

TCRP

SYNTHESIS 46

Diversity Training Initiatives

A Synthesis of Transit Practice

TRANSPORTATION RESEARCH BOARD
OF THE NATIONAL ACADEMIES

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A Synthesis of Transit Practice

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TRANSIT COOPERATIVE RESEARCH PROGRAM

The nation's growth and the need to meet mobility, environmental, and energy objectives place demands on public transit systems. Current systems, some of which are old and in need of upgrading, must expand service area, increase service frequency, and improve efficiency to serve these demands. Research is necessary to solve operating problems, to adapt appropriate new technologies from other industries, and to introduce innovations into the transit industry. The Transit Cooperative Research Program (TCRP) serves as one of the principal means by which the transit industry can develop innovative near-term solutions to meet demands placed on it.

The need for TCRP was originally identified in *TRB Special Report 213—Research for Public Transit: New Directions*, published in 1987 and based on a study sponsored by the Federal Transit Administration (FTA). A report by the American Public Transportation Association (APTA), *Transportation 2000*, also recognized the need for local, problem-solving research. TCRP, modeled after the longstanding and successful National Cooperative Highway Research Program, undertakes research and other technical activities in response to the needs of transit service providers. The scope of vice configuration, equipment, facilities, operations, human resources, maintenance, policy, and administrative practices.

TCRP was established under FTA sponsorship in July 1992. Proposed by the U.S. Department of Transportation, TCRP was authorized as part of the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA). On May 13, 1992, a memorandum agreement outlining TCRP operating procedures was executed by the three cooperating organizations: FTA, the National Academy of Sciences, acting through the Transportation Research Board (TRB), and the Transit Development Corporation, Inc. (TDC), a nonprofit educational and research organization established by APTA. TDC is responsible for forming the independent governing board, designated as the TCRP Oversight and Project Selection (TOPS) Committee.

Research problem statements for TCRP are solicited periodically but may be submitted to TRB by anyone at anytime. It is the responsibility of the TOPS Committee to formulate the research program by identifying the highest priority projects. As part of the evaluation, the TOPS Committee defines funding levels and expected products.

Once selected, each project is assigned to an expert panel, appointed by the Transportation Research Board. The panels prepare project statements (requests for proposals), select contractors, and provide technical guidance and counsel throughout the life of the project. The process for developing research problem statements and selecting research agencies has been used by TRB in managing cooperative research programs since 1962. As in other TRB activities, TCRP project panels serve voluntarily without compensation.

Because research cannot have the desired impact if products fail to reach the intended audience, special emphasis is placed on disseminating TCRP results to the intended end-users of the research: transit agencies, service providers, and suppliers. TRB provides a series of research reports, syntheses of transit practice, and other supporting material developed by TCRP research. APTA will arrange for workshops, training aids, field visits, and other activities to ensure that results are implemented by urban and rural transit industry practitioners.

The TCRP provides a forum where transit agencies can cooperatively address common operational problems. TCRP results support and complement other ongoing transit research and training programs.

TCRP SYNTHESIS 46

Project J-7, Topic SF-08

ISSN 1073-4880

ISBN 0-309-06952-1

Library of Congress Control No. 2002116397

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Price \$15.00

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The project that is the subject of this report was a part of the Transit Cooperative Research Program conducted by the Transportation Research Board with the approval of the Governing Board of the National Research Council. Such approval reflects the Governing Board's judgment that the project concerned is appropriate with respect to both the purposes and resources of the National Research Council.

The members of the technical advisory panel selected to monitor this project and to review this report were chosen for recognized scholarly competence and with due consideration for the balance of disciplines appropriate to the project. The opinions and conclusions expressed or implied are those of the research agency that performed the research, and while they have been accepted as appropriate by the technical panel, they are not necessarily those of the Transportation Research Board, the Transit Development Corporation, the National Research Council, or the Federal Transit Administration of the U.S. Department of Transportation.

Each report is reviewed and accepted for publication by the technical panel according to procedures established and monitored by the Transportation Research Board Executive Committee and the Governing Board of the National Research Council.

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Published reports of the

TRANSIT COOPERATIVE RESEARCH PROGRAM

are available from:

Transportation Research Board
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500 Fifth Street, NW
Washington, D.C. 20001

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Printed in the United States of America

FOREWORD

*By Staff
Transportation
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Transit administrators, engineers, and researchers face problems for which information already exists. This information may be fragmented, scattered, and underevaluated. As a consequence, full knowledge of what has been learned about a problem is frequently not brought to bear on its solution. Costly research findings may go unused, valuable experience may be overlooked, and due consideration may not be given to recommended practices for solving or alleviating the problem.

There is a storehouse of information relating to nearly every subject of concern to the transit industry. Much of it is from research and much from work of practitioners faced with problems in their day-to-day work. To provide a systematic means for assembling and evaluating such useful information and making it available to the entire transit community, the Transit Cooperative Research Program Oversight and Project Selection (TOPS) Committee authorized the Transportation Research Board to undertake a continuing study. This study, NCHRP Project J-7, "Synthesis of Information Related to Transit Problems," searches out and synthesizes useful knowledge from all possible sources and prepares concise, documented reports on specific topics. Reports from this endeavor constitute a TCRP report series, *Synthesis of Transit Practice*.

The synthesis series reports on current knowledge and practice, making some recommendations where appropriate but without the detailed directions usually found in handbooks or design manuals. Nonetheless, these documents can serve similar purposes, for each is a compendium of the best knowledge available on those measures found to be the most successful in resolving specific problems.

PREFACE

This report of the Transportation Research Board will be of interest to transit staff concerned with implementing diversity training initiatives at their agencies. Both established and newer agencies might use the synthesis to review efforts underway in both the public and private sectors. The purpose is to document the experiences of selected public transportation agencies, as well as experiences in other industries. This synthesis offers examples of initiatives underway. Appendices detail specific transit agency survey responses and examples of training documents.

This document integrates information from a search of available literature with survey responses obtained from staff at 22 transit agencies across the country. Case study information was collected from 10 agencies.

A panel of experts in the subject area guided the work of organizing and evaluating the collected data and reviewed the final synthesis report. A consultant was engaged to collect and synthesize the information and write this report. The panel and consultant are acknowledged on the title page of this report. This synthesis is an immediately useful document that records the practices that were acceptable within the limitations of the knowledge available at the time of its preparation. As progress in research and practice continues, new knowledge will be added to that now at hand.

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ACKNOWLEDGMENTS

Gwynn Simpson, Chandler, Arizona, was responsible for collection of the data and preparation of the report.

Valuable assistance in the preparation of this synthesis was provided by the Topic Panel, consisting of Colin Alter, Budget Officer, Office of Construction, Washington Metropolitan Area Transit Authority; J. Barry Barker, General Manager, Transit Authority of River City; Pam Boswell, Vice President, Management and Educational Services, American Public Transportation Association; Gwen Chisholm-Smith, Senior Program Officer, Transportation Research Board; Ben Gomez, Executive Vice President, Administration, Dallas Area Rapid Transit; Michael A. Lidsky, Assistant Director/Regional Coordinator, Animal and Plant Health Inspection Service—U.S. Department of Agriculture; Charles Morison, Senior Associate, National Transit Institute; Beverly A. Scott, Ph.D., General Manager, Rhode Island Public Transit Authority; Michal F. Settles, Ed.D., Manager, Human Resources, Bay Area Rapid Transit; Joel R. Washington,

Federal Transit Administration; Jon Williams, Senior Program Officer, Transportation Research Board; and Richard G. Wong, Manager of Training and Development, Orange County Transportation Authority.

This study was managed by Donna L. Vlasak, Senior Program Officer, who worked with the consultant, the Topic Panel, and the J-7 project committee in the development and review of the report. Assistance in project scope development was provided by Stephen F. Maher, P.E., and Jon Williams, Managers, Synthesis Studies. Don Tippman was responsible for editing and production. Cheryl Keith assisted in meeting logistics and distribution of the questionnaire and draft reports.

Christopher W. Jenks, Manager, Transit Cooperative Research Program, assisted TCRP staff in project review.

Information on current practice was provided by many transit agencies. Their cooperation and assistance was most helpful.

DIVERSITY TRAINING INITIATIVES

SUMMARY

Transit agencies all over America are increasingly recognizing the importance of diversity within their workplaces and the communities they serve. Transit's customers and employees tend to reflect the different lifestyles, mobility needs, cultural backgrounds, ethnicity, gender, age, and other characteristics that have and continue to precipitate the demographic shifts in a region's topography. Many transit agencies have responded by developing diversity programs and initiatives to meet the needs of both public transit riders and transit employees.

The objectives of the study were to identify diversity training initiatives and related performance measures and to understand how these initiatives might be linked to strategic business plans, executive level commitment, agency allocation of resources, and overall organizational and employee development. In addition, case study information is included to help comprehend the effectiveness of existing transit diversity initiatives and the use of external information in the process of implementing diversity initiatives. Finally, the identification of unmet needs and recommended steps for future research are discussed in the study's conclusion.

Public transit agencies are often reflective of those American businesses that celebrate diversity and cite their ability to build business, increase market share, and improve the overall efficiency of their organizations. In addition, transit agencies are increasingly aware of the need to attract and retain top talent and to comprehend the importance of customer service as key business objectives in responding to the diverse needs of their customers. A survey was conducted as part of this synthesis to determine the current state of diversity training initiatives within transit agencies. Twenty-two transit agencies from a targeted number of 37 responded to the survey, for an overall response rate of 60%. Respondents were spread throughout the United States and varied in size. Case study interviews were held by means of the telephone and during the American Public Transportation Association (APTA) 2001 Human Resources Conference held in Phoenix, Arizona, in August 2001.

