

Leadership Competency Development Guide

Competency Cluster: Promoting a High Performance Culture



Competency: Fostering Diversity

Definition: The ability to promote equal and fair treatment and opportunity for all. The ability to effectively promote equal opportunity in employment and maintain a work environment that is free of discrimination and harassment. The ability to demonstrate the knowledge of a supervisor’s responsibility for promoting equal opportunity in hiring and employee development and promotion.

Behavioral Indicators:

- Fosters and values an environment in which people who are diverse can work together cooperatively and effectively in achieving organizational goals
- Maintains a work environment that is free of sexual harassment and discrimination

Developing/Practicing this Competency	Learning from Others	Sample Developmental Goals
<ul style="list-style-type: none"> • Work on a team of members with diverse backgrounds. • Ensure that all staff understand and comply with sexual harassment preventions and anti-discrimination policies • Identify the diversity of staff and have members share their perspectives, concerns, and ideas for working more productively together. • Take immediate action when an issue occurs 	<ul style="list-style-type: none"> • Ask your manager or a mentor to provide feedback on how well you foster diversity in your unit • Ask staff for ideas on how to foster diversity in the workplace • Research other departments that have excellent sexual harassment prevention programs and implement any new ideas • Interview the EEO manager for ideas on fostering diversity and preventing and handling sexual harassment issues. 	<ul style="list-style-type: none"> • By October 30, I will ensure that all my staff and I take a course on Preventing Sexual Harassment in the Workplace. • By September 15, I will review department policies on diversity, sexual harassment prevention, and anti-discrimination and ensure they are implemented in my unit. • By January 30, I will read one book on creating a positive work environment. • By April, I will interview Harry on how he has established a culture of diversity in his unit.



Leadership Competency Development Guide for Fostering Diversity

This is not an exclusive list of resources. Please feel free to conduct your own search for more resources related to Fostering Diversity in civil service.

Resources Index



[Definition, Behavioral Indicators,
Developmental Activities](#)



[Academic Journals and Books](#)
on-line and available for checkout



[Videos and Podcasts](#)
on-line and available for checkout



[Courses](#)
on-line and for a fee



[Webinars](#)



[Other Resources](#)





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[Back to Index](#)





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[On-Line Videos](#)

Podcasts on Fostering Diversity

[Podcasts](#)

[Back to Index](#)





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[Instructor-Led Courses on Fostering Diversity](#)





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[Other Resource Links](#)



[State Government Resources](#)

[Federal Government Resources](#)

[External Resources](#)

[Back to Index](#)



Academic Journals and Articles On-Line

[Defining Diversity.](#)

The article discusses the modern definition of diversity on various businesses and its significance in growing a company and creating new business ventures and opportunities. It mentions the importance of implementing hiring practices that promotes inclusion of various demographic groups and their role in offering innovative solutions and creative ideas representing the varying society. It talks about expansion initiatives that would be beneficial in business planning and problem solving.

Author: Mitchell, Kathleen

Source: Business West 27, no. 1 (May 10, 2010): 16

[Diversity in Public Organizations: A Work in Progress.](#)

This essay examines the potential for diversity within U.S. public organizations to progress by the year 2020. The author defines diversity as the degree to which the workforce in public organizations has been inclusive inasmuch as gender, ethnicity, and race are concerned. The history of this movement is examined, from the 1970s through the U.S. presidency of African American Barack Obama. Also discussed are religious integration and international collaboration.

Author: Broadnax, Walter D.

Source: In Public Administration Review, s177-s179. Wiley-Blackwell, 2010

[Diversity in the US Federal Government: Diversity Management and Employee Turnover in Federal Agencies.](#)

The article focuses on the effect of diversity in the job satisfaction and turnover of employees in the U.S. Federal Government. It examines the factors that result to employee turnover. It mentions that a well managed diverse workplace results to job satisfaction but not employee turnover. Furthermore, it also explores the effects of race and gender in the workplace.

Author: Sungjoo, Choi

Source: Journal of Public Administration Research & Theory 19, no. 3 (July 2009): 603-630

[Diversity Management: Connecting the Diversity ABCs and the Generational X, Y, and Zs in the Workplace.](#)

The article presents the solutions for building a successful working environment in the U.S. It includes social media which can apply internal and external sites for ongoing communication. The employee resource groups provide network groups for company support. The learning and knowledge development training for all levels in an organization is an important component for success. It also mentions that diversity leaders must prepare the workspace for recruiting and retention of employees.

Author: Arnold, Pamela

Source: Profiles in Diversity Journal 12, no. 6 (November 2010): 16-17

[DiverSity of a Different Color.](#)

The article discusses the modern model for diversity program that focuses on workforce composition and diverse markets in the U.S. It states that the model lifts diversity program out of human resources and puts them in the corporate social responsibility function. It also servers any ties to the legal department, as well as promotes networks and cultural awareness training aimed at improving minority representation.

Author: Hansen, Fay

Source: Workforce Management 89, no. 6 (June 2010): 22

[Diversity Unraveled.](#)

Diverse leadership teams outperform more homogeneous teams but can initially be more difficult to manage. Difference can tear us apart or bring us together; it depends on our response. Four critical concepts, when understood and applied, can help bring teams together in transformative ways and pave the way to inspired performance. INSET: Diversity improves decision making. [ABSTRACT FROM PUBLISHER]

Author: Holden, Daniel

Source: Industrial Management 48, no. 4 (July 2006): 8

[The Experience of Diversity by Generation: How to Bridge the Differences.](#)

With so many different generations mixing in one U.S. workforce, it's no wonder that clashes occur and you often hear someone whisper, "I just don't understand." The reason lies in the different experiences of each of these

generations that express itself differently in work styles, overall expectations, and family responsibilities. These differences can cause grave misunderstandings-and even hamper work productivity. In this article, the authors take a fresh and more sophisticated look at the four primary generations in today's U.S. work environment-what makes them different, and what ties them together. [ABSTRACT FROM AUTHOR]

Author: Clochesy, John M.

Source: Diversity Factor 16, no. 4 (Fall2008 2008): 1.

