MEETING SUMMARY

TUESDAY

9 Workforce Trends that are Changing Today’s Workplace
Brad Harrington, Executive Director, BCCWF

Changes occurring in the labor market and the workplace are pushing employers to broaden their perspective on the workforce policies, practices and cultures that will engage today’s increasingly diverse workforce. Brad reviewed nine important trends that are impacting the employee experience and shared a new BCCWF publication *Maximizing the Employee Experience: How Changing Workforce Dynamics are Impacting Today’s Workplace*.

Brad shared his thoughts on 6 important questions to ask to evaluate the employee experience.

- Is my role making valuable contribution?
- Am I engaged in and passionate about my work?
- Do I feel valued, respected and included?
- Am I growing and developing in new ways?
- Does my workplace foster my well-being?
- Can I have a personal life focused on family, friends, community and personal pursuits?

If employees are able answer yes to these questions, then they are having a positive engaged experience.

Workforce/Workplace: 9 Challenges & Responses:

**Baby Boomers→ Millennials**: Talked about 4 generations, what has changed, what has stayed the same. What was surprising: most important is work-life.

**Women's Issue→ Men's Issue**: Discussed 3 paradigms, more women working outside the home. Dads feel more conflict than moms on family issues. There is still a stigma that exists around staying home/career.

**Child Care→ Elder Care**: Elder care, % rising, more burden on women. Unpredictable. Siblings must make decisions, can have disagreements, cost above $100K, often requires medical, legal, insurance. Psychological issues are debilitating. Care does not get easier over time, as with child care.

Additional trends are outlined in the new publication *Maximizing the Employee Experience: How Changing Workforce Dynamics are Impacting Today's Workplace.*

**Member Discussion – Trends Impacting Workforce and Workplace**

Building on the concepts discussed in Brad’s presentation, members discussed their strategies for addressing today's workforce trends in small groups.

**Exercise:** Members evaluated the nine trends based on "How important is this to your organization?" and "How well is your organization doing?"

- **Top 5 trends in order of importance to participants were:**
  - Cultural change
  - Family caregiving
  - Flexible work
  - Well being
  - Inclusive work environment

Participants were grouped based on an area of interest and had a discussion with other members about where their organization is related to that topic and how to make further progress.

**WEDNESDAY**

**Welcome to Seattle**

Marilyn Strickland, CEO, Seattle Chamber of Commerce

- Seattle is a prosperous city, larger than Boston, with 3.7m people
- Unemployment is at only 3.5%, talented people in high demand. Importing talent - education challenges for locals
- Economic boom
  - Record construction
  - $15/hr. min wage
  - Problems with affordable housing, More people moving to the city. Looking at micro apartments as an option. Homelessness is an issue.
  - Benefits: Elder care back up, paid sick leave - ill, care of sick child/parent, paid family leave. These are state passed, not just local.
  - Public transportation is lacking - businesses moving to locations where more people live.

- Large corporations headquartered in Seattle area: Microsoft, Boeing, Starbucks, Amazon
• The Seattle Chamber focuses on “The triple bottom line”: Profits, People and the Environment.

Outstanding companies in Seattle:

• **Mod Pizza:** They are known to hire former prisoners, addicts- giving these people a second chance to be successful. They are socially responsible.

• **Starbucks:** Part time workers can have full benefits, they are socially responsible. There was a recent racial incident in Philadelphia- they took ownership.

• **REI** - co-op concerned about employees' physical health. They offer Flexible Work Arrangements, child and elder care, and are environmentally responsible.

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**Supporting Transgender and Non-Binary Employees**

**Jody Herman, Ph.D., Williams Institute, UCLA**

**Rhodes Perry, MPA, Diversity Consultant**

**Pamela Roberts, Director, Diversity & Inclusion, Northrop Grumman**

The number of employees who identify as transgender and non-binary is growing. Through three different perspectives, we explored the demographic and social changes related to gender identity and learned how organizations can best support transgender employees.