All 22 responding transit agencies surveyed indicated that diversity was being recognized through a variety of initiatives. Examples of these included organizational mission and vision statements, diversity plans, diversity committees and task forces, training programs, workshops, seminars, employee orientation programs, cultural activities, and community celebrations.

The diversity initiatives being implemented within the transit industry can act as a positive influence on governance and standard business practices. One of the most prevalent benefits of diversity initiatives in transit organizations is derived from seeing people of different cultures and ethnic backgrounds subscribing to a single work ethic. Survey respondents emphasized the impact of the training initiatives in facilitating the recruitment and promotion of women and minorities into the transit industry and in broadening their transit ridership base. The survey responses indicated that where differences are appreciated and celebrated, workplace conflict was ameliorated and customer satisfaction was increased within all groups of transit passengers.

Successful diversity initiatives are taking place within transit agencies and these are helping the industry to strengthen workplace infrastructure and target markets to increase the number of public transit riders.

Several trends emerged from this synthesis study. Diversity initiatives in the transit industry can be a means for increasing workplace harmony and providing viable resources for the understanding of differences through various means of cultural exchange. This study found diversity in every aspect of public transit employment; throughout the ranks of management, operations, and service in public transit's organizational structure. Diversity was reported in senior and middle management as well as technical and professional positions and remains prevalent within the ranks of bus operators, mechanics, and service workers.

Departmental accountability for diversity varied, with both executive directors and general managers assuming responsibility for diversity implementation. Most responding agencies listed the human resources department as being the primary driver of diversity initiatives; however, commitment to diversity was also found to be strong within transit's leadership: board members, executives, and general managers. The assurance of transit's commitment can be seen in diversity statements in agency publications, print media, mission, and value statements. Policies and procedures as well as strategic business plans were observed to reinforce transit agency beliefs that diversity initiatives make good business sense.

One of the reasons diversity initiatives are strongly emphasized in the private sector is because corporate leadership is seeking to diversify its talent at the executive level. Companies are incorporating diversity training and simultaneously recruiting for top minority and female job candidates. Such private sector initiatives are identified and include both diversity and cross-cultural communication training. For global corporations diversity training facilitates group learning and accelerates cooperation between multinational work teams.

Diversity management implementation within the transit industry can vary. Additional research could address issues such as model and policy development and standardization of approaches to diversity implementation. In addition, issues of funding need further exploring, as does the process for incorporating diversity into the strategic business processes of transit agencies.

INTRODUCTION

BACKGROUND

Transit agencies, like other industries, are increasingly embracing diversity as a corporate value and a strategic business focus. Demographic shifts, globalization, and the unprecedented changes in market conditions currently experienced within the United States are just a few of the business reasons for implementing diversity initiatives. Recent studies estimate that African-Americans, Asian-Americans, Hispanics, and Native Americans collectively spend \$1.3 trillion dollars annually. Corporations point to this phenomenon as the primary incentive for understanding and appreciating diversity in the United States. Recruiting and retaining a high-quality work force that mirrors the communities that businesses are providing services to is an important reason for making diversity a priority. The need for inclusiveness in our society continues to grow. It has been estimated that by the year 2050 more than one-half of the people in the United States will be nonwhite.

Most transit agencies now recognize the long-range effects of providing transportation services to such a melting pot society. It has been estimated that through the year 2020, nearly 75% of the U.S. population growth will come from African-Americans, Asian-Americans, and Hispanics. Correspondingly, transit's customer base continues to reflect these trends and the undertaking of diversity initiatives is one way to address the changes in population demographics.

Diversity training initiatives have moved beyond race and sex to incorporate cultural, religious, geographic, economic, socioeconomic, and political differences, as well as consideration of people with varying abilities and disabilities. Many of the agencies within the transit industry have developed or are developing diversity plans, committees, task forces, and/or staffed positions to address the effective implementation of diversity within their organizational infrastructure. The celebration of diversity within the transit industry is seen as a strategic method designed to foster a competitive customer advantage as well as a workplace culture of openness. Transit understands that consumers are more likely to patronize businesses whose work forces mirror their own demographic groups. Transit's focus on diversity can help the industry to understand its consumer base and to expand it by tailoring specific transit services to meet specific customer needs. It is important that transit organizations be shown to be aggressively tackling the challenges of implementing diversity initiatives.

Diversity training can help transit to build business, improve performance, and increase organizational efficiency. Transit workplaces can benefit from integrating the varying viewpoints of multicultural, racial, gender, and abilities backgrounds to increase productivity and ridership. Diversity initiatives emphasize the importance of awareness, understanding and appreciating the differences in people. Organizations taking the lead in implementing diversity initiatives can help shape the values and attitudes of their respective communities. From the synchrony resulting from these initiatives it is possible to create a format for employee respect and an avenue for organizations to attain their maximum potential.

This synthesis study reports on the kinds of practices currently underway in transit agencies with diversity initiatives. It identifies where in the organization these programs and plans have been placed, who has accountability and oversight for diversity initiatives, and the practices that have been successful. Four case studies provide perspectives on diversity from the viewpoints of both management and employees. Two consultants share their experiences with diversity implementation. The study shows how diversity practices and processes have been incorporated into the overall business plans and agendas of transit agencies, as well as resource allocation for diversity initiatives. The study also reports on the kinds of performance measures used to gauge the progress of diversity implementation. Trends and similarities in diversity implementation are discussed, as well as program practices that are recognized as industry successes.

The synthesis study concludes with the identification of unmet needs and suggestions for future research that will aid the industry in its efforts to implement effective diversity initiatives and programs.

ORGANIZATION

This chapter presents a framework for implementing diversity into today's corporate infrastructure. The rationale for the inclusion of diverse employee populations is made in conjunction with why diversity makes good business sense. The survey design and the methodology used to organize the study are discussed. For a better understanding of this document a list of terms and definitions is included following the references.

Chapter two provides an overview of current information on managing and communicating diversity in the workplace. It supports the case for the implementation of diversity initiatives in transit. This chapter distinguishes diversity initiatives from previous training attempts to promote workplace equity and states the business rationale for implementing diversity initiatives.

Chapter three contains the survey findings. It organizes the results provided by respondents according to the major sections of the study survey. This chapter identifies trends, patterns, and similarities in diversity initiatives currently underway in transit agencies.

Chapter four is a review of the case study information provided in separate interviews with various transit industry representatives. This chapter contains information given by two experts in the field of diversity.

Chapter five takes a look at private sector initiatives in the field of diversity. It profiles several Fortune 500

companies and provides information on best practices employed by private industry.

Chapter six summarizes the conclusions of the synthesis study. It identifies unmet needs of the transit industry as it implements diversity initiatives and suggests steps for future research.

Survey questionnaires and results, and several examples of diversity training programs are provided in the appendixes.

METHODOLOGY

Several methods were used to collect information for the synthesis study. A literature review and research were conducted. A survey questionnaire was prepared and distributed to a cross section of transit agencies. Case study interviews were held with transit agencies. In addition, interviews were conducted with two experts in the field of diversity.

LITERATURE REVIEW

DEFINING DIVERSITY

Definitions of diversity are as broad in range as the concept of diversity itself. Many organizations have chosen to develop definitions that promote inclusion. The Society for Human Resource Management (SHRM) states that although the term is often used to refer to differences based on ethnicity, gender, age, religion, disability, national origin, and sexual orientation, diversity encompasses an infinite range of individuals' unique characteristics and experiences, including communication styles, physical characteristics such as height and weight, and speed of learning and comprehension. The Bank of Boston's definition of diversity is similar in concept to that of SHRM and is broadly defined to include group differences based on age, race, gender, sexual orientation, disabilities, parental status, or job group, and individual differences including communication style, career experience, and other variables.

Corporate definitions of diversity also vary, with some promoting more of a philosophical approach toward the global workplace. The Microsoft Corporation believes that diversity enriches its performance and products, the communities where its employees live and work, and, correspondingly, the lives of their employees. It reports that as their work force evolves to reflect the growing diversity of their communities and the global marketplace, efforts to understand, value, and incorporate differences become increasingly important. Microsoft has established a number of initiatives to promote diversity within their organization and is committed to demonstrating that commitment nationwide.

The Texas Instruments' (TI) definition of diversity centers on valuing diversity. TI defines diversity as their effectiveness in using the talents of people of different backgrounds, experiences, and perspectives and believes that it is key to their competitive edge. Valuing diversity in their work force is at the core of the TI Values Statement. Every TI employee is encouraged to create an environment that promotes diversity and each TI business develops diversity strategies and measurements.

Valuing the diversity of its employees and the unique perspectives they bring to the company also plays a key role in the Computer Sciences Corporation's (CSC) definition of diversity. Diversity at CSC includes functional roles within the company, the markets and industries they serve, their length of service, geographic location, educational

background, age, race, gender, ethnicity, and whether or not they joined CSC independently or through an acquisition. In valuing differences, CSC demonstrates a commitment to treating everyone with fairness and respect.

Expert researchers in the field of diversity such as Julie O'Mara define diversity in terms of primary and secondary characteristics. O'Mara states that diversity is simply the similarities and differences of people. The primary characteristics of diversity are age, physical/mental abilities, gender, race/ethnicity, and sexual orientation. The secondary characteristics are work style, education, religion, and socioeconomic acculturation (Julie O'Mara, personal communication, February 15, 2002).

The University of Maryland has separated its diversity definition into primary and secondary dimensions similar to those of O'Mara. The university says diversity is "otherness," or those human qualities that are different from our own and outside the groups to which we belong, yet are present in other individuals and groups. It is important to distinguish between the primary and secondary dimensions of diversity. Primary dimensions are age, ethnicity, gender, physical abilities/qualities, race, and sexual orientation. Secondary dimensions are those that can be changed and include but are not limited to educational background, geographic location, income, marital status, military experience, parental status, religious beliefs, and work experiences.

