

The Role of Leadership!

Creating an LGBT welcoming and affirming organization
9/26/2014

Leadership Is Welcoming & Affirming!

*Adapted from Promising Practices Guide

- Leaders should demonstrate that **they welcome LGBT Individuals** throughout organization!
- This is reflected through the organization's governing body, its mission or values statement, its non-discrimination policies, and its executive leadership.
- Organizations that are successful in their efforts to improve care for LGBT people and vulnerable population are built upon **strong foundations of policy, mission and leadership commitment to quality care for all patients.** *Healthcare Equality Index

Leadership – Setting the Stage.

*Adapted from the Joint Commission Field Guide

- Leaders at every level of the organization must understand that they set the tone for a culture that is inclusive and welcoming.
- Leaders must understand that sexual orientation and gender identity are among the many factors that affect the client experience with their healthcare organization.

Leadership – Setting the Stage!

*Adapted From the Joint Commission Field Guide

- Leaders have a responsibility to ensure that the needs of LGBT populations are accounted for in their efforts to provide client-centered, culturally competent, and equitable care.
- Leaders must understand that the organization's ability to provide equitable, competent, and welcoming care rests squarely on its workforce.

Leadership in Action

- Integrate unique LGBT patient needs into new policies or modify existing ones.
 - Develop or adopt a policy ensuring **equal visitation**.
 - Develop or adopt a policy identifying the **patients right to identify a support person of their choice**.
 - Integrate and **incorporate a broad definition of family** into new and existing policies.

*From Joint Commission Field Guide

Leadership in Action - Continued

- Demonstrate ongoing leadership commitment to inclusivity for LGBT patients and families.
 - **Monitor organizational efforts** to provide more culturally competent and patient-and family centered care to LGBT clients, families and communities.
 - **Develop clear mechanisms** for reporting discrimination or disrespectful treatment.
 - **Develop disciplinary processes** that address intimidating, disrespectful or discriminatory behavior towards LGBT patients or staff.

*From Joint Commission Field Guide

Leadership in Action- Continued

- Identify an individual **directly accountable to leadership** for overseeing organizational efforts to provide more culturally competent and patient centered care to LGBT patients and families.
- **Appoint a high-level advisory group** to assess the climate for LGBT clients/patients and make recommendations for improvements.
- **Identify and support staff champions** who have special expertise or experience with LGBT issues.

*From Joint Commission Field Guide

The Workplace Climate!

Creating an LGBT welcoming and affirming organization

Leaders Setting the Tone In the Workplace!

- **Equal Policies and Benefits**
- **Talent Management & Professional Development**
- **Workplace Climate**
- **Community Commitment**
- **Advocacy & Responsibility**

Water Cooler Conversations!

LGBT workers report common clues, ranging from **overt negative comments to nuanced interactions** with people – from co-workers to executives – that have an impact on **their personal assessment of the workplace** climate and whether or not it is safe to be open.

Water Cooler Conversations!

- An employee's sexual orientation or gender identity are **often unavoidable** in casual, non-work related conversations among co-workers – particularly those related to spouses, partners, relationships, children, and social lives.
- Issues related to sexual orientation or gender identity **arise on nearly a daily basis at work** for most employees.
- **LGBT employees must decide** whether and how they will engage and respond.
 - Will they be caught off guard when someone asks if they are married?
 - When asked what they did over the weekend, will they say they saw a movie with their partner?
 - Will they evade the question?

LGBT employees do not insist on bringing their sexual orientation or gender identity to the workplace; rather the workplace itself demands it.

Non-discriminations Policies Are Great And... We Need To Take it Further!

*Adapted from Joint Commission Field Guide

- Although an LGBT-inclusive non-discrimination policy is fundamental to establishing an equitable and inclusive workforce, its presence alone does not guarantee fair and respectful treatment for LGBT clients and staff.
- IT IS LEGAL to fire a highly performing worker in 29 states for their sexual orientation and in 34 states for their gender identity.

Unique Challenges of LGBT Individuals Within The Organization.