[Implementation of Diversity Management Programs in Public Organizations: Lessons from Policy Implementation Research.](#)

The U.S. workforce is becoming more diverse, particularly in the public sector. As a result, a number of public-sector employers have initiated diversity management programs aimed to assist different types of employees in their needs at work. While much of the public administration literature has focused on these programs and what makes them work, it has largely ignored a cognate area of study that has much to say about the success of such programs: the policy implementation literature. This article uses policy implementation research to develop five guidelines for public managers who wish to develop a successful diversity management initiative. [ABSTRACT FROM AUTHOR]

Author: Pitts, David W.

Source: International Journal of Public Administration 30, no. 12-14 (October 2007): 1573-1590

[Leadership and Diversity: Constant Companions.](#)

The article focuses on the importance of diversity in leadership performance and paradigms. Diversity can be viewed in a multitude of contexts, including country affiliation ethnicity, personal history, life experiences, economic growth conditions and social conditions. Meanwhile, the addition of context and language creates a kaleidoscope of humanity with specific needs and motivational approaches that require deep critical thinking from organizational leaders. While it is essential to share knowledge, it is equally important to encourage open discussion in diverse groups, wherein leaders need to be skilled in encouraging conversation rather than debate.

Author: de Ferreire Kemp, Francine

Source: Industrial Engineer: IE 39, no. 5 (May 2007): 40-43



[Leveraging Workplace Diversity in Organizations.](#)

Research identifies several substantial barriers to the building of good working relationships among diverse cultural groups, and diversity must be managed if organizations are to attain the benefits promised by the business case for diversity. Many organizations have created diversity initiatives to address the demographic changes in the labor force and customer base, but few have achieved the goal of developing a truly multicultural organization. This article tracks best practices for managing diversity as well as future trends managers should prepare for. Managing diversity successfully requires a long-term commitment, and research suggests that employees respond well to diversity best practices and reward their organizations with better morale and improved retention. [ABSTRACT FROM AUTHOR]

Author: Konrad, Alison M.

Source: Organization Management Journal 3, no. 3
(September 2006): 164-189

[Mine the Potential Of Multicultural Teams.](#)

The article addresses issues facing multicultural teams in the U.S. workplace. Members from New York may function very differently from members from the Midwest or the South, with marked distinctions in matters such as business etiquette and attire. The philosophy and uniqueness of other cultures brings richness to problem-solving, says Linda Rudolph of NDS Americas. Communicating effectively is the biggest challenge for multicultural teams because communication styles differ across cultures.

Author: Gupta, Sangeeta

Source: HRMagazine 53, no. 10 (October 2008): 79

[A New Vision of Management: Full Potential Management Model.](#)

This paper establishes the Full Potential Management (FPM) Model based upon the social model of disabilities coupled with principles of diversity management and disability-oriented human resource management. Despite the fact that the concept of management was once envisioned as having 'value to society' by improving the quality of life through efficient practices (Rimler, 1976), management literature has narrowly defined management as a means to gain increased productivity and achieve organizational goals, thus overlooking the social formation and implementation design for a better life (Diener & Seligman, 2004; Small, 2004; Whitley 1989). Based upon the diversity literature, we propose that social-oriented diversity management

principles and practices are the key to transforming management concepts from achieving organizational potential to achieving social aims that maximize the potential and quality of life of each person. [ABSTRACT FROM AUTHOR]

Authors: Fujimoto, Yuka, and Charmine E. J. Hartel

Source: Journal of Diversity Management 5, no. 4 (December 15, 2010): 19-30

[One Key to Diversity: Employee Involvement.](#)

The article reports on the efficiency of employee involvement as one key to diversity in various workplaces in the U.S. According to a study, it found out that women and minorities are more successful and have better career opportunities at times when the companies offer self-directed work teams and cross-training programs. In result, companies can increase both quality and diversity at the same time.

Source: Work-Life Newsbrief & Trend Report (August 2009): 6-7

[Rethinking Diversity in Public Organizations for the 21st Century: Moving Toward a Multicultural Model.](#)

The 21st century promises a more diverse public workplace in terms of race, ethnicity, culture, gender, age, and disabilities. In light of the shifting composition of public organizations, this article applies three different paradigms of diversity developed to understand private organizations and analyze practices in and research about public organizations. Building on these paradigms, this article proposes a new process for managing diversity that facilitates the development and promulgation of a multicultural organization. This paradigm of multiculturalism cultivates a climate in which individuals from dominant and non-dominant cultures coexist and thrive. Consequently, agencies will be more effective in recruiting and retaining a diverse workforce, structuring internal processes, and serving clients. [ABSTRACT FROM AUTHOR]

Authors: Selden, Sally Coleman, and Frank Selden

Source: Administration & Society 33, no. 3 (July 2001): 303

[The 10 Biggest Mistakes in Diversity Management--Why Best Practices in Diversity Aren't Enough!](#)

The article discusses the 10 biggest mistakes in diversity management. The author stresses that many of the practices adopted by companies in



response to diversity management are ineffective because they have not solved the real problem of diversity. It highlights the significance of a leadership that can think, create and value inclusion for the reduction of diversity in the workplace.

Author: DeMaria, Roseanna

Source: Diversity Factor 17, no. 2 (Spring2009 2009): 1-4

[What Drives the Implementation of Diversity Management Programs? Evidence from Public Organizations.](#)

The article discusses the bases for the implementation of an official diversity management program in the U.S. It mentions that as the U.S. workforce diversity continues to grow rapidly, public managers are pressured to make cultures that allow workers from various fields to succeed. It states that organizations develop the program as a way of dealing with challenges and opportunities in the external and internal environments. It explains how these environmental phenomena work by drawing organization theories and formulate three factors for the implementation such as institutional isomorphism, environmental favorability, and environmental uncertainty. It examines these factors empirically and discovers that their elements influence the implementation in different manners and degrees.

Authors: Erin Melton, et al.