Dr. Benjamin Harrison, a diversity consultant, defines diversity by saying that it simply means differences. Diversity is the process and methodology (managing change) used in the implementation of action plans that affords the company the opportunity to value the differences of its customers, both internally and externally (Benjamin Harrison, personal communication, February 15, 2002).

Rose Mary Wentling (University of Illinois) writes that experts in the field of diversity tend to define it broadly (*I*). By including everybody as part of the diversity that should be valued, it can be recognized that all employees bring their differences, including group-identity differences, to the workplace. She emphasizes that a broad definition moves diversity issues beyond an "us versus them" struggle to a focus on using diversity to accomplish both individual and organizational goals.

VALUING DIVERSITY

America is facing a major challenge in establishing cross-functional teams and workplace synergy. Over the last several years economic downturns and other changes affecting organizational structures have created a new awareness of the long-range benefits of diversity. It has long been thought that men, women, people of all colors, abilities, ages, and creeds bring a variety of different experiences into their work environments. With all of these differences comes a corresponding measure of differences in values, behaviors, thoughts, perceptions, experiences, and problem-solving abilities.

W. Patrick Council wrote in his article on managing multiculturalism that businesses awakened to serious talks on diversity after the terrorist attacks (2). Shortly after the September 11th attacks General Motors sent its employees the following message: "We sometimes forget that the GM family consists of 388,000 very diverse employees representing many countries, religions, ethnicities, as well as points of view. Let us pull together to value both our differences and similarities to create an environment where all people feel safe and free to contribute their best." Reflected in the statement is a powerful awareness of why diversity is valued.

Corporate America has been challenged to open up the lines of communications between all groups of people to create work force harmony and maintain competitiveness. Diversity affects all internal organizational processes and, if managed well, can lead an organization to the fulfillment of its strategic goals and objectives. Employers and their communities must embrace diversity before they achieve it according Amy Lamar of the *Des Moines Business Record* (3). Companies should make a commitment to diversity and communicate that commitment to their employees.

In the eyes of Fred Soto, an acclaimed seminar leader and motivational speaker, valuing diversity offers the highest potential for contributing to the long-term benefit and effectiveness of an organization. Diversity strengthens the process of management when mainstreamed throughout an organization. Soto believes there are big pay-offs for diversity and that the results are predictable. Valuing diversity leads to improved communications and problem solving in an organization that results in proven teamwork within and between organizations. Soto found that time was better managed in organizations where down time was minimized. In addition, there appears to be an increased level of commitment on behalf of employees to accomplish the objectives of an organization and that translates into greater customer satisfaction (4).

Companies with successful diversity training programs are becoming the companies of choice says Richard Orange,

a New York representative of the international consulting group, Portsmouth. According to Orange, earning a reputation for being a company that cares about diversity is a valuable benefit of diversity training. Diversity can be a key resource to creating high performance work cultures that enable all members of the organization to do their best work states Frederick Miller in his article on "Strategic Culture Change" (5). Miller distinguishes diversity from inclusion and emphasizes that diversity describes the make-up of a group, whereas inclusion describes which individuals are allowed to participate and are able to contribute fully to the group. He contends that among people who value sameness, diversity tends to mean visible differences. Often the assumption is that people who cannot suppress their differences and who cannot look, dress, act, or communicate like the organization's norm are viewed as potential problems that need to be managed. Miller states that inclusion increases the total human energy available in an organization when differences are actually viewed as valued resources for the company. For Miller diversity is clearly an organizational asset. It is his opinion that with an increase of diverse consumers, stakeholders, and partners, organizations must become diverse and inclusive to provide the necessary range of talent, communications skills, problem solving styles, perspectives, and cultural awareness to succeed. Simply put, Miller believes that there is no advantage in a monoculture, because monocultural organizations tend to value status quo and lack creativity.

Stephanie Overman, a Beverly Hills-based consultant, writes that state-of-the-art companies have completed Diversity 101, which teaches employees to value diversity. According to Overman, many Fortune 500 companies are now focusing on in-depth skills training on specific cultural issues that will improve their bottom line (6). Robert Hayles, an effectiveness diversity consultant believes companies begin their diversity initiatives with valuing diversity and diversity awareness training and then must move on to skills training, which in turn affects work force performance.

Scudder Kemper Investments has stated a commitment to diversity predicated on not only understanding and valuing differences, but also pushing further to mobilize similarities. A culturally diverse work force allows corporations to enhance their decision-making abilities using several perspectives and a number of approaches for marketing products. However, valuing diversity in the workplace does not go unchallenged in some industries because of a shortage of workers.

At the best companies, the CEO leads the diversity mantra and does more than merely encourage executives to build a diverse work force, according to CEO Jim Adamson of Advantica. He explains what gets measured gets done, insisting that a portion of the bonuses given to his managers be tied to their efforts at increasing diversity.

DIVERSITY AND DEMOGRAPHICS

Corporate America's emphasis on diversity may be more of a practical choice, given the rapidly changing demographic fabric of the country. Research generated from a variety of fields predicts that important benefits will accrue for demographic heterogeneity in organizations by increasing the variance in perspectives and approaches to work that individuals of different identity groups can bring. A myriad of perspectives is a key incentive to obtaining business solutions and evoking novel approaches to accomplishing company goals. The work force of most U.S. corporations will display only one major characteristic in the near future: diversity. Interwoven is the opportunity to expand economically among non-European groups, who are entering American workplaces in record numbers. Hopkins' research showed that with the spread of multiculturalism comes the demand for innovative marketing strategies to attract those who are different and who have different consumer needs. Diverse employees can access these broad networks of new consumers to generate information that can increase the company's commitment to choices and position it for the rapid organizational changes needed to expand in these new consumer markets. Demographic heterogeneity seems to be beneficial, supporting a "value-in-diversity" hypothesis (7). Research has shown that the attributes of demography often underlie the attributes of values. Given the demographic shifts occurring presently in America, businesses find diversity among employees an important factor in adjusting to a new consumer with a different focus and a different market need.

BUSINESS CASE FOR DIVERSITY

In the year 2000, 800,000 skilled technology jobs went unfilled because of a shortage of qualified workers. The National Journal Group, Inc., reported that Microsoft hired 9,700 new employees in 2000 and still had openings for 5,600 the following year. African-Americans and Hispanics make up 3% of the science, engineering, and technology work force. Women represented only 19% of science, engineering, and technology workers in 1997. However, because diversity is one of the core values that defines Microsoft's business and philosophy, the company is working closely with a number of schools and organizations to increase opportunities for women and minorities in these fields. To date, Microsoft has provided more than \$90 million dollars in grants and scholarships to colleges and universities in an effort to increase diversity.

Cultural diversity is more important today in an economy where old rules have changed according to Jerry J. Jasinowski, CEO of the National Association of Manufacturers (8). Sophisticated technology and intense competition

place a higher demand on employers, and economic growth relies heavily on productivity and efficiency says Jasinowski. Productivity and efficiency are at the heart of American innovation. Corporations view the size and quality of their work forces as critical to meeting the needs and demands of their customers. The benefits of a diverse work force lie in its creativity, experience, and talent. Jasinowski believes that there will be no majority race in the next century and that this factor alone underscores the need for the integration of every group into the mainstream of economic life. He feels it is important to assimilate persons of every race and ethnic background into mainstream culture. He emphasizes that businesses must reach out to former welfare recipients now entering the work force and to racial and ethnic minorities long denied adequate education, because these groups must have an equal opportunity for full participation in all aspects of American life. Jasinowski states that maximizing the economic roles of women and welcoming people with disabilities and legal immigrants into the marketplace is essential to encourage growth and innovation.

Diversity has become a central focus of the private sector and some attribute this to the tight labor market. However, others point to the predictions of Workforce 2000 coming to fruition (9). Trends early in the 21st century have led to an assumption that more than 50% of the work force will be people of color. Globalization is one reason for this assumption and the other reason lies in targeted marketing to ethnic groups.

Corporations are putting real "teeth" into diversity initiatives, tying them to bottom-line goals, reports Earl Graves from *Black Enterprise Magazine* (10). Today the focus is on making the business case for diversity says Graves. Corporations are emphasizing diversity because they know effective initiatives underscore profits and long-term growth. Graves points out that more corporations are mentoring women and minorities and have recognized these efforts as a formal part of their diversity programs. U.S. corporations with multiple offices abroad are finding it necessary to tailor their diversity programs to each country or each region's specific conditions. Such programs assist companies in communicating more effectively with a broader range of clients. The result tends to be further globalization of the business states Graves.

Corporations recognize that a diverse executive and labor force has significant financial benefits for their financial growth. CEO advocacy, training, education, and public relations programs ensure the sustaining of a diversified labor pool. Allstate is the nation's largest publicly held personal lines insurance company. Building a work force that reflects the diversity of clients we serve is just good business says Sharon Cruise a member of the Allstate Diversity Team.

MANAGING DIVERSITY

The need to manage and institute diversity initiatives is supported by the positive employee performance that results when diversity initiatives are implemented in an organization. In 1995, Wright et al. (11) conducted a study that reviewed organizations that embraced diversity. These researchers found that proactive organizations had won awards and been cited by the U.S. Department of Labor as having successful affirmative action programs. In addition, their stock prices tended to be higher and they reached their business goals faster. They concluded that well-managed diverse work forces definitely have profit and loss advantages over those that are not. Managing diversity begins at the top and those leaders who play a critical role in implementing diversity initiatives tend to better position their organizations in the competitive marketplace.

The emphasis on managing diversity has focused on leadership sensitivity and visionary goals (12). Reinforcing the appropriate management style when implementing diversity initiatives is important. Thomas found that recognition of employees by company leaders shows all organizational members that the leaders are willing to acknowledge when appropriate behavior is demonstrated.

