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# On The Move

## Diversity News

### EXECUTIVE POINT: Poaching Talent

By Leah Smiley

CEO's are indeed focused on talent. But instead of hiring unemployed individuals, companies are poaching talent from their competitors.

Poaching talent is the practice of proactively targeting and hiring top talent away from a competitor or top firm, with the specific intention of:

- *Securing skills or capabilities faster than if you were to attempt to develop talent internally through training and development efforts;*
- *Securing expanded capacity (i.e. more bodies) that will require less ramp up time;*
- *Mitigating high-level talent losses due to attrition;*

- *Damaging your competitors' ability to achieve their strategic objectives.*

Today, tech companies, banks, universities, and other industries have found poaching to be a viable source for 'A+' workers.

What does this have to do with diversity and inclusion? I'll present alternating views pertaining to diverse talent. First, job satisfaction for diverse employees is low. The Gallup-Healthways Well-Being Index found 87.5% of workers satisfied with their job in April 2011. But among groups, Hispanics, African Americans, and younger employees are least likely to be satisfied with their jobs. Satisfaction is also down among men. This



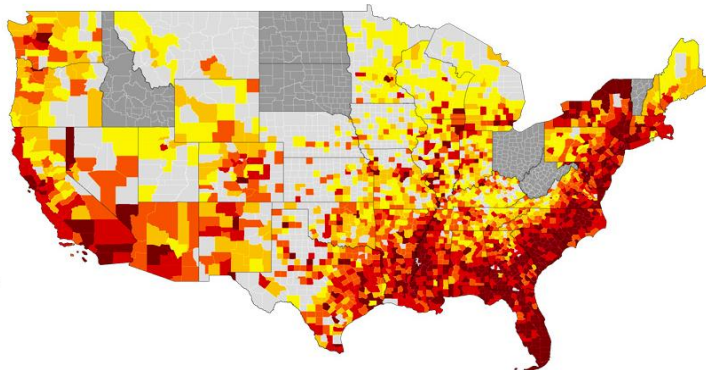
lack of job satisfaction leaves star employees vulnerable to poaching.

On the reverse, poaching can be a viable source for your organization to hire perfectly happy, talented, and diverse employees. Effective poaching may involve a senior level executive, and requires a little creativity from recruiters, but it can be a cheaper and easier path to recruiting highly qualified workers.

### AIDS in America: 30 Years In, Epidemic Still Widespread

By Catherine Pearson • Read the full article at: [http://www.huffingtonpost.com/2011/06/01/aids-anniversary-30-years\\_n\\_869656.html?cid=main-grid7%7Cmain5%7Cd15%7Csec3\\_ink1%7C67532](http://www.huffingtonpost.com/2011/06/01/aids-anniversary-30-years_n_869656.html?cid=main-grid7%7Cmain5%7Cd15%7Csec3_ink1%7C67532)

Three decades ago this week, the first federal announcement on AIDS was released. As the first handful of patients arrived in hospitals, researchers and physicians struggled desperately to make sense of the new disease. Since those early days, many advances have been made. Scientists have developed new drugs that can help control the virus, and doctors have successfully monitored patients-- making interventions where appropriate to guarantee health and wellness for infected individuals. But the epidemic continues.



More than one million people in the U.S. are currently living with HIV, according to the Centers for Disease Control and Prevention, and nearly 20 percent of those people currently living with the virus don't know their status. The map on the left was developed by researchers to show that AIDS is no longer a bicoastal, urban epidemic, but a widespread problem throughout the United States.

Patrick Sullivan, an associate professor of epidemiology at the Rollins School of Public Health at Emory University, asserts that people living in darkly shaded areas -- i.e., parts of North and South Carolina and Georgia where the number of people living with HIV is high -- should not necessarily become alarmed or fearful. "People living in darkly shaded areas should remember that their risk is within their control. By knowing their HIV status and using condoms, they can minimize risks."



## MEMBERS SPEAK: Should HR & Diversity Offices Be Combined?

On May 11, 2011, the Society for Diversity had a robust "members only" discussion regarding the global budget crisis in HR & Diversity offices. Following is an excerpt of the conversation.

### Issue #1: Why is diversity and inclusion important to your organization?

*Alvin Hill, Director of Diversity & Cultural Competence at the Milwaukee Center for Independence:* We're on a quest to be an employer of choice.

*Karen Gilliam, PhD., Manager, Organizational and Employee Development at the Northeast Ohio Regional Sewer District:* For us, it is a management issue.

### Issue #2: D&I professionals have not done a great job of educating executives about the value of diversity and inclusion. What gives?