Source: Journal of Public Administration Research & Theory 20, no. 4 (October 2010): 867-886

[When and How Diversity Benefits Teams: The Importance of Team Members' Need for Cognition.](#)

In a study of 83 teams from eight organizations, we examined team need for cognition-- the tendency to engage in and enjoy effortful cognitive endeavors--as a moderator of the relationships between both age diversity and educational specialization diversity, and elaboration of task-relevant information, collective team identification and, ultimately, team performance. Age and educational diversity were positively related to these outcomes when team need for cognition was high, rather than low. Both the elaboration of task-relevant information and collective team identification mediated a moderating effect of need for cognition on the relationship between both types of diversity and team performance. [ABSTRACT FROM AUTHOR]

Authors: Kearney, Eric, Diether Gebert, and Sven C. Voelpel

Source: Academy of Management Journal 52, no. 3 (June 2009): 581-598



[Why Age Matters in the Work Preferences of Public Employees: A Comparison of Three Age-Related Explanations.](#)

Age diversity is a major issue in the American public sector workplace. Public managers must figure out how to retain and motivate highly skilled older employees who are transitioning out of the workplace, while at the same time remaining attractive to lesser skilled younger employees who are entering into the workplace. Fulfilling this goal is more difficult in light of the evidence that older and younger public employees desire different work opportunities (ties). Before managers develop effective strategies to respond to these age differences, they must first understand why these differences are present. This study sought to explore why age differences are present by comparing three explanations. Using a sample of three hundred and forty-nine public employees drawn from a large county jurisdiction in Oregon, this study revealed that the reasons why age matters depends on employees' generational differences, access to desirable work opportunities, and socialization experiences in public organizations. The implications of this study for theory and practice in the field of public administration are discussed. [ABSTRACT FROM AUTHOR]

Author: Bright, Leonard

Source: Public Personnel Management 39, no. 1 (Spring 2010): 1-14

[Why Diversity Matters Today.](#)

The article focuses on the significant aspects of diversity in the U.S. It stresses that social inclusion and diversity are considered as one of the most misinterpreted concepts in business. It notes that changes in the demographic composition of the country's labor supply are also related to the changes of the overall population. It suggests that companies should move beyond the concepts that diversity is about hiring someone because they are a minority.

Author: Gerstandt, Joe

Source: Journal of Corporate Recruiting Leadership 4, no. 10 (December 2009): 3-6

[A Workplace That Recognizes Generational Diversity.](#)

Reports on the management of generational diversity in the workplace in addressing the need to recruit the next generation of public servants in Claremont, California. Programs granted to address the personal and

professional needs of employees; Provision of employees with flexibility, professional development, access to technology, mentoring opportunity in their careers; Benefits offered for the purpose of attracting employees.

Authors: Southard, Glenn, and Jim Lewis

Source: PA Times 27, no. 11 (November 2004): 8





Book Title	Author	Publisher	Year	Call Number
The Aging Workforce: Realities, Myths, and Implications for Organizations	Jerry W. Hedge, Walter C. Borman, Steven E. Lammlein	American Psychological Association	2006	HD6280.H43 2006
Beyond Generation X: A Practical Guide For Managers	Claire Raines	Crisp Publications Inc.	1997	HF5549.5.R4 4R345 1997
Beyond Race and Gender: Unleashing the Power of Your Total Workforce by Managing Diversity	Thomas R. Roosevelt	AMACOM	1991	HF5549.5.M5 T46 1991
Communication and Identity Across Cultures	Dolores V. Tanno, Alberto González	Sage Publications	1998	GN345.6.C66 1998
Communication In Personal Relationships Across Cultures	William B. Gudykunst, Stella Ting-Toomey, Tsukasa Nishida	Sage Publications	1996	HM132.C624 9 1996
Complex Inequality: Gender, Class, and Race in the New Economy	Leslie McCall	Routledge	2001	HD6061.2.U6 M363 2001
Differences That Work: Organizational Excellence through Diversity	Mary C. Gentile	Waveland Press, Inc.	2000	HD58.9.D54 2000
Disabled Rights: American Disability Policy And The Fight For Equality	Jacqueline Vaughn Switzer	Georgetown University Press	2003	HV1553.S95 2003
Discrimination at Work: the Psychological and Organizational Bases	Robert L. Dipboye, Adrienne Colella	Lawrence Erlbaum Associates, Publishers	2005	HD4903.D573 2005
Diversity Consciousness: Opening Our Minds to People, Cultures, and Opportunities	Richard D. Bucher	Prentice Hall	2000	HF5549.5.M5 B83 2000



Book Title	Author	Publisher	Year	Call Number
The Diversity Executive: Tasks, Competencies, and Strategies for Effective Leadership	Michael L.	Conference Board	2001	HF5549.5.M5 W53 2001
Diversity Success Strategies	Norma Carr-Ruffino	Butterworth-Heinemann	1999	HF5549.5.M5 C388 1999
The Diversity Toolkit: How You Can Build And Benefit From A Diverse Workforce	William Sonnenschein	Contemporary Books	1999	HF5549.5.M5 S66 1999
Generations at Work: Managing The Clash Of Veterans, Boomers, Xers, And Nexters In Your Workplace	Ron Zemke, Claire Raines, Bob Filipczak	AMACOM	2000	HF5549.5.M5 Z45 2000
Generation X: Americans Born 1965 To 1976	The New Strategist editors	New Strategist Publications	2004	HC110.C6G4 6 2004
Intercultural Communication: A Contextual Approach	James W. Neuliep	Sage Publications	2006	HM1211.N48 2006
Making Diversity Work: 7 Steps for Defeating Bias in the Workplace	Sondra Thiederman	Kaplan Pub.	2008	HD4903.T48 2008
The Manager's Pocket Guide To Generation X	Bruce Tulgan	HRD Press, Lakewood Publications	1997	HD6273.T85 1997
Managing Diversity: A Complete desk Reference and Planning Guide	Lee Gardenswartz	McGraw-Hill	1998	HF5549.5.M5 G37 1993
Managing Diversity: Toward a Globally Inclusive Workplace	Michalle E. Mor - Barak	Sage Publications	2005	HF5549.5.M5 M662 2005
Managing Generation X: How to Bring Out the Best in Young Talent	Bruce Tulgan	W.W. Norton	2000	HF5549.2.U5 T85 2000