*Adapted from Joint Commission Field Guide

Examples of challenges for that may exist for
LGBT individuals within your organization:

- Being “outed” carelessly or maliciously
- Pressure to conceal LGBT status
- Uncertainty about whether, when and to whom to “come out” to.
- Negative comments ranging from stereotypes to jokes to abuse.
- Inappropriate and intrusive questions

Why Do LGBT Employees Hide Their Identity At Work?*

Adapted from HRC Degrees of Equality

- Many LGBT people interviewed stated they would not deny their orientation if asked directly, but stated they would not self-disclose at work for a variety of reasons.
- 51% say they are not open at work in order to not make their co-workers feel uncomfortable.
- 39% say **they fear** losing connections with co-workers.
- 4 in 10 say **they fear** being stereotyped at work.
- 3 in 10 say **they fear** that being open may be an obstacle to advancement.
- 13% say **they fear** for their safety!

Comparative Self-Disclosure Data Specific to Transgender Employees

- Transgender workers (40%) are much more likely than other groups (20% for gay men*) to report “fear of personal safety” as a reason for not being open about their gender identity at work.
- 42% of transgender workers “fear getting fired” for disclosing who they are, compared to 22% of gay men*.
- 76% of transgender workers raise the “possibility of being stereotyped” as reason for not self-disclosing, compared to 41% of gay men*.

(*Gay men represent the next-highest group)

Unique Needs of Transgender Individuals Within Your Organization.

*Adapted from Joint Commission Field Guide

Examples of additional challenges that may exist specific to **transgender individuals** within your organization:

- Questioned about or denied bathroom use
- Being addressed or referred to as the wrong sex or the wrong name

Language

In Company Communications

- Many LGBT workers view their employer's use of the words “spouse” or “partner” as an indication of whether or not a climate is open and accepting.
- 51% of LGBT employees say their employer rarely or never uses terms such as “partner” or “significant other” instead of or alongside “spouse” in communications.
- When LGBT employees encounter something as simple as “partner” language, they definitely notice it.
- LGBT employees not only recognize these gestures – they are loyal because of them.

Small gestures, have a **LARGE IMPACT!**

Workplace Climate

* Adapted from HRC Degrees of Equality

LGBT Workers describe a **positive climate** as one in which they:

- Feel safe to be themselves and voice their opinion.
- Engage openly in non-work-related conversations.
- Feel safe from discrimination.
- Believe they are valued and part of the team.

Workplace Climate

*Adapted from HRC Degrees of Equality

LGBT Workers describe a **Negative Climate** as one where:

- It is unsafe to be open
- They are vulnerable to harassment and hostility
- Family and relationships are not recognized
- They experience an alienating situation
- They fear that their sexual orientation or gender identity will overshadow their performance.

Workplace Climate

Organizational Leaders

- Openly LGBT employees in senior and top-tier management.
- LGBT Employee Groups
- Acknowledging LGBT partners and families.
- Supporting LGBT client base.