The consequences of modifying leadership behavior when implementing diversity initiatives has been well documented over a 20-year period according to Stajkovic and Luthans (13). Their research determined that the first step in organizational behavior modification is to identify the overall departmental objectives for the organization. These objectives are best formulated through managerial leadership with employee input. Managerial training and managerial participation in diversity goals sets the stage for the appropriate workplace behaviors.

Supporting cultural events within the workplace and the community has proven to be an effective incentive for change in organizational behavior. Life outside the organization provides an opportunity to know people on a more intimate level according to Cox and Beale (14). Interpersonal relationships are especially important for managers implementing diversity initiatives. Getting to know the employees and the community provides a manager with different perspectives about the organizational behaviors that need to be reinforced and sustained.

Managing diversity is about dealing with the reality of a workplace where everyone is not alike. The challenge for managers states Blank and Slipp (15) is to be aware of assumptions and stereotypes about the competence of employees who are not members of the dominant culture. Managing diversity is the recognition of varying communications styles, attitudes toward authority, work patterns, speech, and dress. Blank and Slipp emphasize that managers

should recognize that employee abilities come in different shapes, forms, and guises. Managing diversity means awareness of the varying perspectives and experiences of employees with the understanding that the most serious pitfall of managing diversity can be one's predisposition to misjudgment when evaluating the skills and abilities of people who are different.

Cox and Beale (14) believe that diversity competency is a process of learning how to effectively manage the challenges and opportunities posed by the presence of social-cultural diversity. They believe that the organization as a whole cannot embrace diversity if only the organization's leaders take part in the learning process and, therefore, that all members of the organization must be involved in the process of managing diversity. Their three-stage process that allows one to develop competency for managing diversity begins with an awareness of how diversity affects organizational behaviors and outcomes. They feel that once employees become aware of the impact of diversity issues they are ready to move into the second phase, that of knowledge and understanding. During the second phase a person acquires a deeper cognitive grasp of how and why diversity competency is relevant to the effective performance of individuals, groups, and organizations. The third and final stage is action. Once organizational members have an awareness and understanding of the implications of diversity they can move towards changing their own and then others' behavior.

DIVERSITY AND AFFIRMATIVE ACTION

Arthur A. Fletcher, as Assistant Secretary of Labor under then President Richard Nixon, helped craft the rules that created affirmative action legislation. Prior to Fletcher, affirmative action had been a part of the Civil Rights Act of 1964 and largely acknowledged as an unenforceable piece of legislation. The ideas of Fletcher were incorporated into a document known as "The Revised Philadelphia Plan" and stand today as the basis of affirmative action.

In an interview with *Fortune Magazine* writer Eryn Brown in March 2000, Fletcher indicated that he had set the stage for today's workplace and work force diversity efforts, and that affirmative action changed the American workplace for the better. Fletcher differentiates affirmative action from diversity because its premise was based on equal opportunity in the workplace as a legislated mandate. However, he states it is a mandate that is real and worked, because there is not a single industry in America where you cannot find women, Asian-Americans, African-Americans, Hispanics, and Native Americans working (16).

Fletcher believes he gave affirmative action teeth by aligning its laws with procurement policies. These regulations

were created in the form of set-aside programs for minority and female contractors. He states that the concept of disadvantaged business enterprises arose from these new regulations. Fletcher also points to the 1993 North Atlantic Free Trade Agreement as an offshoot of his affirmative action efforts. He states that American companies began rewriting their strategic plans to take advantage of new business opportunities in Mexico and, as a result, began asking some new questions about Latinos in America, their buying habits, education levels, and culture.

Fletcher also stated that companies that ignore diversity would definitely struggle to compete in the global marketplace during the 21st century, because according to the

U.S. Department of Labor, women and ethnic minorities will soon dominate the pool of talent supplying American industries.

Fletcher believes American corporations can play a big role in improving race relations through implementing diversity initiatives. Management will have to lead the way, he states, in creating workplaces that are conducive to top performance from all of their employees. It is the responsibility of management to make its presence felt on diversity so that true progress can be made in the American workplace. Fletcher, who is now known as the father of affirmative action, believes that by supporting sensible, economically driven programs that provide opportunities for all American workers corporations can prosper (16).

SURVEY FINDINGS

Diversity efforts are being implemented within transit agencies all over the United States. Survey respondents were asked to examine their agencies in terms of diversity initiatives currently underway. The survey questionnaire (Appendix A) contained four major sections: (A) defining diversity within the structure of the organization, (B) diversity initiatives within the organization, (C) managing diversity, and (D) organizational barriers to diversity. The fifth and final portion of the questionnaire, Section E, asked respondents to rate their agency's efforts toward diversity.

DEFINING DIVERSITY WITHIN THE STRUCTURE OF THE ORGANIZATION

In the first section of the survey respondents were asked to examine several aspects of their organization's structure to see where diversity could be found. The purpose of these questions was to identify where diversity existed in the governance structure and what department had accountability for ensuring diversity in the organization. The questions probed respondents about diversity within the managerial hierarchy of their transit agencies and sought to identify where diversity might be found within the various levels of employee staffing, and whether or not diversity was included in their mission statement, goals and objectives, recruitment plans, strategic plans, training plans, organizational policy, and procedure and executive letters and/or memos to staff.

Respondents reported that diversity was displayed in several prominent places within the organizational structure of transit agencies. They indicated that diversity played a major role in the governance structure of their transit agencies and was included in organizational policies and procedures, mission statements, and goals and objectives. Diversity was also incorporated in employee recruitment and training plans and emphasized in the context of executive letters and memorandums.

Accountability and oversight for diversity initiatives was found to be primarily the responsibility of the agency's human resources department. However, other departments such as affirmative action, civil rights, training, labor relations, equal opportunity, and legal were identified as responsible for the overall implementation of diversity initiatives. In several cases agencies reported that oversight for diversity was housed within the office of the general manager or with the executive director of the transit agency. A

few of the respondents had diversity councils, whose primary responsibility was to provide oversight for diversity implementation.

Survey respondents also identified where diversity existed within the various layers of staffing and supervision within the hierarchy of the agency. In transit organizations, diverse employees were employed in significant numbers in executive, senior, middle management, and first line supervisory positions. Respondents showed that diverse employees were equally represented in technical, professional, and clerical positions, with driver and mechanic positions reflected as prominently as service personnel. Transit ridership, language, client base, and employee demographics were other important indicators of diversity within the organizational hierarchy.

To further define diversity management in transit agencies, survey respondents were asked to demonstrate the various ways their agencies had expressed a written commitment to diversity. Documents such as employee handbooks, employee policy, and company directives emerged as examples of expressed written commitments to diversity. Many respondents reported that this type of commitment evolved from a governing board of directors, chief executive officers, general managers, and various employee groups within the transit agency.

In an effort to comprehend how conflict may be potentially ameliorated through diversity initiative implementation, respondents were asked whether or not their transit agency had been the subject of discrimination complaints. Nearly all of the respondents had experiences with employees filing internal and external complaints, grievances, and lawsuits. A significant number of respondents had experience negotiating settlements to resolve these kinds of conflicts.

The final segment of Section A sought to discover how transit agencies allocate resources and whether diversity had an impact on the process. Several transit agencies revealed that significant resource allocation could be seen in areas such as the Disadvantaged Business Enterprise Program and related procurement policies. Resources were also allocated to provide incentives to increase the recruitment of diverse employees, provide internships for women and minorities, and to fund special educational programs to increase diversity awareness. Resources were also used to fund diversity training budgets and staffing to manage diversity implementation efforts.

DIVERSITY INITIATIVES IN TRANSIT ORGANIZATIONS

Section B of the survey explored the types of diversity initiatives currently underway in transit agencies. Respondents were asked whether or not their agencies had diversity initiatives and, if so, to specify the kinds of efforts they were familiar with. Training programs to increase diversity awareness were found in nearly all of the participant's responses. These training programs took the form of facilitated seminars and workshops, cultural awareness, and sensitivity training and diversity orientation programs. Other diversity initiatives were the establishment of diversity councils and task forces, diversity plans, diversity vision statements, and diversity as a core business strategy. Transit agencies were involved in mentoring networks, work/life balance programs, and cross-functional teamwork to enhance diversity. Organizational assessments, staff retreats, and employee satisfaction and climate surveys are being used to identify the need for diversity initiatives. Cultural celebrations continue to be a mainstay in diversity appreciation implementation efforts of transit agencies. Other ways of implementing diversity identified were e-mail communications and monthly diversity poster programs.

Of equal importance to the identification of diversity efforts taking place in the transit industry was the understanding of how these various initiatives are being gauged for effectiveness. Respondents were asked how diversity initiatives are being measured in their transit agencies. Increasing the numbers of minorities and women in the workplace through the meeting of established affirmative action goals proved to be an important measure of diversity management. Equally important as value measurements were the reduction of charges of discrimination, employee and Equal Employment Opportunity Commission complaints, grievances, and employee management conflict. Also, transit agencies determined diversity effectiveness through other ways such as the number of employees trained in diversity awareness, the number of women and minorities promoted within the agency, and the number of employees participating in a specific cultural event. Another significant measure proved to be the matching of staffing demographics to that of community demographics to ensure that the transit agency workplace mirrored the community it was attempting to serve. The effectiveness of diversity implementation was also measured through the number of participants in specific events highlighting diversity. Several transit agencies indicated that they measured the effectiveness of diversity efforts through the number of networking channels provided for the promotion of internal staff. The number of shared business goals and cross-functional teams operating within a transit agency were also seen as effective measures of diversity.

MANAGING DIVERSITY

Section C of the survey instrument explored the various ways transit agencies managed workplace differences within their organizational structures. Participants were asked to highlight programs and activities that promoted and celebrated diversity within their communities and employee base. The following transit agencies responded with specific information about diversity implementation efforts.

