

Chapter 6

Developing a Diversity and Inclusion Performance Management Strategy

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ABSTRACT

This chapter examines the critical diversity and inclusion challenges at VitalTech Health Systems, a leading healthcare provider dealing with significant underrepresentation of African-American and Latino-American employees and women, alongside rising discrimination and sexual harassment complaints. VitalTech has reassessed its strategic objectives, emphasizing a comprehensive Diversity and Inclusion Performance Management Strategy. This includes setting explicit diversity goals for managers, introducing supportive policies, and implementing effective evaluation processes to monitor progress. The chapter discusses the importance of integrating diversity and inclusion into the organization's core ethos to create an inclusive workplace that reflects its diverse client base, ensuring long-term success and ethical commitments. Applying theories of leadership, organizational culture, and change management outlines VitalTech's efforts to foster a workplace that promotes diversity and inclusion, aligning with its broader corporate values and operational goals.

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INTRODUCTION

VitalTech Health Systems, a prominent player in the healthcare sector, faces critical diversity and inclusion challenges within its workforce. Despite its significant role during COVID-19, the organization confronts a stark underrepresentation of African-American and Latino-American employees and women in its workforce. It is faced with a shocking increase in discrimination and sexual harassment complaints. This has catalyzed the organization to reassess its strategic goals, emphasizing the development of a robust performance management strategy that aligns with diversity and inclusion objectives. This strategy will encompass clear diversity goals for managers, the introduction of supportive policies, and effective evaluation processes to monitor progress. At this pivotal juncture, VitalTech Health Systems recognizes the urgency of integrating diversity and inclusion into its core operational ethos to foster a genuinely inclusive workplace culture that reflects its diverse client base, which is fundamental to its long-term success and ethical commitment to its employees.

PROBLEM STATEMENT

VitalTech Health Systems has identified significant challenges related to diversity and inclusion within its workforce. The underrepresentation of African-American, Latino-American, and women employees, coupled with increasing discrimination and harassment complaints, threatens the organization's effectiveness, employee morale, and reputation. However, by addressing these issues, we have the potential to foster an inclusive and equitable work environment that is not only more diverse but also more productive and innovative.

SIGNIFICANCE OF THE PROJECT

Addressing diversity and inclusion is crucial for VitalTech Health Systems to enhance its organizational culture, improve employee satisfaction and retention, and better serve its diverse client base. A comprehensive Diversity and Inclusion Performance Management Strategy will help mitigate risks, comply with legal requirements, and align with the company's ethical commitments and long-term success. Research has shown that organizations with robust diversity and inclusion strategies are more innovative and perform better financially (Hunt et al., 2020). Furthermore, a diverse workforce can lead to better decision-making and problem-solving, as it brings a variety of perspectives and experiences (Page, 2018). By focusing on diversity and inclusion, VitalTech Health Systems can also enhance employee engagement and

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