Workplace Climate

Direct Supervisors

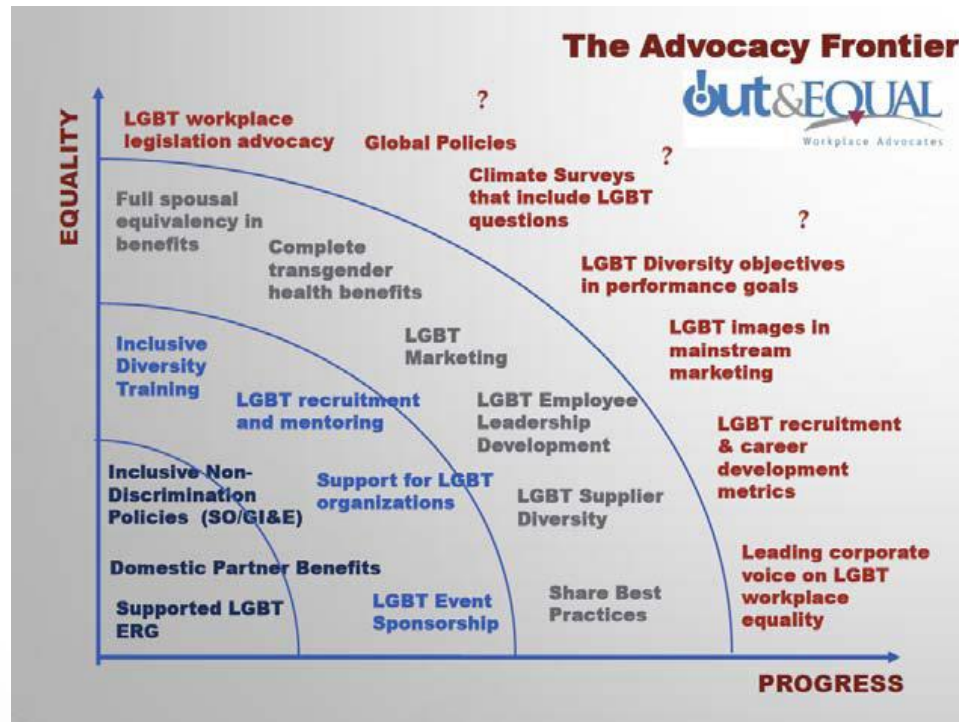
- Setting the tone for workplace climate
- Communicating zero tolerance policy for inappropriate jokes and comments.
- Consistent enforcement of EEO Policy.
- Anticipating and proactively dealing with situations that may negatively affect LGBT employees.
- Clearly stating criteria for advancement and development
- Asking about partner or family.
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Workplace Climate

Co- Workers

- Asking open LGBT employees about their partner, dating and family
- Reacting positively when an LGBT employee first discloses his or her sexual orientation or gender identity.
- Sharing individual comfort with LGBT people.
- Supporting climate advocates
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20 Steps to an Out & Equal Workplace



Out & Equal

www.outandequal.org

Download the 20 Steps

20 STEPS WORKPLACE
by out & equal

EQUAL POLICIES AND BENEFITS

- Include sexual orientation in equal employment and anti-discrimination policies
- Provide gender identity and expression, global transition-related and other transition-related policies
- Provide an anti-harassment, anti-retaliation policy with LGB, trans and gender identity-related provisions
- Provide a global health insurance policy that includes health benefits for transgender employees

EMPLOYEE MANAGEMENT & PROFESSIONAL DEVELOPMENT

- Establish and support LGBT employee resource groups
- Develop, fund, and promote training to LGBT employees through local, national or international organizations
- Provide support for international employees who may face LGBT oppression
- Fund the travel and other development needs of LGBT employees who do not self-identify

WORKPLACE CLIMATE

- Create a workplace culture that is inclusive to all employees (LGBT, trans, gender identity, sexual orientation, and gender expression)
- Use development, training, and communication to establish an LGBT-inclusive workplace
- Provide LGBT-friendly, non-discriminatory workplace policies and practices
- Promote the visibility of all employees who do not self-identify as LGBT members

COMMUNITY CONNECTIONS

- Support local LGBT groups working for LGBT equality
- Support global organizations working for LGBT equality across the globe
- Provide LGBT support, training, and consulting services
- Include LGBT membership in all corporate diversity programs

WORKPLACE RESPONSIBILITY

- Be a role model for LGBT and trans employees
- Support public policy efforts for LGBT equality
- Advocate across the industry for workplace equality for all workers
- Share best practices in LGBT workplace inclusion and support for LGBT employees

Out & Equal is a nonprofit training organization for individuals, businesses, and organizations worldwide. We believe that workplace equality is a human right and we are committed to creating a more inclusive world for all. Our mission is to provide professional support to our members and our clients, and to support the broader community. Our members and clients are working to create a more inclusive world for all.

Learn more about Out & Equal's programs and services today.
www.outandequal.org

Allies at Work

Creating a Lesbian, Gay, Bisexual and Transgender Inclusive Work Environment

Dr. David M. Hall

"Only with the courage and solidarity of our allies can we create workplaces that are truly out and equal."

WILLIE BOYNT
Founding Executive Director, Out & Equal Workplace Advocates

I'm out at work.

out & EQUAL
Workplace Advocates

www.outandequal.org