**Jody Herman:**

**Important Terms - need common language** Sexual orientation, gender identity and gender expression

- Transgender - gender identity differs from what assigned at birth
- Cis gender - identity same as that at birth
- Non binary - don't identify exclusively as male or female
- Transition - not same for all. There are social, legal and medical considerations

**Started with a discussion of the 2015 U.S. Transgender Survey (27,715 respondents)**

**Findings:** Pervasive mistreatment and violent behavior toward trans people, severe economic hardship and instability, harmful effects on physical and mental health, compounding impact of other forms of discrimination. On the brighter side, there is increasing visibility and growing acceptance.

**Key workplace findings:**

- Many experienced some form of discrimination
- Restrooms issue at work
- Identification documents and HRIS systems

**Federal landscape:**

EEOC interprets and enforces Title VII’s prohibition of sex discrimination as forbidding any employment discrimination based on **gender identity or sexual orientation.**
- States acting to prohibit discrimination - 20 states have laws preventing this
  - Some have health care laws that prohibit health insurance discrimination- 12 states, with 27 having no protection

Rhodes Perry:
**Why create a trans inclusive workplace?**

- There are protections in place
- People want to feel included. Where there is inclusion, 1 in 4 people will want to stay.
  
  Staff: when you have trans/non-binary people in your workplace, and have inclusion, that sends a good message. Boosts performance and bottom line.

**What about customers/clients?**

- For LGBT Americans, 71% of LGBT people, when they see a company that has good policies, will stay or will want to work there.

Rhodes had the group do an exercise where we imagined what it would be like to go through the day as the gender we don't identify with. How did we feel? Words people felt: “sad,” “jettisoned”. The emotional toll can sap cognitive energy.

**Things to pay attention to:**

Names/pronouns: Standardize email and be polite, drop sir and ma’am

Official record and managing privacy: What options are available: male/female, or identify as transgender/other?

Streamline gender change process: If you mess up, apologize and then move on. Never out a person without their explicit permission.

Gender specific facilities: Trans and non-binary people will want to be where they are safest. Provide education to other employees. Educate members of the public.

- 5 next steps
  - Stay informed- recommended *Tomorrow Will Be Different* by Sarah McBride
  - Get involved
  - Business piece- communicate
  - Lens- how inclusive are we?
  - Leadership role- As D&I professionals and allies, employees will look to us for leadership on this topic

Pamela Roberts:
**Supporting transgender and non-binary employees.** Discussed process from initial call to setting up meetings with managers, peers. Many are involved, Managers, other employees, HR leadership, therapists/EAP, customers, sometimes attorneys.

Change is not just for employee, but for the whole organization.
At Northrop Grumman, the initial meeting is with the employee, the manager, and HR. It can be an 8 hour process.

- Discussion of issues such as:
  - Terms and pronouns to use
  - Restrooms
  - How to dress
  - When to make the change, how to announce
  - Names, insurance or other HR systems,
    - What to do when someone slips, uses wrong language
    - Ask any questions during the meeting, but stay confidential
    - Know where to go with questions, EAP available
    - Major issues tend to be restrooms and religious issues

Recommendation of [Mother Talk](#) book by Sarah Pearlman

**Panel Discussion:**
Questions were raised about issues such as employers with trans children- support available? What about changing gender in an insurance system? What about restrooms?

**Final thoughts from panelists:**

- **Jody:** Public policy matters. "Can be a bright spot in a dark place". Employers can be a beacon in an area where there are not many resources.
- **Pam:** Be a champion and an ally. Don’t be afraid. Show your passion and empathy.
- **Rhodes:** Excited by how many people showed up today. His hope is that we feel inspired and take back what we all learned.

**Member Spotlight: Innovative Approaches to D&I**

**Reimagined Inclusion at Deloitte – Carrie Miceli**
**PIMCO Bias Mitigation – Sara Piccollo**

Members from Deloitte and PIMCO shared their strategic and practical approaches to creating a fully inclusive work environment. **Please note** that these presentations have been shared by our members for the educational purposes of Roundtable Members only and we ask that you not distribute them to others.

**Deloitte: (Carrie Miceli)**
Reimagine Inclusion at Deloitte

- Deloitte leads by example: 25 years, First female chairman, first minority CEO, chairman etc. 2/3 new hires are women or minorities. 50% of new partners and BOD are women or minorities. They offer paid family leave, and support veterans.
- Workforce is evolving: More diverse, Millennials largest group, workers are retiring later, inclusion is priority. Flexibility is expected
- Reimagining inclusion: BRGs and local inclusion councils (determines funding). Councils monitored at corporate level. Driving engagement through empowered well-being.
· BRGs are not going away. Encouraging participation but more support for inclusion across the majority of the population, not just specific groups. Invitations are open and welcoming to all who have an interest.