Book Title	Author	Publisher	Year	Call Number
Managing to Stay Out of Court: How to Avoid the 8 Deadly Sins of Mismanagement	Jathan Janove	Berrett-Koehler Pub.	2005	HD6971 .J36 2005
The New American Workplace	James O'Toole, Edward E. Lawler III	Palgrave Macmillan	2006	HD6957.U6O 86 2006
Ouch! That Stereotype Hurts: Communicating Respectfully in a Diverse World	Leslie C. Aguilar	Walk the Talk	2006	HF5549.5.M5 A38 2006
Putting Our Differences to Work: The Fastest Way to Innovation, Leadership, and High Performance	Debbe Kennedy	Berrett-Koehler Publishers	2008	HF5549.5.M5 K46 2008
The Psychology and Management of Workplace Diversity	Margaret S. Stockdale and Faye J. Crosby	Blackwell Pub.	2004	49.5.M5P79 2004
Rights Of Inclusion: Law And Identity In The Life Stories Of Americans With Disabilities.	David M. Engel and Frank W. Munger	University of Chicago Press	2003	KF480.E494 2003
Straight Talk About Gays In The Workplace	Liz Winfeld, Susan Spielman	Harrington Park Press	2001	HD6285.W56 2001
The 10 Lenses: Your Guide To Living & Working In A Multicultural World	Mark A. Williams	Capital Books	2001	HF5549.5.M5 W55 2001
When Generations Collide: Who They Are, Why They Clash, How to Solve the Generational Puzzle at Work	Lynne C. Lancaster	Harper Business	2003	HF5549.5.M5 L36 2003
Working with Cultural Differences: Dealing Effectively with Diversity in the Workplace	Richards W. Brislin	Praeger	2008	HF5549.5.M5 B74 2008



Books Available On-Line

[The AMA Handbook of Leadership](#) by Marshall Goldsmith, John Baldoni and Sarah McArthur. AMACOM, 2010

[Part One: Forging Ahead: The Global Picture](#)

[The Art and Science of Communication: Tools for Effective Communication in the Workplace](#) by P.S. Perkins; Les Brown. John Wiley & Sons. May 2, 2008.

[Chapter 7: Intercultural Communication.](#)

[The Complete Guide to Hiring and Firing Government Employees.](#) By Stewart Liff. AMACOM, 2009

[Culturally Intelligent Leadership: Essential Concepts to Leading and Managing Intercultural Interactions.](#) By Mai Moua. Business Expert Press, 2010

[Dealing with X, Y, Zs: How to Manage the New Generations in the Workplace.](#) James W. Walker; Linda H. Lewis. FT Press, 2010

[The Diversity Code: Unlock the Secrets to Making Differences Work in the Real World](#)
By Michelle T. Johnson. AMACOM. 2010

[The Dynamics of Managing Diversity A Critical Approach.](#) By Gill Kirton; Anne-marie Greene. Butterworth-Heinemann, 2010

[Intelligent Mentoring: How IBM Creates Value through People, Knowledge, and Relationships](#) By Audrey J. Murrell; Sheila Forte-Trammell; Diana A. Bing. IBM Press Pub., 2008.

[Chapter 5: Connecting People: Mentoring as a Tool for Diversity and Inclusion](#)

[The Manager's Guide to Maximizing Employee Potential: Quick and Easy Strategies to Develop Talent Every Day](#) by William J. Rothwell. AMACOM, 2009.

[Chapter 12: Working with Diverse People](#)

[The New Manager's Tool Kit: 21 Things You Need to Know to Hit the Ground Running](#)
by Don Grimme; Sheryl Grimme. AMACOM, 2008.

[Part 2: Different Strokes](#)

[Organizational Culture and Leadership, Fourth Edition.](#) By Edgar H. Schein. Jossey-Bass, 2010

[Perfectly Able: How to Attract and Hire Talented People with Disabilities.](#) By Jim Hasse. AMACOM, 2010.

[TrailBlazers: How Top Business Leaders are Accelerating Results through Inclusion and Diversity](#) By Redia Anderson; Lenora Billings-Harris. John Wiley & Sons, 2010.

[Chapter 12: And the Research Says ...](#)



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Video Title	Description	Format/ Length	Year	Call Number
Accommodating Employees and Job Applicants with Psychiatric Disabilities in the Workplace	The video identifies key concepts of the ADA and applies the concepts to six fictitious employment scenarios involving individuals with mental disabilities. Viewers gain a cursory understanding of the categories of mental illness, essential functions, reasonable accommodation, undue hardships, disclosure requirements, and implications of harassment.	DVD/ 35 Minutes	2006	HV3005 A23 2006
ADA: The Americans with Disabilities Act	This video discusses the Americans with Disabilities Act of 1990, signed into law by President Bush. Tells why the law was needed and how it helps disabled Americans.	VHS/ 18 Minutes	1992	HV 3023 A3 A4 1992
ADA Maze: What Can You Do	The Americans with Disabilities Act (ADA), which passed in 1990, calls for removing all barriers that deny individuals with disabilities equal opportunities in all aspects of life. Title I of the ADA prohibits discrimination against qualified individuals with disabilities in the workplace with regard to all terms, conditions, and privileges of employment. Title II mandates that public entities accommodate persons with disabilities to ensure their participation in services, programs, and activities. This film provides a summary of ADA and suggests ways that managers can adapt to the laws and regulations.	VHS/ 16 Minutes	1991	HD7256 U6 A191 1991
The ADA: Tough Questions and Straight Answers	This program provides accurate legal information on the Americans with Disability Act (ADA) to help managers understand what is expected of them, how to sort through the tough issues and	VHS/DVD 15 Minutes	2001	HV 1553 A35 2001



