs have proven to benefit an organization's bottom-line by creating a competitive advantage in many ways including financial performance, innovation and growth, employee engagement and retention, as well as becoming or staying an employer of choice.



DIVERSITY

any difference that can
make a difference



EQUITY

fairness exists in
structures and systems



INCLUSION

a sense of belonging and
can express themselves.



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The AOE specialty practice group offers an online benchmarking assessment tool, plan development, marketing and branding audits related to DEI, employee programs, training and much more.

ORGANIZATIONAL SCAN: Benchmark to Start or Build Your Organization's DEI Journey

The journey begins with the organizational scan through our proprietary assessment tool, which goes far beyond measuring quotas and numbers, to also introducing holistic concepts related to DEI including intent, language, visual messages and more. The software provides real-time data for organizations in terms of their DEI efforts, as well as their peers.

DEI Plan Development, Training and Measurement

The assessment tool and the maturity model are phase 1 of the DEI journey. Building on this starting point, AOE will work with you through the other phases of your DEI roadmap.

The maturity model also enables AOE to assess the degree in which the organization supports DEI within these different levels of the organization:

- **Leadership Accountability:** DEI is integrated into strategic objectives, vision and metrics.
- **Talent Integration and Strategy:** DEI is recognized for generating high performing teams. Activities may include career development, mentoring, performance management, succession planning, training, as well as recruiting and hiring
- **Operations Integration:** AOE will measure policies and practices in regard to how they reflect and reinforce DEI strategy.
- **Marketing/Marketplace/Community:** DEI strategies must be integrated into marketing, marketplace as well as community stakeholder activities such as branding and corporate image, sales and marketing, community and marketplace relations, as well as supplier diversity.

Each area of focus will be measured based on the five levels of the maturity model.

Next Steps

If you are interested in exploring your DEI journey, please reach out to AOE today. We approach DEI from the perspective of "meet you where you are" to build a roadmap that works for your organization.

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Introducing the **AOE FELLOWSHIP**

Apply today for the AOE Fellowship through the American Concrete Institute (ACI) Foundation – available only for CIM Students!

In 2020, AOE – a fully-owned subsidiary of ACI – launched a fellowship specifically for members of the Concrete Industry Management (CIM) program. AOE is a long-time supporter of CIM, having helped with the program's marketing efforts for more than a decade.

The AOE award is available to undergraduate or graduate students pursuing a degree as part of the CIM program. First preference will be given to students interested in the sales/marketing, association management, or business side of the concrete industry. An internship with AOE is optional.

The fellowship was created in memory of Wendy Ward, a member of the AOE team for more than 10 years. Wendy was a great advocate for the concrete industry and passed away at the early age of 32 from breast cancer. She was known throughout the industry as a leading expert in helping organizations with their marketing and sales efforts, as well as broadening career opportunities in the concrete industry.

General fellowship details:

Fellowships are offered to high-potential graduate and undergraduate students who have full time status in concrete related degree programs. Fellowship recipients are eligible to apply and compete for these awards on a year-to-year basis, but must reapply each year, so long as they are still eligible. All fellowship awardees are required to submit a written report near the end of their fellowship award period that describes the value of the fellowship to their development and preparation for their chosen career after graduation.

Fellowship recipients will receive the following:

- \$10,000 - \$15,000 USD educational stipend for tuition, residence, books, and materials
- Appropriate recognition in Concrete International magazine and on the Foundation website
- Paid travel expenses and attendance fees to two ACI conventions (fellowship finalists must attend the Spring ACI Convention to be interviewed where they have the option of being assigned a Convention Guide)
- Assistance in finding an industry mentor

The next application cycle will open on July 1, 2021. Visit [acifoundation.org/scholarships](https://www.acifoundation.org/scholarships) to learn more and to apply.



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AOE SERVICES

Association Management	Meetings and Events
Strategic Planning	Training and Development
HR and Financial Services	Electronic Communication
Marketing and Public Relations	Website Consulting
Customer Service	Video Production
Crisis Communications	Graphic Design and Fulfillment

3 Steps to Getting Started With DEI

More and more, people and organizations are making decisions about who they work with and for based on Diversity, Equity and Inclusion (DEI) policies, theories and practices. This sentiment goes far beyond quotas and mandates to selecting a vendor, partner or even an employer that has embraced the benefits of a diverse organizational culture.

