Inclusion at Work

Involves the ways in which organizations, groups, leaders, and military members or employees allow everyone (diverse in identities, cultures, and ways of thinking and acting) to participate, contribute, have a voice, and feel that they are connected and belong, all without losing individual uniqueness or having to give up valuable identities or aspects of themselves.

How Inclusion at Work is Measured on the DEOCS	The following items are used to assess Inclusion at Work on the DEOCS:

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1. Coworkers are treated as valued members of the team without losing their unique identities.
2. I feel excluded by my workgroup because I am different.
3. Within this workgroup, I am encouraged to offer ideas on how to improve operations.
4. Military members/employees in this workgroup are empowered to make work-related decisions on their own.
5. Outcomes (e.g., training opportunities, award, and recognition) are fairly distributed among military members/employees of my workgroup.
6. The decision-making processes that impact my workgroup are fair.

	Favorable	**Unfavorable**
Indicators	• Individuals are allowed/encouraged to maintain a distinctive and differentiated sense of self. • Members feel valued for their unique qualities. • Individuals form and maintain strong, stable and positive relationships with their working groups. • Individuals perceive employment-related outcomes and processes are fair. • Individual's perspectives are actively sought and integrated, even if expressed ideas might upset the status quo.	• Individuals must assimilate to the majority group and do not express their unique self. • There are strong in-groups and out-groups and some individuals appear as if they have no group. • Decisions and outcomes are often perceived as unfair (in favor of specific groups of people). • Individuals perceive their perspectives and opinions are not valued. (Although some indicators are not observable, focus groups and interviews can help leaders to understand individual perceptions.)
Outcomes	• Increased job performance • Reduced perceptions of discrimination which can help prevent artificial hierarchies (in-groups and out-groups) • Increased job satisfaction • Increased organizational commitment • Increased unit cohesion	• Increased turn over intentions • Increased conflict among unit members • Negative stereotypes and perceived intergroup competition are exacerbated • Decreased information sharing leading to mission ineffectiveness

For more information go to Assessment to Solutions on deomi.org. You will find:
• Focus Group/Interview Questions
• Online Lessons
• Strategies to address issues with this factor
• Videos that can help you better understand this factor
• Web Resources and Recommended Readings
• References that are directly associated with this factor