Video Title	Description	Format/ Length	Year	Call Number
	respond effectively. Managers will get a better grasp of how the Act impacts them and find key answers to their most frequently asked questions. Learning point highlights are: 1) educates managers about the Americans with Disabilities Act; 2) provides critical legal information to guide decision making case-by-case; and 3) provides answers to the most frequently asked questions about ADA.			
Creating the Respect Effect: Preventing Harassment, Discrimination & Retaliation	This training program presents 5 vignettes demonstrating inappropriate behavior in the workplace: sexual harassment, retaliation, and discrimination based on religion, race, age, and gender. Managers and employees will learn about characteristics and benefits of a respectful work environment, including legal aspects.	DVD/11 Minutes	2009	HF5549.5. M5C74 2009
Dialogue-Now you're Talking	This is a 4- program series. Program 1, 'Communicating in a Diverse World,' is the overview module. Programs 2, 3, and 4 present actual dialogue sessions addressing cultural, gender and generational issues respectively.	VHS/DVD 94 Minutes	2003	P 90 D53 2003 program 1-2 P 90 D53 2003 program 3-4
Different Like You: Appreciating Diversity in the 21st Century	This training program describes diversity and highlights the benefits of diversity in the workplace. It shows how differences and diversity in culture, race, religion, and age can be a benefit to the workforce.	VHS/DVD 20 Minutes	2001	HF5549.5 M5 D54 2001
Discrimination and Legal Issues	Presents vignettes dealing with discrimination of age, race, religion, gender, and disability. Covers discussion on safety rules, sexual harassment, stealing, termination and legal issues.	DVD/40 Minutes	2007	HD4903.D 57 2007



Video Title	Description	Format/ Length	Year	Call Number
Diversity Challenges: What Would You Do?	The program examines workplace diversity issues including race, gender, age, disability, national origin, and different personality and work styles. It uses two open-ended scenarios to give organizations, trainers, and employees a tool to initiate discussions on these issues.	DVD/16 Minutes	2007	HF5549.5. M5D584 2007
Diversity: Food for Thought	Conversations set in Diversity Diner illustrate the importance of valuing and appreciating diversity in the workplace. DVD-ROM capabilities are necessary to access the added features which include a customizable PowerPoint presentation and printable leader's guide.	DVD- ROM	2003	HF5549.5. M5D58 2003
Drop by Drop	Drop by Drop raises awareness and emphasizes the importance of maintaining a thoughtful and respectful workplace while sharing the key concepts for creating an inclusive and productive work environment.	DVD/20 Minutes	2008	HD30.3.D 76 2008
EEO Compliance for Supervisors and Managers	This video gives an overview of the Equal Opportunity Act and how it impacts supervisors and managers.	VHS/23 Minutes	1993	HD4903 E36 1993
Employee Assistance Program: A Management Resource for Supervisors and Managers	This video gives an overview of the EAP Program.	VHS/21 Minutes	1996	HF5549.5 E42 E37 1996
Equal Opportunities: Understanding Employment Legislation	Covers laws such as Title VII of the Civil Rights Act of 1964, the Civil Rights Act of 1991, the Americans with Disabilities Act, the Family and Medical Leave Act, and other laws pertaining to discrimination and harassment in the workplace.	VHS/25 Minutes	1993	HD4903 E62 1993
Generation Why?	Motivational speaker Eric Chester describes the characteristics of the generation of children born in the 1980's and coming of age with the beginning of	VHS/DVD 22 Minutes	2004	HF5549 C45 2004



Video Title	Description	Format/ Length	Year	Call Number
	the new millennium, whom he names Generation Why. He then tells prospective employers how they can tap into the potential of this generation, and bring out their very best for their company or organization.			
Generations and Work	Generations and Work engages viewers in a fresh new way by involving them in 15 screening activities. Facilitator Joe Tabano interacts directly with viewers, prompting them to answer questions, join in conversations, and participate in learning activities where they apply what they have learned to their own work situations.	DVD/35 Minutes	2010	HM726.G 43 2010
Generations: M.E.E.T for Respect in the Workplace	This program applies the M.E.E.T. approach to the complexities of effectively working in and managing a multigenerational workforce.	VHS/DVD 28 Minutes	2006	HF 5549.5 M5 G46 2006
Is it Bias? Making Diversity Work	Bias costs organizations billions in lost productivity, high turnover, and low morale, not to mention the risk of expensive litigation. This course will show participants how to identify subtle biases in themselves and others and how to defeat them	DVD/43 Minutes	2010	HF5549.5. M5I85 2010
It's about Respect: Recognizing Harassment in a Diverse Workplace	Through personal revelations and group discussion, four employees learn what harassment is and how they can help prevent it in the workplace.	VHS/21 Minutes	2002	HF 5549.5 S45 I8 2002
Joel Barker's Wealth, Innovation & Diversity	This program contends that your organization will experience long lasting success only when you hire, promote and encourage diverse people and their ideas.	VHS/31 Minutes	2000	HF5549 5 M5 J63 2000
The Little Things Mean a Lot: From Micro-inequities To Micro-affirmations	The "little things" are behaviors we all use, intentionally and unintentionally. They can make our organizations highly productive or erode their power, innovation and productivity. Designed by a pioneer in the field of diversity and inclusion, Little Things Mean A Lot™ shows how the ways we value and	DVD/25 Minutes	2008	HD 58.7 L58 2008



Video Title	Description	Format/ Length	Year	Call Number
	devalue our colleagues impact our workplace and its effectiveness. This program combines a compelling business case with practical strategies individuals, teams and leaders can use to counter micro-inequities while building high performance work environments			
Managing Communication in a Multicultural World/ John Baugh	Highlights: linguistic behaviors as economic commodities; domestic and global strategies in a multilingual world; managing a multicultural workforce.	VHS/54 Minutes	2002	HD30.3 B38 2002
Managing Four Generations in the Workplace	For the first time in history, there are four generations in the workplace at the same time. Each of these age groups has different expectations and different demands, and employers who cannot recognize these will lose their best employees and see their workplaces in turmoil. In this scenario-based sequel to the best-seller <i>Mixing Four Generations in the Workplace</i> , Cam Marston helps supervisors and managers learn the techniques needed to handle cross-generational communications problems, avoid conflict, and maximize performance. This program will teach you how to Gen-Flex or move into another generation's comfort zone. Do you remember the golden rule, "Do unto others as you would have them do unto you?" The golden rule would be great if we were all the same generation. But because people are different they need to be treated differently. This is the basis for what we call Gen-Flexing, operating in another generation's world. Treat them as they want to be treated. Gen-Flex out your comfort zone into theirs. ... By the end of this program, participants will be able to: describe the characteristics, attitudes, and values of each generation; identify specific actions a manager can take to coach, motivate, and get results from each generation;	DVD/35 Minutes	2009	HF5549.5. M63M36 2009