- Hillsborough Area Regional Transit Agency (HART)
HART's locale is culturally rich and very diverse. Increasing numbers of Spanish-speaking populations use the transit system along with African- and Anglo-Americans. The region is also home to a great number of retirees who cut across racial and socioeconomic lines and who make great use of public transportation. HART displays diverse employees and citizens in the context of print materials, brochures, posters, and pamphlets. The agency also features the diversity of its surrounding communities and its employees in videos explaining how to use the system. It produces a number of television commercials and takes advantage of its diverse populations in all sources of advertising. HART also has instituted a very diverse employee relations committee to help plan and implement diversity programs. HART ensures the hiring of diverse individuals by staffing interview panels with members representative of those groups from within the transit agency.
- Los Angeles County Metropolitan Transit Authority (LACMTA)
LACMTA has implemented an agency-wide task force to address diversity within its total organizational structure. The Morale Task Force works in conjunction with the Human Resources Development and Training Department to provide Diversity Training Sessions for all employees. The Morale Task Force is also used as an intermediary to assist departments with mediating workplace disputes and other issues surrounding diversity. LACMTA sponsors a variety of cultural events to celebrate diversity with employees and constituents from their service areas, including annual programs and activities to highlight Martin Luther King Jr. Day, Black History Month, Women's History Month, Cinco de Mayo, and Juneteenth.
- ATC-Phoenix
ATC-Phoenix incorporates diversity within its mission statement. The agency has an extensive diversity training program that incorporates all employees. Student operators are given specific diversity training during their 6-week operator-training program. Operator instructors are trained with other employees by

an outside consultant on “understanding and working with diverse populations.” Supervisors are also provided training and, in addition, are given an advanced diversity-training program that instructs them on ways to manage diversity, communicate with diverse populations, and reduce workplace conflict. Diversity has been incorporated into the general managers’ goals and into the performance evaluation process for supervisors.

- Alameda–Contra Costa (AC) Transit Agency

AC Transit celebrates diversity through a number of annual cultural activities that are open to employees and the communities they serve. These events include Martin Luther King Jr. Day, Black History Month, and Women’s History Month, as well as various Hispanic and Asian celebrations. AC Transit emphasizes the celebration of diversity through its equal employment opportunity policies and its affirmative action plans. The agency uses diverse populations of people in all advertisements about the transit agency and emphasizes all aspects of diversity, including Americans with disabilities. AC Transit has specific job placement activities for employees with disabilities as part of its diversity initiatives. It has also implemented diversity training programs for its employees.

- Greater Cleveland Regional Transportation Authority (GCRTA)

In addition to providing employee-training programs on diversity, GCRTA has incorporated diversity into a quarterly luncheon series. Employees participate in ethnic and cultural potluck meals to exchange information and to appreciate the differences in cultures. This program has been expanded into the community where local restaurants provide samples of foods that reflect the diversity of the region. In addition, the program now features various speakers who address issues of diversity within the city and the community at large.

- Port Authority of Allegheny County (PAAC)

PAAC has implemented diversity training programs for its employees. The Authority has chosen to implement diversity management through its established affirmative action plan by recruiting and hiring diverse employees. Its goal is to have women, minorities, and other diverse populations reflected in all departments and areas of the Authority. In doing so, PAAC’s work force will reflect the diverse communities it serves.

- Metropolitan Transit Authority of Harris County (Houston–METRO)

Houston–METRO sponsors public multi-cultural luncheons for each racial and ethnic group represented

within the workplace and the community. Every year a luncheon is held celebrating the achievements of women. In addition, Houston–METRO holds an American’s with Disabilities Act (ADA) anniversary celebration. The transit authority sponsors cultural diversity programs for employees that include training and cultural diversity awareness. Additionally, it is an active supporter of the Conference of Minority Transportation Officials (COMTO) and participates in a number of activities sponsored by the association.

- Massachusetts Bay Transit Authority (MBTA)

MBTA celebrates diversity in a variety of ways. Diversity is incorporated into the Authority’s mission statement and is a part of all advertisement campaigns, both print and media. Diversity training programs are provided for all MBTA employees. The Authority hosts a variety of diverse cultural celebrations for its employees and for the communities it serves.

- Bay Area Rapid Transit (BART)

For more than two decades BART’s union contracts have recognized diversity. Diversity is incorporated into the nonrepresented employee handbook. BART employees are given five discretionary holidays each year that can be used to celebrate diverse cultural and religious events and activities. The agency recognizes diversity in its celebrations of holidays including Martin Luther King Jr. Day, the Chinese New Year, and Cinco de Mayo. BART employees are also provided with diversity awareness training in conjunction with a variety of cultural activities aimed at increasing appreciation for diversity.

- Pierce Transit Agency

For 6 years Pierce Transit has embarked on a rather aggressive diversity initiative in human relations. It formed a diversity committee representing all levels and types of positions within the organization. The committee developed a training program, “Building on Diversity,” that was taught to all 500 employees. This same program was incorporated into the New Operator Training Program for all new operators and new employees. The agency adopted an additional training course, “Understanding People with Disabilities,” to interact with its original diversity training plan. These initiatives are now a part of how Pierce Transit conducts business and are key elements of the corporate culture and reflected in all that they do.

Several agencies highlighted diversity training as a mainstay of their diversity initiative to maintain high levels of workplace respect and to reduce conflict. Among those implementing these types of training programs were Tri-

Met in Portland, Oregon; MTA of Maryland; and WMATA (Washington D.C.).

COMMUNICATING DIVERSITY

Respondents were asked in Section C of the survey to describe how they communicate diversity initiatives to their employees and to list operational goals that related to their diversity implementation efforts. Two of the most popular ways of communicating an emphasis on diversity to transit employees proved to be through new hire orientation programs and employee participation in community-focused events and activities. Professional associations such as APTA and COMTO were cited as viable avenues for the communication of the importance of workplace diversity. Transit agencies also cited on-site speakers and facilitators for employees, all-hands staff meetings to discuss the importance of diversity, and the use of in-service training, seminars, and workshops to instruct staff on why diversity is important to the transportation business, as other ways to communicate diversity programs to employees.

Other methods used to communicate diversity programs and initiatives included newsletters, magazines, pamphlets, and printed materials, as well as the use of focus groups and video training. In instances where a reduction in workplace conflict was necessary, transit agencies used counseling and employee assistance program services to reiterate the need to embrace diversity initiatives.

Diversity initiatives have often been interwoven into a transit agency's operational goals as a way of reinforcing its significance to the industry and to their communities. Some transit agencies indicated that their strategic operational goals included diversity initiatives where specific outcomes or expectations were assumed. Targeted marketing was given as an example when a transit system is increasing its presence in a specific community to ultimately expand its customer base.

Strategic operational goals were also developed by transit agencies that were interested in providing technical training for diverse vendors conducting business or providing services to the transit agency. This included the development of strategic operational goals to meet and/or exceed targets for doing business with disadvantaged business enterprises.

Strategic operational goals have been developed by some transit agencies to ensure diversity within work

teams, task forces, special projects, and committee structures so that certain demographic groups could participate at a significant level to advance agency objectives. By doing so, transit agencies indicated an increased ability to attract and retain diverse employees within the work force. Additionally, transit agencies reported the designing of strategic operational goals relative to the performance appraisal process to gauge the progress of diversity initiatives within the workplace.

ORGANIZATIONAL BARRIERS TO DIVERSITY

Section D of the questionnaire asked respondents to identify organizational barriers that inhibited the progress of diversity initiatives. Several transit agencies reported no organizational barriers to the process. Transit agencies did however report informal communication networks operating within the internal organizational structure as the most prevalent form of a barrier. Related to that finding was the indication by transit agencies that informal rules served as possible barriers to diversity initiative implementation. Other possible barriers to diversity implementation included socialization protocols and expected managerial style.

Transit agencies were asked to identify any personal barriers that may potentially thwart the implementation of diversity initiatives. The personal barrier perceived by most transit agencies as inhibiting diversity implementation efforts was mode of communication. Other personal characteristics cited as potential barriers were age, race, perceived personal style, perceived socioeconomic status, perceived level of education, and perceived potential for leadership.

The last portion of the study questionnaire (Section E) asked respondents to rate their agency's efforts toward implementing diversity initiatives. A significant number of the respondents rated their agency's efforts as very aggressive and an equal number mentioned that their agency had diversity goals and objectives in place. The majority of transit agencies reported that diversity is a part of their overall strategic plan, a part of their mission statement, and is a core value of the agency. Transit agencies responded that diversity goals and objectives have been established and must be met by management. No transit agency reported itself as not valuing diversity. A few agencies reported the need for more coordination of diversity initiatives.

CASE STUDIES

ACKNOWLEDGING WORKPLACE DIFFERENCES

The formal acknowledgment of workplace differences is taking place in each of the transit agencies discussed in the case studies. The recognition of work force diversity is as important as the management of that diversity. Four case study respondents, HART, WMATA, BART, and PAAC provided the information contained in this chapter. Case study respondents indicated that strategic diversity committees and task forces were used to outline goals, objectives, and plans for implementing diversity initiatives. The goals and objectives were incorporated into each transit agency's overall operational plan. The supervision of the agency-wide committee or task force more often than not was the responsibility of a member of the transit agency's executive staff and in some cases fell under the auspices of the agency human resources department. The roles and responsibilities of the committees/task forces as reported by case study respondents can be seen in the following activities.