But, getting started can be overwhelming. What is the first step? Who needs to be involved in your organization to move ahead? How will you create success? In this guide, we share three steps to getting started with a DEI program at your organization.



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1. Acknowledge that DEI is a Journey

It is key to recognize that no matter where you and your organization are starting related to DEI, it is okay. Tackling DEI is important and necessary, but it is also hard. Don't let the unknown and the topic become so overwhelming that the journey doesn't begin.

Chances are your organization already has some DEI practices in place. However, a DEI effort should not be considered solely related to hiring practices, and efforts should expand beyond EEO compliance and Affirmative Action. Diversity is a more inclusive concept and includes people of various religions, marital status, sexual orientation, economic status and a variety of other states of being.



Diversity and affirmative action deal with issues related to discrimination, but in different ways. They are complementary in function, but different in their goals. While affirmative action focuses on taking positive steps to get individuals into the organization, diversity in the workplace works to change the culture within. Rather, DEI is about your employees and vendors feeling included. It is about your culture. It is about growth and movement.



Do you have a documented pipeline strategy for hiring? Do you track the demographics of candidates that apply for position? How do you know if you are reaching a diverse population of qualified candidates if you are not tracking these areas in your hiring practice?

Consider these questions as you begin your journey toward a more diverse, equitable, and inclusive workplace, and remember – developing a DEI program takes time. And patience!

2. *Determine Your Starting Point*

While it is key to acknowledge that no matter where you are starting is perfectly okay, knowing some key realities will help you and your team create a customized roadmap that makes sense for your organization. Key to a successful program is defining metrics that are carefully planned in relation to the journey your team decides to embark upon related to DEI. And, while many quickly look to quotas and numbers to define metrics, a good assessment tool goes far beyond numbers to looking at inclusion metrics, intent, your brand, vendor relationships and diversity, and so much more.

A benchmarking tool is a good place to start. It enables organizations to determine where they are on the DEI journey and allows them to see how they compare to others in the industry. For example, the [AOE DEI Benchmarking Assessment Tool](#) evaluates four organizational metrics, including:

- [Leadership Accountability](#): How DEI is integrated into strategic objectives, vision and metrics.
- [Operations Integration](#): Assessment of policies and practices regarding how they reflect and reinforce DEI strategy.
- [Talent Integration and Strategy](#): How mindful the organization is in hiring a diverse workforce, as DEI is recognized for generating high-performing teams.
- [Marketing/Community Integration](#): How DEI is integrated into marketing, marketplace as well as community stakeholder activities such as branding/image, sales and marketing



3. Commit to Adopting DEI as Part of a Strategic Objective

One of the biggest hurdles to success related to DEI is to view it as a project, or something that is relegated to HR or a committee. For DEI to be successful, studies have shown it is key that DEI becomes part of the fabric of your organization and part of your key strategic objectives. To that end, consider how DEI might be integrated into business strategy, employee goals and training, marketing and sales efforts, procurement, as well as organizational culture.

As noted in DEI Benefits, when implemented and tied to an organization's strategic and business objectives, DEI programs have proven to benefit an organization's bottom line by creating a competitive advantage in many ways. But beyond financial and innovation metrics, there is also a case to be made for building more diverse teams and greater humanity. The DEI function deals with the qualities, experiences and work styles that make individuals unique (e.g., race, age, religion, disabilities, ethnicity) as well as how organizations can leverage those qualities in support of business objectives.



The workforce is aging and changing considerably in terms of generational makeup. There are now five or more generations in the workforce ranging from the Silent generation (born between 1928-1945), Baby Boomers (born between 1946-1964), Generation X (born between 1965-1980), Millennials or Generation Y (born between 1981-1996) and the newest segment Generation Z (born since 1997). Each generation brings a mix of employee expectations around topics of reskilling/upskilling in the age of automation/technology, holistic employee wellness, connecting work to social impact and purpose, flexible work arrangements, social media outside the workplace and more that will affect DEI training for this modern workforce.

As you begin your DEI journey, consider AOE's wealth of free DEI resources. Visit www.aoeteamdei.com and read our blog, watch one of our quick instructional videos, or [contact us](#) today for a free planning session.

Supporting Your Advancement in DEI Organizational Excellence



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