Video Title	Description	Format/ Length	Year	Call Number
	determine how your management approach may need to change when coaching, managing and retaining employees of different generations; discover ways to Gen-Flex in order to solve generational problems in the workplace			
Mauritius: Celebrating differences	On the African island of Mauritius are people of diverse religious, ethnic and cultural backgrounds. This video discusses how they have achieved multicultural diversity and attained a high level of valuing differences.	VHS/26 Minutes	1996	HF5549.5. M5 M38 1996
Mixing Four Generations in the Workplace	Addresses the conflict between generations in the workplace and how to minimize its negative effects. Provides managers and supervisors with strategies for dealing with, recruiting, retaining, and motivating, using the generational differences in a positive way. The generations are: Matures, born prior to 1946; the Baby Boomers, born between 1946 and 1964; the Generation Xers, born between 1965 and 1980; the New Millennials, born after 1980.	DVD/34 Minutes	2007	HF5549.5. M5 M59 2007
Open Futures: Employees with Disabilities	Your future is open. Although people with disabilities often face barriers moving into the world of work, many do succeed. Many discover exciting jobs inspired by their interests and abilities. Men and women in a wide range of careers reveal the qualities that make them valued employees: creativity, enthusiasm, and flexibility. This video program will introduce you to dozens of people with disabilities who describe how they found their paths to successful careers and why they love their jobs. The Role Models in the Open Futures videos inspire young people to explore careers and follow their dreams. They also help parents, counselors, and prospective employers appreciate the value that people with disabilities bring to the workplace.	VHS/9 Minutes	2003	HD 7255 O64 2003



Video Title	Description	Format/ Length	Year	Call Number
Ouch! Your Silence Hurts	Shows how individuals can confront stereotyping in the workplace.	DVD/10 Minutes	2009	HF5549.5. M5O927 2009
A Peacock in the Land of Penguins	Perry the Peacock, his co-workers, and the penguins learn diversity in the workplace.	DVD/10 Minutes	2009	HF5549.5. M5P433 2009
People	This powerful, 4-minute video gets to the heart of the one thing that unites all people on earth. This one thing is the key to success in all our relationships.	VHS/DVD 4 Minutes	2005	BF637 C45 P46 2005
Please Respect My Generation! 5 Generations at Work.	Describes how having five different generational cohorts in the workplace is both an opportunity and a challenge. Discusses the traits and stereotypes related to the Traditionals (1930-1945), Baby Boomers (1946-1964), Generation X (1965-1976), Millennials (1977-1990), and Generation 9/11 (1991-). Describes how understanding the factors that shaped each generation can improve communication, increase productivity, and contribute to a more respectful workplace.	DVD/23 Minutes	2010	HM726.P6 4 2010
A Real World Guide to Diversity in the Workplace	Defines various dimensions of diversity; covers the basics of promoting the value of diversity; provides guidance on achieving benefits of a diversified workforce; explores legal aspects; includes pop quizzes.	DVD/16 Minutes	2004	HF5549.5. M5R43 2004
Respect in the Workplace	Demonstrate how pre-judgment, mistaken assumptions and fear can contribute to malicious situations, leading to hurt relationships, lower production, and high employee turnover. Video looks at disabilities; sexual orientation; stereotypes; and, race discrimination.	VHS/24 Minutes	2000	HD4903 R47 2000
Supervising an Employee with a Disability: Situations in the Workplace	Men and women with various physical, sensory, hidden and developmental disabilities are portrayed successfully working in manufacturing, office and medical positions. .A real-life look at issues and solutions in the workplace,	VHS/56 Minutes 2 videos	1999	HD7255 S86 1999



Video Title	Description	Format/ Length	Year	Call Number
	with actual employee supervisors, and employees with disabilities sharing their experiences and providing step-by-step guidelines for orientation, training, and ongoing supervision.			
12 Clown = Payasos	Follows the lives of three "Clown-Americans" and their families as they make poignant observations about life on the other side of stereotypes inspired by their clown heritage. This unique program combines drama and comedy to explore the effects of bias and racism in America.	DVD/14 Minutes	2007	HF5549.5. M5C566 2007
Unfinished Business: Promotes Inclusion in the Workplace	Gives a review of how people with disabilities are currently, as well as historically, treated.	VHS/65 Minutes	1996	HD 7256 U6 U53 1996
Village of 100	In under three minutes, this video statistically approximates what a village would be like if we shrunk the earth's population to village of 100 people.	VHS/DVD 3 Minutes	1998	HM1271 V54 1998
What You Are Is What You Were When – Again!	This video presents a framework for understanding and working with all different types of people.	VHS/DVD 67 Minutes	2005	BF778 W53 2005



On-Line Videos

[Diversity World](#)

The resources that we have gathered are intended to help people with disabilities to improve their job search strategies and career development. They are intended to help employers improve their outreach recruiting, job accommodation, and employment practices. They are intended to help providers of education and employment services to be more effective at supporting people with disabilities in job and career development.



Podcasts

[Cultural diversity as a key driver of innovation and growth in business](#)

In recognition of the U.N. World Day for Cultural Diversity for Dialogue and Development on 21 May, Deloitte brought together three influential leaders for a podcast entitled, "Cultural diversity as a key driver of innovation and growth in business." The podcast explores the business case for instituting and encouraging cultural diversity in the workforce and the ties between diversity and innovation. It also looks at the challenges and hurdles companies face in utilizing culturally diverse workforces to the fullest, and how to overcome those challenges.