PIMCO - Sara Piccollo
Sara discussed the mission at PIMCO- to focus on process improvement to drive better business outcome. This is a multi-year process.

Step one: determine where you want to make process enhancements

1. Promotion process
2. Promotion nomination forms
3. Year end performance evaluation forms
4. Core and leadership competencies
5. Human capital reviews

Translating awareness into action:
- The goal is better business outcomes
- Initiatives increase collaboration
- Focus on process enhancement, unconscious bias awareness and inclusive leadership development opportunities
  - Determine and implement process enhancement:
  - Educate and institutionalize knowledge and guidance
  - Translate awareness into action with practical tools and training
    - Keynote speakers - strategically aligned speakers
    - Ideas in brief-
      - Messages from keynote
      - What you do as an employee with that information
      - Best practice resources- e.g. for hiring managers
        - Outline why, how and who can assist them
  - Document best practices
    - e.g. type, description,
  - Strategically timed bias mitigating training for decision makers
    - Recruitment
    - Performance evaluation
  - Human capital reviews\create customized tools
    - Interview scorecard
      - Identify 3 criteria
      - Ratings for scores
    - Rating before ranking matrix
      - Heat map for scores
      - Comparison
    - Discussion trackers
      - Candidates comparison with critical skill
A Culture of Gratitude

Ryan Fehr, Ph.D., University of Washington and Member Discussion

Professor Fehr shared his research on how fostering gratitude in the workplace can promote a positive and supportive culture.

The Human Sustainability Problem- *Dying for a Paycheck* book

Prof. Fehr shared statistics: employees are disengaged, 67% feel disengaged at work, 51% looking for a new job, 600 billion in revenue lost. Employees are generally feeling stressed. 80% report feeling constant workplace stress, 61% physically ill, 7% employees have been hospitalized because of workplace stress.

Discussed the potential of gratitude- acknowledging the goodness in our lives. Some comes from outside ourselves.

**Goals of a culture of gratitude:** To feel more gratitude, to express more gratitude, and to receive more gratitude.

**Gratitude Improves Well-Being:** Reduces overall stress, reduces feelings of depression and anxiety- and allows us to focus less on ourselves and more on others. It also improves sleep, as well as the quality of the sleep you get. Can also extend the average length of life.

**Gratitude builds relationships:** Increases relationship commitment, reduces aggression and conflict, and increases humility.

**Gratitude helps organizations:** Facilitates constructive conversations, increases employee citizenship. If you are in a grateful mindset, you are more likely to help fellow employees. Improves employee engagement, therefore decreasing turnover.

**Discussed the gratitude gap:**

- 10% of employees on a given day say “thank you” to a colleague
- 60% of employees never or very rarely

Often employees feel they are too distracted, they are focused on short term relationships. Worried people will take advantage of them.

**Discussed best practices:**

Give employees something to be grateful for: make use of volunteer programs, provide ongoing feedback for employees. Don’t depend on one big appreciation day, do this every day. Encourage tailored gratitude- think about what other “gifts” might be more meaningful. More individualized. Watch out for negative emotions, such as envy, anger.

**Measuring Success:**

- Globoforce metrics show: 80-90% of employees touched by gratitude programs
• 60% of employees participate regularly

As a group, we did an exercise where we broke into small groups, and took turns expressing gratitude toward one another. We were only allowed to say “thank you” or “I appreciate that” in response.

**Book recommendations:**

- Power of Thanks, by Eric Mosley
- Grateful Leadership, by Judith W. Umlas

**Center Updates**

Instead of sharing the Center Updates, we instead gave members more time to enjoy the beautiful day outdoors or catch up on work. Members can view the [Center Updates slides](#) and contact cwf@bc.edu with any questions.

**Opioids and Addiction in the Workplace**

*Molly Carney, Ph.D. M.B.A. Executive Director, Evergreen Treatment Services*

A respected researcher and practitioner in the addictions area, Molly shared information on the impact that opioids and addiction are having in the workplace and our larger society.