- **Governance**—The committee/task force was charged with the development of diversity policy and procedures for the transit system and ensuring that the articulation of policy was accomplished throughout all departments on an operational level. This included the development of mission and value statements as well as guiding principles that empowered employees on the organizational, personal, and interpersonal levels. Visible forms of governance can be seen in letters of support from transit boards, executives and general managers, labor contracts, employee handbooks and guides, operational manuals, and recruitment and hiring policies.
- **Leadership**—Contained within the goals and objectives of diversity initiatives were processes to encourage managers and supervisors to make the transformation from being solely a technical expert to one whose focus is dual in nature. By valuing diversity, managers and supervisors concentrate on relationship dynamics within the workplace and assume facilitative and enabling roles to increase personal effectiveness in diverse environments. Managers who successfully demonstrate their abilities to do this without resorting to energy-depleting relationship patterns of control, manipulation, blame, denial, mistrust, racism, and prejudice achieve a higher level of productivity from their subordinates. Managers and supervisors were encouraged to “talk up” the benefits

of valuing diversity at staff meetings and to conduct focus groups to discuss better methods of managing diversity. Managers and supervisors were asked to ensure that work assignments reflected the diversity of talent available within their departments and divisions.

- **Synergistic Teams**—Diversity committees/task forces face intense pressures to create workplace environments where the sum is greater than any one individual. Cross-functional diverse teams ensure broad-based participation and the depth of creativity that arises from inclusion. Operations, infrastructure, and external political challenges faced by the transit agencies in their efforts to increase ridership and expand their community presence are best met through a unified, team-oriented workplace.
- **Training and Staff Development**—Task forces and committee structures are charged with diversity initiative implementation. Invariably the root of organizational awareness of the value of diversity lies in training and staff development. Marketing the value of a learning organization that embraces new information is the responsibility of all employees. Diversity training programs are the primary avenue for assisting all employees in understanding the impact of the changing communities around them and the trust building that comes from accepting people differences. The efforts of the task force/committee help to identify the systemic changes that training must address to eliminate obstacles and barriers to diversity initiative implementation. Training drives home the idea that all employees are stakeholders of their specific agency, and that its survival depends on how well they transform relationships inside and outside of the transit agency.
- **Diversity Initiative Planning**—Where to begin continues to be a complex question for case study respondents. However, the consensus of the case study respondents was that oversight for planning and implementation needed to be focused rather than scattered throughout the transit agency. To commence planning efforts the committee/task force first identified those organizational leaders who would be accountable for stated diversity goals and objectives and who act as champions for spreading the word of the importance of diversity initiatives. The planning efforts sought to uncover practical ways that these champions could demonstrate diversity leadership. Subsequent steps included developing an integrated

diversity strategy for the organization with plans for change in a variety of directions. These plans included people, work tasks, structures, agency practices, organizational culture, and the identification of potential barriers to diversity initiatives. Respondents reported that defining effective structures for managing change was a very important piece in the process. Understanding and communicating the role human resources would play in planning a diversity strategy was viewed as an aid to helping the organization value and manage change strategies affecting recruitment, employee retention, customer relations, career development, and provide effective tools for partnering with all employees. Planning included specific action steps that could be incorporated at every level of the organization to ensure the implementation of diversity initiatives.

- **Communicating Diversity Initiatives**—Case study respondents indicated that the most important concept in communicating to a work environment beginning to implement diversity initiatives is that a person's difference(s) is not the problem. Rather, it is other people's responses to that difference(s) that is most often the problem. Starting a dialog about diversity can be a chore for some organizations. Case study respondents indicated it is important for an organization to manage through the transition process that naturally occurs when transit agencies begin to seriously address diversity. Even well-intentioned individuals struggle with the process of change. To communicate well, respondents noted that individuals needed to first know themselves and answer questions such as
 - What style do I use most frequently to communicate with others in the workplace?
 - Do I question individuals and listen to their responses?
 - Do I simply provide information without listening to feedback?
 - Am I generally comfortable talking to people whose race or gender differs from mine?
 - Do I communicate differently with people I manage or with people who manage me?
 - Are my communications with others sincere?
 - Do I view communications as just a way to get what information I need at the moment?
 - Do I interact with people who are different from me informally or formally?
 - Have I considered what my values are in communicating with diverse populations?
 - What are my cultural biases about honesty, openness, intonation, confrontation, and the use of language?
 - How do these biases affect my interactions with diverse groups of people?

BARRIERS TO DIVERSITY IMPLEMENTATION

Case study respondents identified similar categories of personal and organizational barriers to implementing diversity initiatives as other agency survey respondents. Personal barriers included

- Language,
- Dress,
- Appearance,
- Identity,
- Age,
- Sexual orientation,
- Time orientation, and
- Personal style.

Organizational barriers included

- Mission statement,
- Vision statement,
- Rules and regulations,
- Company policies,
- Informal communication networks,
- Socialization protocol,
- How employees get promoted,
- How employees get rewarded, and
- How employees get terminated.

Case study respondents found some instances of these barriers within their agencies and recommended that sensitivity is central to developing an understanding and appreciation for daily interactions involving cross-cultural relationships. Sensitivity, patience, listening skills, and the dissolution of preconceived notions about surface appearances were all prerequisites for developing mutual respect.

COMMENTS

Dr. Benjamin Harrison, private consultant, and diversity expert for the Hewlett-Packard Corporation, was asked to provide his insight on diversity for purposes of this synthesis study.

Question: In your opinion how should diversity be implemented?

Diversity has to be tied to the corporate vision, mission, and strategic agenda. It has to be seen as a part of the bottom line of business. This should be derived from a strategic planning process led by a skilled (usually external) facilitator. The steps would include identification of core values, development of a diversity vision, mission, goal, detailed objectives identifying who is responsible for what, by when, and how much. This process would lead to

organizational accountability and should identify consequences for not meeting one's objectives. All of this of course should directly tied to the business bottom line.

Question: Should diversity be mandated or voluntary?

No organization can afford a "voluntary" approach to diversity. There is no accountability in voluntary. Frankly speaking, most white males will not support diversity without a business (financial) reason. Even if you have support at the top the organization you will have problems with the middle management of an organization. One of the biggest concerns within the corporate structure is accountability.

Question: Should the accountability be tied to the performance evaluation process?

Here again, if the process as suggested above is in place and the organizational leadership was involved in its development, accountability becomes somewhat easier. Before diversity can be tied to the performance evaluation process it has to be costly to those who do not meet its objectives.

Question: How then is diversity best implemented?

I strongly support the implementation of diversity from a position of organizational power and influence. Persons responsible for diversity should not report to personnel directors or directors of human resources and still believe this is the best way to implement diversity. Diversity is "best" implemented when driven by a top-level strategic planning process with business/financial implications and reporting directly to the president or general manager. A successful diversity practitioner should have the title of vice president or director of diversity.

Question: Is diversity tied to affirmative action?

Yes it is, but it is not and should not be perceived as one in the same. Affirmative action refers to the metrics of recruitment, retention, and attrition. Affirmative action does not, and should not, address the organization's cultural issues. Diversity does. Diversity plans must make a clear-cut distinction between affirmative action "metrics" and strategic agendas for diversity. Diversity should address three major components in any organization. It must address the technical, political and human resources management of the organization. Unless it is connected and aligned with these key components, very little happens in a positive forward moving way. The strategic agenda has to bring the organization to a realization that there is a need to

implement diversity initiatives. It must state the case that there are business reasons driving the implementation of diversity initiatives. I prefer to use the SWOT (*Strengths, Weaknesses, Opportunities, and Threat*) analysis to drive home this point. When organizations see their weaknesses they realize the need to change. When they see the threats they will see what is likely to happen if they stand by and do nothing. The SWOT analysis is usually beneficial to organizations receiving federal support.

Question: Some transit agencies feel diversity is needed to manage conflict. What is your opinion about that use of diversity?

Diversity should not be used as a tool for managing conflict. In my opinion, this perpetuates the negative assumption by some that diversity contributes more to exclusion rather than "inclusion." Most conflicts involving people who are culturally different in an organization without strong diversity leadership is primarily due to the reality that many managers have not been properly trained in managing a culturally different work force. Diversity is about managing change. If the diversity agenda does not include "change," more serious questions need to be asked and answered.

Question: How do you define diversity?

Diversity simply means differences. Diversity is the process and methodology (managing change) used in the implementation of action plans that affords the company the opportunity to value differences of its customers, both internally and externally. Most human resources specialists are not skilled in managing change.

Question: Can you cite some of the innovations in diversity?

When anything regarding diversity is referred to as innovative, I always ask: Is it innovative or is it simply long overdue? I subscribe to diversity.com everyday and I don't think anyone is innovative. Companies implement programs based on need, seldom if ever on innovation. Any company doing something on diversity will reflect 15 other companies doing the same thing.

Question: What are some of the benefits of implementing diversity initiatives?

One of the primary benefits is that your company becomes more inclusive and you become more empowered in terms of internal and external customer satisfaction. In

order to determine benefits for a particular organization, you must have people on board working toward implementing diversity initiatives that are tied to the company's strategic plan, otherwise you have no leadership to drive change. A good diversity plan should add market share. A good diversity plan would include the necessity for you to be forward thinking. For example: If a transit agency has a diversity plan and yet has never done an assessment of generational differences, they will probably never get Generation X to ride the bus, thus missing an opportunity to benefit from diversity.

Question: In your opinion who has some of the best resources on diversity?

I would put Taylor Cox, with his book "Cultural Diversity in Organizations," before Roosevelt Thomas. You can actually develop a plan from Cox's book. His suggestions are more about how to "include the jellybeans." This is not to discard the works of Roosevelt Thomas. Some of his suggestions on this topic are very good. However, I tend to believe Taylor Cox provides a deeper insight into the organizational fabric and how to address the challenges.

Question: What innovative things have you seen in diversity?

Again, is it innovative or is it simply overdue? On Friday, we are providing a workshop entitled "For White Men Only." Two white male consultants coming from outside will facilitate this workshop. We realize this is not innovative. In our view this is not an innovation, it is just something long overdue. Another example of innovation driven by the need to change is Las Vegas, Reno, Atlantic City, etc. Thirty years ago their primary business was gambling. Today their primary business has expanded to include the entire family. Again, innovation is driven by the need to change and meet the diversity needs of the family and the next generation of new profits.