[Diversity Matters](#)

The American Diversity Report (ADR) is an online magazine with contributors from around the world sharing their stories, points of view and opinions on a broad range of diversity topics. On this episode of Diversity Matters® ADR Founder and Editor Deborah Levine joins Dr. Richard Friend to discuss the online magazine's resources about diversity topics across the globe. Hear from 19 year old bi-racial poet and musician Edward O'Byrn whose poem "The Black, The White" was featured in the ADR.

[Managing Diversity](#)

This podcast, hosted by John Verderese and Reggie Butler, provides PwC's insights on how forward-thinking leaders must make diversity a business imperative and take steps at the institutional level to create an environment of equal access and opportunity. The benefits for such investment are real, and they touch every area of the business by potentially resulting in greater agility, better market insight, stronger customer and community loyalty, innovation, and improved employee recruitment and retention.



On-Line Courses for a Fee on Fostering Diversity

[California Virtual Campus](#)

The California Virtual Campus is an online site to help individuals find long distance learning throughout California. Their course catalog helps individuals find online courses that are available at the various California Schools.

Phone Number: (530) 879-4085

Online Contact: <http://www.cvc.edu/contact/>

Website: <http://www.cvc.edu/>

[OTech - Training & Event Center, HALO \(High Achievement Learning Organization\) “Office Desk Courses”](#)

HALO (High Achievement Learning Organization) delivers thousands of online courses and resources to your employees in a connected collaborative environment. With HALO, users can receive training and discuss best practices around specific content. OTech brings you HALO through the LearningPASS program, which offers other training services at deep discounts and no contracts.

Phone Number: (916) 464-7547

Email: training@state.ca.gov

Website: <http://www.dts.ca.gov/training/default.asp>



Instructor-Led Courses for a Fee on Fostering Diversity

[American River College](#)

American River College offers instructor- led and on-line classes that help people prepare for new careers and enhance with current job skills.

Phone Number: (916) 484-8011

Online Contact: info@arc.losrios.edu

Website: <http://www.arc.losrios.edu/>

[College of Continuing Education, California State University Sacramento \(CSUS\)](#)

The College of Continuing Education at CSUS provides workshops, courses, training programs, and seminars to help adults enhance their careers and improve their job skills.

Phone Number: (916) 278-4433

Website: <http://www.cce.csus.edu>

On-line contact: http://www.cce.csus.edu/general_info/contactus.htm

- Managing Diversity (1 day)

[Centre For Organizational Effectiveness](#)

The Centre For Organizational Effectiveness provides academies and programs on management, organizational development, specialized leadership development, and training programs.

Phone Number: (858) 534-9119

Website: <http://www.tcfoe.com/>

Online Contact: <http://www.tcfoe.com/contact.html>

Email: info@tcfoe.com

- Generational Differences: A Focus on Generation X and Y (4 hours)
- Male/Female Communication Style Differences (4 hours)



[Cooperative Personnel Services \(CPS\)](#)

CPS specializes in training public sector employees and meeting staff needs for each organization. CPS offers certificate programs to help employees advance in their careers.

Phone Number: (916) 263-3614 Option 3

Website: www.cps.ca.gov/training.aspx

Email: trainingcenter@cps.ca.gov

- Meeting the Challenge of Cultural Diversity (1 day)
- Generational Challenge and Opportunities in the Workplace (4 hours)
- Respect: The Source of Our Strength (1 day)

[Folsom Lake College](#)

Folsom Lake College has been developing Career Technology Programs that are designed to help individuals use real world skills and utilize those skills in the workplace.

Website: [http://www.flc.losrios.edu/Career Technology Programs](http://www.flc.losrios.edu/Career_Technology_Programs)

Phone Number: (916) 608-6687

Online Contact: http://www.flc.losrios.edu/Contact_Us.htm

[Los Rios Community College District, Business and Economic Development Center \(BEDC\)](#)

BEDC offers training at their worksite in Sacramento and at the employer's worksite. BEDC will customize training to meet the employer's needs.

Phone Number: (916) 563-3230

Website: www.trainingsource.losrios.edu

Email: WinnerB@losrios.edu

- Essential Legal Aspects of Supervision for California State Supervisors (2 days)- part of 80 hour supervisor series
- Fostering Inclusion in the Workplace (1 day)

[OTech Training Center](#)

The Office of Technology Services (OTech) Training & Event Center provides professional low-cost information systems, business professional



development and management training to state, federal, and local government agencies.

Phone Number: (916) 739-7502

Website: www.training.ca.gov

Email: Training@state.ca.gov

- Fostering Diversity (1 day)

State Personnel Board (SPB)

State Personnel Board offers training courses that range from Upward Mobility, to the Analyst Series Certification, Supervisory Training, Equal Opportunity Academy, and more.

Phone Number: (916) 653-2085

Website: www.spb.ca.gov

Email: ttp@spb.ca.gov

- Essential Legal Aspects of Supervision for California State Supervisors (2 days- part of 80 hour supervisor series)



State Government Resources

[Department of Fair Employment and Housing \(DFEH\)](#)

The mission of the Department of Fair Employment and Housing is to protect Californians from employment, housing and public accommodation discrimination, and hate violence

[Discrimination in the Workplace videos from DFEH](#) - All State employees are entitled to a work environment free of discrimination based on race, color, age, religion, sex, disability, national origin, ancestry, marital status, sexual orientation, or political affiliation. It is illegal to retaliate against an employee for filing a discrimination complaint or participating in the complaint process. For information concerning the complaint process, contact your departmental Equal Employment Officer, your Personnel Officer, [Department of Fair Employment and Housing](#) or the [Equal Employment Opportunity Commission](#)

[Department of Rehabilitation \(DOR\)](#)

The California Department of Rehabilitation works in partnership with consumers and other stakeholders to provide services and advocacy resulting in employment, independent living and equality for individuals with disabilities.

[Americans with Disabilities and Staffing](#) - Talent Knows No Limits is a California Public Education Resource for the employment of people with disabilities.