**What is a Substance Use Disorder?** Molly reviewed DSM-V criteria- it covers all substances. The disorder can be mild, moderate, or severe.

**Prevalence:**

Opioid Epidemic: Prescription Opioids Distributed in WA State- the total number of daily doses of opioids sold to hospitals and pharmacies in WA peaked in 2011 at 112 million.

**Medication Assisted Treatment:**

Addiction is a chronic, relapsing medical disorder. It is a disease of the brain’s reward system. Similar to hypertension and diabetes- medication helps stabilize the disorder. Addiction doesn’t get cured, it gets managed.

**Goals of medication assisted treatment:**

- Stabilize the brain, alleviate withdrawal, alleviate craving. Medication permits return to more normal cognitions
- Engage the patient in recovery, understand chronic, relapsing medical disorder
- Work through past consequences

**Treatment options:**

- **Office based opioid treatment (OBOT):** by prescription: Suboxone or Vivitrol
  - Offered by medical community - can provide in primary care facility
Prescriptions cannot be kept for more than 7 days
Use less addictive

- Opioid treatment program (OTP): Methadone- must take place in facility
  - Mandatory additional support- daily medication, coupled with counseling and drug screens

Key points from presentation:

- Addiction is a brain disease- management of a chronic medical condition
- We need to change the language we use to help diminish stigma (see Words Matter)
- Medication assisted treatment works- people do recover
- Treatment benefits society- crime rates decline, costs decline
- Important to review your corporate policies:
  - ‘Workers’ comp
  - Drug screening
  - Insurance coverage (for employees and dependents)

Additional Resources:

- [Samsha.gov](http://www.samsha.gov) and [nida.gov](http://www.nida.gov)
- [Chasing the Scream](http://chasingthescreambook.com) book, chasing heroin in PBS

**Uncharted Territory: The Rearrangement of the Life Course and Intimate Relationships**

Stephanie Coontz, Evergreen State College

Stephanie Coontz, well-known scholar on shifts in marriage, relationships, and family structures, shared the evolution of our social structures and how that impacts employees across their life stages. She did not use a PowerPoint deck for her presentation.

We are entering a new era of work-family. Relationship patterns are changing constantly, in every stage of life. Predictors of family happiness are changing- for almost everyone in the post-war era, Marriage represents the biggest change. Women used to get married before 21. 80% of all Americans were married by age 30. Today the majority of men and women 18-34 are unmarried.

**Discussion of Millennials:**

- Millennials remain committed to ideals of marriage, but less feel it’s mandatory, so they won’t enter unless they feel they are ready economically and emotionally.
- Outlooks: half are political and independent. 29 percent non-religious. They are egalitarians
- More supportive of LGBT rights, gender is seen as more fluid.
**35-50 age group:**

Many are still in romantic searches. Some childless, some trying to have children. Most will have caregiving responsibilities. Couples, and single mothers spend more time with their children today than stay at home parents years ago. Single people in this age group- more likely to get sustained support from parents

**Over 50 age group:**

People living much longer-new article, 50 is the new 60. Cohabitating adults over 50, 75%, living apart relationships

**Discussed happiness curve:** people less happy in 30s and 40s, more happy in 50s, increases to 75. Happiest countries, Norway & Denmark

**Epidemic of loneliness**- A new survey by Cigna says 40-50% of Americans are lonely. Not a new epidemic. Spouses not as protective as they used to be. One German study found that living alone was not associated with loneliness. Talked about social integration factor-meaningful formal and informal interactions with networks.

**Race, class and gender**

- Gap between men and women in high paying positions. Lowest gender pay gap is the pharmacy field, highest is in financial services
- Diversity training important
  - Sensitivity training with policies/procedures

**Recommended articles:**

- [How Unmarried Americans are Changing Everything](https://www.cnn.com) - CNN
- [Capitalism and the Family](https://www.catalyst.org) - Catalyst Interview
- [For a Better Marriage, Act Like a Single Person](https://www.nytimes.com) - New York Times

**Additional Resources- Gender Diversity:**

[LeanIn.Org Launches #MentorHer, a Call-to-Action for Men to Mentor Women](https://www.leanin.org)

[2017 Men as Allies: Engaging Men to Advance Women in the Workplace Report](https://www.leanin.org)