In 1991, Julie O'Mara, a nationally recognized expert and consultant in the field of diversity, published "Managing Workforce 2000: Gaining the Diversity Advantage." She has written extensively on diversity issues and has been recognized for her contributions as a scholar and Fortune 500 consultant.

Question: In your opinion how should diversity be implemented?

Diversity should be implemented based upon the issues, challenges, and opportunities present within an organization. It should be viewed as what needs to happen for the business agenda of the organization to be successful.

Question: Should diversity be voluntary or mandated?

This is a tricky question. With regards to training, that is only a small portion of the diversity effort. Mandatory relates to policies and demands appropriate behavior. A lot of times organizations need to make system changes, for example, recruitment or how you promote people or how you reward people. The word mandatory is often used with training, meaning all people should be required to attend. When I hear this question, it's a signal to me that the organization isn't thinking of diversity much beyond training, which is only a small part of what usually needs to be done. Often recruiting practices, reward systems, succession planning, etc., need to change as a result of the changing work force. So, of course, those changes should be made and it should be mandatory that managers follow those practices. The word mandatory is an emotionally loaded term and I wouldn't use it. Should people be required to attend training? Well, some should and some shouldn't. If it is training in safety, environmental, and team building for their department, a new procedure, and diversity . . . yes . . . they need to attend so they learn what to do.

Question: Should the accountability be tied to the performance evaluation process?

Yes. For instance if tied to market share and one is held accountable for increasing market share, then one way would be to broaden your market orientation. In the financial industry, banks have targeted diverse markets and expanded their market reach. One can do climate studies, organizational assessments, and customer satisfaction surveys to measure the results of diversity initiatives.

Question: Is diversity tied to affirmative action?

Yes, but diversity is broader. Sexual harassment, the Americans with Disabilities Act (ADA), Equal Employment Opportunity (EEO) are all regulations and part of a total diversity effort; however, diversity is not the same as affirmative action. Diversity is much broader than that. Most of these laws, regulations, etc., apply to some people and not others; diversity applies to everyone. We are all members of the diverse work force and marketplace.

Question: Some transit agencies feel diversity is needed to manage conflict. What is your opinion about that use of diversity?

Yes. Conflict can result from misunderstandings and from stereotyping people. Diversity can be set as a goal to reduce conflict and establish appropriate behavior. People

need more education. Managers can become more proactive to utilize diversity to meet organizational goals.

Question: How do you define diversity?

Simply put, the similarities and differences of people. There are many levels of definitions. The primary characteristics of diversity are age, physical and mental abilities, gender, race, ethnicity, and sexual orientation. The secondary characteristics are work style, education, religion and socioeconomic acculturation, parental status, etc, and there are many more of these. And, we also need to define managing diversity. Managing diversity refers to the action the organization takes to address the challenges and opportunities of an increasingly diverse work force and marketplace.

Question: What are some of the innovations in diversity?

E learning is an area of innovation. Marketing and advertising have been areas of innovation weaving diversity into their messages. Incentives for customer service are other areas where innovation is visible.

Question: What are some of the benefits of implementing diversity initiatives?

Reaching the business bottom line making the business case for diversity is one of the primary benefits. In my opinion there are five areas.

- Attracting and retaining employees,
- Gaining market advantage,
- Incorporating innovation and creativity to derive a better product,
- Creating a higher level of profile for the company through re-imaging using aspects of diversity, and
- Mitigating losses, reducing litigation.

Question: In your opinion who has some of the best resources on diversity?

In terms of research I would say Taylor Cox at the University of Michigan, the Catalyst Organization in New York, and the American Institute for Managing Diversity. There are so many resources out there now since so many organizations are offering diversity. My suggestion to many people is to search the web under work force diversity. You'll see a lot of things pop up. There are many fine consultants, university courses, videos, articles, and measurement processes.

PRIVATE SECTOR DIVERSITY INITIATIVES

The private sector began diversity initiatives several decades ago when economists first began addressing global economies and the global marketplace. Companies wanted to know how to effectively bring people together from around the world to participate in new work configurations. Organizations quickly discovered that providing employees with cross-cultural communication and diversity training could accelerate cooperative, multinational partnerships; facilitate learning; reduce misunderstandings arising from cultural differences; and increase market capability and financial success. Several companies that have been touted as leaders for their efforts toward diversity implementation are highlighted in this chapter.

FANNIE MAE

Fannie Mae has established 14 Employee Networking Groups for African-Americans, Hispanics, Native Americans, Catholics, Christians, Muslims, older workers, gays, lesbians, veterans, and a number of other diverse populations. These groups have served as social and networking hubs, fostering workplace communication among all employees and managers. Each individual group has its own Chair and each Chair is a part of Fannie Mae's Diversity Advisory Council. The council meets three to four times each year with a representative from the Office of the Chairman to deal with diversity issues within the workplace.

All aspects of corporate training, inclusive of leadership development, contain a diversity component. Every 3 years Fannie Mae's Diversity Training Program is redesigned to fit emerging workplace needs as identified by the Diversity Council. Fannie Mae first designed a comprehensive diversity-training program in 1992 and this program came online in 1996. The focus is how diversity impacts its business and future. Fannie Mae's diversity training program is available to its employees, customers, and mortgage lenders. By doing this, Fannie Mae has achieved its goal of potentially acquainting everyone involved in the business with the rich prospective market of homeowners from varying income and ethnic levels. Fannie Mae has established clear goals designed to increase its number of minorities at the officer and director levels to accomplish their diversity initiatives, and ties compensation to the promotion of diversity as a business value.

IBM

IBM takes a similar approach to Fannie Mae and runs eight executive task forces, one for women, one for men, and one each for Asian-Americans, African-Americans, Hispanics, Native Americans, gays, lesbians, and disabled workers. These task forces primarily address work-life balance issues and keep IBM's leaders informed of changes in the workplace. IBM exposes every new manager to its diversity training program as a part of leadership development.

The central theme of IBM's diversity training discusses why diverse workplaces are critical to the needs of doing business in a diverse marketplace. IBM managers are taught diversity management skills, sensitivity skills, tools that assist in managing cross-cultural work forces, and methods of handling customers in a global marketplace.

IBM holds town meetings with its employees to discuss their concerns about diversity in the work force. The town meetings are conducted by IBM's vice president of marketing. These town meetings facilitate dialog about family issues, race, gender, thought, culture, and demographic changes. IBM stresses the importance of conducting business with people from all backgrounds, religions, colors, and acculturation globally.

NATIONAL CONFERENCE FOR COMMUNITY AND JUSTICE

The National Conference for Community and Justice (NCCJ) (formerly the National Conference for Christians and Jews) provides diversity training for school systems, police departments, media organizations, and a variety of private companies. Their training makes great use of storytelling and invites participants to think of a time in their lives when they felt marginalized or stigmatized. Typically, the facilitators go first and share some personal aspects of their lives. This gives the audience a chance to open up and discuss their emotions. NCCJ believes storytelling to be the most powerful learning tool in diversity training. They feel it is a great way to unite people and to show participants that they really share something in common.

Techniques of encounter group processes are used in the training, and participants learn that they do indeed have differences and that those differences are meaningful and

must be appreciated if work is to be performed efficiently. NCCJ believes every company needs diversity training if their employees are to be able to meet the demands of changing markets and changing demography.

DUN AND BRADSTREET

Dun and Bradstreet has adopted goals to become the preferred employer of choice. The key to those goals was the adoption of a global point of view of inclusion. The chief executive officer stated that inclusion was the future of the company and a measure of Dun and Bradstreet's ability to adapt and thrive in a global marketplace. Dun and Bradstreet executives believe heterogeneous communities can leverage a variety of perspectives. They are forthright in stating that the issue of diversity goes beyond the easily discernable issues of race, gender, marital status, and age and includes different ways of thinking, cultures, and types of intelligence, emotional experiences, and ethnicity.

Dun and Bradstreet's diversity program has several components. Support groups have been formed to raise awareness about identity groups both inside and outside the company. These network groups are national in scope and include African-Americans, Asian-Americans, Hispanics, Native Americans, gays, lesbians, people with disabilities, women, and others. Each group is charged with the creation of a business plan that supports company objectives and develops activities such as mentoring, networking, coaching, and community outreach. Senior management supports the networks.

"Partners for Development" is another piece of the company's diversity initiative and is a company-wide, cross-functional mentoring program that pairs officers of the company with less senior associates. It is designed to enhance the professional development of members of the above-mentioned diverse groups.

Training plays a major role in Dun and Bradstreet's diversity program. More than 4,000 of the nearly 5,000 associates of the company have received a 3-hour course on "Inclusion Awareness." Plans have been made to provide associates with training on the business imperatives for inclusion; managerial staff is scheduled to complete an even more intense inclusion training program than nonmanagerial employees and will spend 3 days in the Inclusion Program.

At the corporate level Dun and Bradstreet has an Office of Organizational Performance and Inclusions. This office has an Advisory Group for Inclusions and works company-wide on diversity leadership issues and specific inclusion activities, utilizing four site teams that travel to larger locations providing diversity training.

SYSCO

Sysco is America's leading distributor in the food industry and has managed to continue to grow with significant earnings. Sysco attributes its financial success to its belief in diversity. Sysco's primary diversity initiative focused on customer-relationship management. Sysco has been able to penetrate niche markets such as Italian and Mexican as a result of using a technique called data mining. The company collects substantial data about its diverse customers and then trains its employees on how to build relationships with those customers. Sysco then focuses marketing efforts aimed at diverse populations to increase its sales. By understanding and valuing diverse populations of people Sysco has been able to sustain a 6 to 10% sales growth.