[Job Accommodations for People with Disabilities](#) - The Objectives are: Apply basic principles in accommodating people with disabilities in the workplace; describe the main components of ADA and how it helped create a framework for job accommodations; respond to employer concerns and expectations regarding job accommodations.

[Understanding Disability](#) - Through a combination of good basic customer service practices, core knowledge of disability issues, and information on where to find additional resources, you can play a significant role in helping people with disabilities meet their career goals. This course was designed specifically to equip you, the workforce development professional, with those skills and resources. The information in this training is broken out by "Chapters" each discussing different categories of disabilities. The information was



compiled from reliable sources and reviewed by experienced disability specialists representing diverse government and private sector organizations. It is not intended to address every issue related to the cause and effect of disabilities. The purpose of this introductory course is to provide you with a practical learning experience, as your first step toward acquiring the knowledge and skills needed to provide quality workforce development services to persons with disabilities.

[State Personnel Board \(SPB\)](#)

[Discrimination Prevention](#)

[Equal Rights 101](#)

[Limited Examination and Appointment Program \(LEAP\)](#) is an alternate selection process designed to facilitate the recruitment and hiring of persons with disabilities, and to provide them with an alternative way to demonstrate their qualifications for employment than the traditional state civil service examining process.



Federal Government Resources

[U.S. Department of Labor \(DOL\)](#)

[Increasing Disability Employment in the Federal Government](#)

[U.S. Department of Veterans Affairs, Office of Diversity and Inclusion](#)

Diversity@work

[Current issue](#)

[Archived issues](#)

[U.S. Equal Employment Opportunity Commission \(EEOC\)](#)

The U.S. Equal Employment Opportunity Commission (EEOC) is responsible for enforcing federal laws that make it illegal to discriminate against a job applicant or an employee because of the person's race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information.

[Discrimination by Type](#)

Learn about the various types of discrimination prohibited by the laws enforced by EEOC. We also provide links to the relevant laws, regulations and policy guidance, and also fact sheets, Q&As, best practices, and other information.

[Age](#)

[Disability](#)

[Equal Pay/Compensation](#)

[Genetic Information](#)

[National Origin](#)

[Pregnancy](#)

[Race/Color](#)

[Religion](#)

[Retaliation](#)

[Sex](#)

[Sexual Harassment](#)



External Resources

[Day of Inclusion](#) – Embracing Our Shared Differences and Common Goals - Employee / community diversity and inclusion resources

[Ibis Consulting Group](#) - Diversity/Inclusion

[Online Diversity Toolkit](#)

[Overview of Disability Rights Laws](#) - A free, self-paced course on federal disability rights laws. The course will take approximately 90-120 minutes to complete. All you need is a computer and an internet connection.

[Society for Human Resource Management](#) – Diversity as a Business Imperative



Increasing Disability Employment in the Federal Government

Resource	Source	Discription
ADA Training	DBTAC Northwest	ADA Compliance Toolkit (accommodations, technology, sample procedures, accessibility, legal resources, business connections, etc.) , ADA Quiz Book 3rd Edition, Workforce Discovery: Diversity and Disability in the workplace
An Introduction to Disability Etiquette	National Business & Disability Council	Introduction to disability etiquette geared toward employers
At Your Service: Welcoming Customers with Disabilities	ADA National Network by DBTAC	Reasonable accommodation, basic etiquette, how to comply with statutes
Business Sense	ODEP	Resources for small business owners & entrepreneurs, including latest information related to disability employment.
Dealing with Diversity	Latitude	How to recognize & respect individual differences & key strategies to deal with diversity in an organization
Disability Awareness: Employer	Work Support	History, Myths & facts, research, etiquette, case studies, resources
Disability Employment Resource Page	SHRM	Multiple resources geared toward businesses
Disability Sensitivity Training		Disability Sensitivity Training (\$35), Disaster Preparedness for PWD
Disability Statistics	DBTAC Rocky Mountain Center	employment facts about PWD
Disability Training Network - Tip Sheets & Resources	Disability Training Network	Emergency evacuation, communication, web accessibility, universal design
Dive Into Accessibility: 30 days to a more accessible website	Mark Pilgrim	Tips by person, diability , design principle, web browser, publishing tools



Earn Works	ODEP	Provide employers with confidential, no-cost consultation, customized technical assistance & resources to support their diversity & inclusion efforts by integrating employees & veterans with disabilities into the workplace
Laws - Disability Nondiscrimination Law Advisor	USDOL	Designed to help employers determine which federal disability nondiscrimination laws apply to their business or organization
Impact of Diversity	Lattitude	Explores how diversity is changing the workplace & how diversity can have positive effects on profits, working environments & interpersonal relationships between co-workers
Introduction to Web Accessibility	Web Accessibility Initiative (WAI)	Introductory information to web accessibility, including links to how different disabilities affect web access, scenario of PWD using the Web.
Legacy Disability Training - Understanding Disability	City of LA	Overview of various disabilities - focuses on customer service, disability specific information, reasonable accommodations, workplace accommodations, legal compliance
Microsoft Accessibility Training	Indiana Assistive Technology Blog	Teaches staff how to use accessibility features in Microsoft
Online DisABILITY Awareness Training	Bobby Dodd Institute	Basic disability facts, barriers & accessibility, strategies for inclusion, Disability insights, take action
Opening Doors to All Candidates	ODEP	Tips for ensuring access during the hiring process
Physical Accessibility	Work Without Limits	Basic information & links to physical accessibility guidelines



The U.S. Equal Employment Opportunity Commission	Small Employers And Reasonable Accommodation	List of questions & answers. Maybe good for case study development
Title I of ADA	DBTAC Mid Atlantic ADA Center	Quick reference - customer service, tax incentives, sign language interpreters, 2.5 hour course on ADA geared toward employers
Tools for Volunteer & Service Programs	National & Community Service	List of free online training resources: Financial management/disability inclusion, communicating with people with disabilities, effective communication/alternative formats/web accessibility, inclusive outreach & recruitment, Physical & program access, disaster services online orientation