*Sonja Williams, President of Passionate About Diversity LLC:* We need to move away from using EEO/Affirmative Action metrics to express the business case. Talk about what is relevant to the organization. For example, the Hispanic explosion is an important part of a company's future strategy.

*Donald Brown, Director of Multicultural Affairs at Rider University:* We must tell senior leadership that we're not just dealing with differences, but we are teaching people how to deal with change.

### Issue #3: The Pro's and Con's of combining HR & Diversity

*Sonja:* Pro – Many diversity departments just have one person. Combining the offices creates a larger pool of resources when you have a defined strategy.

*Alvin:* Con – I don't have this problem, but if the person you report to is not the President, and doesn't support the cause, then you have a big problem. Yet, in the field of diversity, if you aren't making people feel uncomfortable, then you aren't doing your job.

*All:* As a preference, the departments should be separate so long as both are relative to the business strategy, and have power and resources to effect change.

**UPCOMING EVENTS:**  
**Register at**  
[www.societyfordiversity.org](http://www.societyfordiversity.org)

**"Diversity Recruiting 201" Webinar**  
**Cost: \$29**

**Wednesday, June 15, 2011**  
**2:00PM – 3:00PM (EST)**

**Learn More About Diversity & Inclusion Certification**  
*Free Webinar!*

**Wednesday, June 29, 2011**  
**12:00PM - 1:00PM (EST)**

**"Introduction to Diversity" Workshop**

**Monday, July 11, 2011 · 8AM-1PM**  
**Knowledge Dev. Center · Atlanta, GA**  
**Register at**  
[www.passionateaboutdiversity.com](http://www.passionateaboutdiversity.com)

## The Unhappy White Majority · By Gregory Rodriguez · Read the full article at:

[http://www.latimes.com/news/opinion/commentary/la-oe-rodriguez-race-20110530,0,3932295.column?goback=%2Egmp\\_42657%2Egde\\_42657\\_member\\_56441845](http://www.latimes.com/news/opinion/commentary/la-oe-rodriguez-race-20110530,0,3932295.column?goback=%2Egmp_42657%2Egde_42657_member_56441845)

"White Americans See Anti-White Bias on the Rise." That was a headline in the Wall Street Journal in May 2011, and more than any other domestic index or statistic, it's that sentiment that should worry you about America's future.

There are only four states in which "non-Hispanic whites" — the term the U.S. Census Bureau uses — aren't in the majority. For all the demographic changes the U.S. is undergoing, most states will continue to have a white majority as far as anyone is willing to predict.

But symbolic minority status is another matter. It refers to the point of view of what

the dictionary describes as "a population differing from others in some characteristics and often subjected to differential treatment."

The Wall Street Journal headline was referring to a survey by Michael I. Norton, of Harvard Business School, and Samuel R. Sommers, a professor of psychology at Tufts University. The study found that both blacks and whites perceived anti-black bias declining, while perceptions of anti-white bias increased.

Norton and Sommers don't waste time pondering the veracity of that conclusion. By any metric, they write, "from employment to police treatment, loan rates to education — statistics continue to indicate drastically poorer outcomes for black than white Americans." Instead, they figure this historic flip-flop is not about objective conditions but

about how whites conceptualize bias. Norton and Sommers conclude that whites, unlike blacks, view racism as a zero-sum game, a situation in which one side's gain automatically results only from the other's loss.

Norton and Sommers don't know exactly why racism is viewed as a zero-sum game, but they suggest that affirmative-action policies, designed to increase minority representation in education and hiring, may focus whites' attention on the "impact of quota-like procedures on their own access" to jobs and colleges.

This doesn't bode well. When even the majority group sees itself in a struggle for status and respect, it erodes any notion of the collective good. Forget the melting pot or the salad bowl; the metaphor for how we balance diversity and unity is becoming the fighting cage.



**SOCIETY FOR DIVERSITY**  
EXECUTIVES & PROFESSIONALS INC.

10962 Minuteman Court  
Indianapolis, IN 46234  
Phone: (317) 435-2522  
[www.societyfordiversity.org](http://www.societyfordiversity.org)

To ask a question, respond to an article, submit information, or subscribe to *On The Move Diversity Newsletter*, send an e-mail to [newsletter@societyfordiversity.org](mailto:newsletter@societyfordiversity.org). To submit an article with 250 words or less, send an e-mail to [newsletter@societyfordiversity.org](mailto:newsletter@societyfordiversity.org). For more information about the Society for Diversity Executives & Professionals Inc., log onto [www.societyfordiversity.org](http://www.societyfordiversity.org).