Sysco trains its employees to appreciate and value diverse marketplaces. Training is given to all employees, who learn about themselves and the impact of demography upon their product growth. The company reports that its ability to understand what is going on around the world and permit the creativity of its diverse workplace to identify key factors necessary for doing business with different kinds of people keeps them ahead of their competitors. Sysco's research on potential customers is incorporated into its diversity training. The results have been the building blocks for brand quality and quality assurance.

ANTI-DEFAMATION LEAGUE

To remain healthy and productive the Anti-Defamation League (ADL) believes a workplace must foster an environment where all employees are able to grow and advance. The ADL believes diversity is a bottom-line issue for businesses today and that organizations that proactively address diversity can realize heightened productivity, increased employee camaraderie, and enhanced client relations.

The ADL sponsors a number of programs aimed at eliminating all forms of bigotry and hatred. The organization is a prime resource of information on anti-Semitism and racism. It researches and monitors extremism ranging from obscure militia groups to international terrorists and plays a key role in countering terrorism. ADL has long been recognized for its civil rights program and files briefs in cases where it believes important civil rights and diversity issues are at stake. The ADL is a leader in the fight against hate crimes all across America. The ADL sponsors the "World of Difference Institute," a diversity program provided by an ethnically diverse team of professionals from a variety of business backgrounds, which focuses on schools, colleges, and universities and is devoted to addressing issues of diversity. Programs include workshops for teachers, support staff, administrators, students, and

family members. More than 360,00 people participate in this program and they are responsible for relating to more than 15 million people all across the country. The ADL also sponsors teacher training, peer training, youth and family service programs, and early childhood programs.

The ADL has also designed specific training for law enforcement agencies. This program is facilitated by a diverse group of individuals and provides an opportunity to examine how diversity directly impacts law enforcement practice. ADL's diversity training programs are wide-ranging and present workshops on changing demographics, cultural exploration, and the impact of bias and hate crimes.

The ADL publishes several bulletins and newsletters aimed at educating various publics about the need for diversity. It also produces a magazine providing resources to classrooms and for communities who wish to begin implementing diversity initiatives.

TCRP REPORT 77

TCRP Report 77: Managing Transit's Workforce in the New Millennium (17) cited several examples of diversity initiatives taking place within the transit industry. The following examples were discussed in this report.

ATC–Phoenix was cited as having bilingual trainers for their student operator class in conjunction with a facilitated mentoring program for operators graduating from the training program. Mentors are paired with veteran employees during their probationary period to assist them in understanding the culture of the company, goals and business objectives, and the importance of customer service in a metropolitan area with very diverse cultures. ATC–Phoenix has adopted diversity as one of its key strategic business goals and provides diversity training for all of its employees.

The Citifare Regional Transportation Commission recognized the importance of diversity within their operator ranks by providing diversity training with interactive segments for their bus operators. Additional training focused

on workplace harmony with diverse employees and included harassment awareness training as well as an overview of employment law.

The Transit Authority of River City (TARC) specifically addresses workplace culture. Through its Learning Institute new employees are provided with an orientation program designed to assist them with understanding TARC's mission and goals, structure, culture, policies, and procedures. New operators are provided the added benefit of mentors, who provide the operators with day-to-day support in job responsibilities and referrals, and act as a "buddy" for the new employee. A transportation counselor is responsible for monthly contacts with the operator and mentor to determine the success of the match and to identify areas for additional support.

The region served by Dallas Area Rapid Transit (DART) is a rich cultural area for Spanish-speaking residents. DART is able to provide the community with a bus operator work force that is 15% bilingual to service a bilingual ridership that comprises 25% of its total ridership base. DART partners with the Greater Hispanic Chamber of Commerce and has established a relationship with the Dallas Area Community College System to provide resources for employees who cite English as a second language. The community college system offers DART's 7-week bus operator training curriculum, English as a Second Language classes, and new students are able to learn the relevant terminology as they increase their English-speaking abilities.

BART has adopted a strategy to become an "Employer of Choice." BART's outreach program extends into the community it serves to attract potential employees from diverse communities who may not have targeted BART as a possible employer. BART's Human Resources Department is involved in developing an outreach model aimed at branding the agency as an employer of choice, where employees reflect the communities they live in and where the agency provides transportation services. BART recognizes the need to have bilingual and multilingual employees to be responsive to their outreach efforts and to provide excellent customer service to its ridership.

CONCLUSIONS

This synthesis report shows that a great number of diversity initiatives are taking place within the transit industry. The most prevalent of these is diversity training. Transit agencies are implementing training programs to assist their employees with understanding and valuing diversity in the workplace. Consultants facilitate most of the training programs; however, a few organizations have developed in-house training programs. The need for these training programs is derived from transit's awareness of the demographic shifts in population, its need to serve diverse customers, and its desire to create workplace environments that mirror the communities they service. Training initiatives are viewed as essential avenues for helping managers and supervisors develop the skills and competencies needed for managing a diverse work force.

Governance structures in transit agencies are reflective of the push for diversity. Diversity can be observed within management, as well as in the executive, senior, and middle management positions in transit's organizational structure. Diversity in position classification is both horizontal and vertical and displayed in every job level from the executive director or general manager to the professional operator and mechanic. Position diversity is a direct result of transit agencies incorporating recruitment and outreach goals to increase staff diversity. Women and minorities have been promoted into management positions as a result of the emphasis being placed on recruiting and retaining work forces that are reflective of present day populations.

The primary oversight for diversity in most transit agencies continues to lie with agency human resources departments. It is important to note that other departments charged with compliance monitoring were in some cases responsible for diversity initiatives. Diversity councils and task forces were found to exist within the organizational structures of a few transit agencies, although specific diversity strategic plans had not been implemented for the majority of transit agencies responding to this study, although diversity is being incorporated into the strategic plans of several transit agencies as part of their core business strategy.

Diversity initiatives can be measured by the numbers of employees being recruited, hired, and trained; the number of women and minorities being promoted into managerial ranks; the success of disadvantaged business enterprise programs; and the number of mentoring and networking

opportunities afforded to women and minorities. Diversity can also be gauged against affirmative action plans as a measure of recruiting and hiring success.

Many transit agencies see one of the primary benefits of diversity management implementation as the overall reduction in workplace conflict. Litigation costs can be reduced when awareness training has been provided for the work force. In addition, complaints that can be resolved without formal intervention result in fewer grievances being filed. What is evidenced in this study is the general concern and overall effort on the part of the transit industry to address diversity through a variety of means, including training, recruitment, communications, and customer outreach activities. Transit agencies realize the need for projecting an image of inclusiveness. Although the efforts of the majority of the public sector agencies do not totally equate to those of such private sector organizations such as the Anti-Defamation League or Fannie Mae, transit agencies have displayed an awareness of the long-term payoffs from the initiatives currently underway.

Future research efforts may be able to identify a process for diversity strategic planning. Currently, transit agencies need more information and guidance on how to integrate diversity initiatives into an agency's overall strategic business planning process. Survey participants also indicated an interest in the development of a diversity model. Diversity initiatives are being implemented in myriad ways; however, lessons learned have not been collectively researched and analyzed.

Some of the unanswered research issues emerging from this study include the identification of funding strategies for implementing diversity initiatives and how to effectively measure those once in place. Determining the skill sets needed by supervisors to effectively manage diversity needs to be explored in terms of best practices for dissemination to the broader industry. Also, whether or not an industry policy directive is needed to facilitate the implementation of diversity initiatives is yet another future research objective.

Several transit agencies are at the forefront of diversity training implementation. The leadership of the industry coupled with future research efforts will help transit agencies further define and refine their diversity implementation efforts.

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Important Diversity Websites

www.diversity.com
www.diversitynews.com
www.shrm.org
www.traininguniversity.com/magazine/nov-dec97/

STUDY TERMS

Acculturation—Level of adaptability into certain mainstream lifestyles and dominant cultures.

Affirmative Action—Legislative mandate requiring organizations to hire certain quotas of women and minorities as a way of correcting previous employment discrimination in the workplace.

APTA—American Public Transportation Association.

COMTO—Conference of Minority Transportation Officials.

Conflict management—The art of mediating differences between employees in the workplace.

Cultural orientation—The ethnic/family environment to which one is accustomed.

Demographic shifts—Changes of racial, ethnic, gender, orientation, and socioeconomic status in the general population in specific urban and nonurban areas.

Disadvantaged Business Enterprise (DBE)—Woman-owned or minority-owned business that meets federal guidelines relative to finance, structure, size, and industry performance.

Diversity—Term used to recognize primary differences in individuals such as age, race, gender, physical ability, sexual orientation, religion, socioeconomic class, education, region of origin, and language as well as secondary differences such as life experience, position in family, personality, individual perspective, values, and beliefs and acculturation.

Diversity climate—Term that collectively defines the influence of individuals, groups, and other organizational factors that affect and support diversity in the workplace.

Diversity initiatives—Organizational interventions designed to facilitate policies, systems, and processes that

are conducive to people of diverse backgrounds working together in a cohesive manner.

Exclusion—Process of limiting the kinds of employees involved in basic business policies and practices in an organization.

Inclusion—Process of incorporating and considering all employees into the basic business policies and practices in an organization.

Managing diversity—An organizational development process that effectively utilizes diverse employees by creating a fair and equitable work environment for all kinds of employee groups.

Multiculturalism—Individuals with a variety of differences in background and other values who come together in a singular setting for the same purpose.

Political orientation—Choice of governance through political parties or groups

Receptivity to diversity—An employee's perceptions of the salience of diversity and their attitudes whether positive or negative toward diversity.

Religious orientation—Faith-based beliefs and ceremonies chosen by an individual.

Sexual orientation—A person's preference for gender and sexual lifestyle.

Socioeconomic class—An individual's position in society based on education, economic background, and perceived acculturation.

Targeted recruitment—Hiring goals set to attract specific employees from defined population groups.

Work force diversity—Differences among people relative to gender, race/ethnicity, sexual orientation, cultural orientation, age, and socioeconomic status.