

# Case for Religious Inclusivity in Corporate America

Team 9

02/16/2023

BYU – MBA Faith & Belief Case Competition



# Case Statement – Executive Summary

## Creating an economically viable, self-sustaining Faith and Belief system for employees at Rock Canyon



### Value Creation

- Employee loyalty, productivity and revenue growth
- Key stakeholders buy in
- Financial support



### Success Metrics

- Facilitate sustainability and continuity through budget approvals



### Communication Inclusion

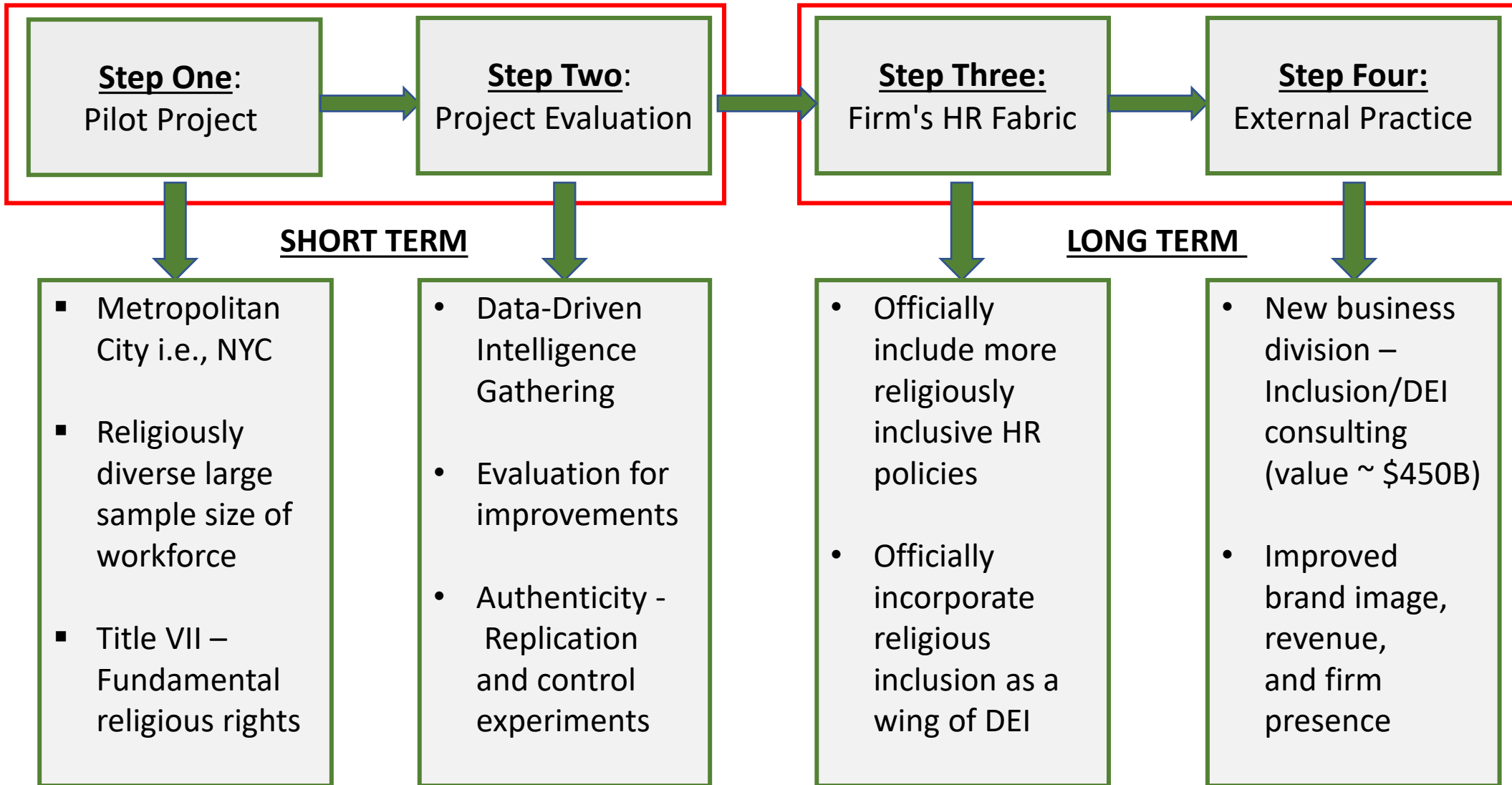
- Foster a sense of belonging, authenticity, and comfort at work



### Sustainable Infrastructure

- Reaps both short term and long-term benefits for employees and the firm

# Structure - Progressive Four Step Approach



# Methodology – Two Year Pilot Project

## Characteristics

- **Office(s)**: Six metropolitan cities
- **Office Split**: Three Test and Three Control Cities
- **Employees**: Avg. 350 Employees
- **Length**: 2-Year Program
- **Evaluation Frequency**: Quarterly
- **Evaluator**: Executive Committee
- **Conditions**: Historical data

## Budget & Utilization

- **Budget**:
  - I. 25K/group (40% more)
  - II. 6 interest groups/office
  - III. 3 offices
  - IV. 450K/YR
- **Utilization**:
  - I. Training & educational videos
  - II. All-faith reserved space
  - III. Diversification of paid volunteering activities
  - IV. Unpaid time off for service
  - V. Sponsoring faith/belief conference attendance

## Performance Metrics

- **Indicators**:
  - I. Employee productivity
  - II. Morale and Team Spirit
  - III. Reduced employee turnover
- **Tests**:
  - I. Satisfaction survey
  - II. Statistical Data Interpretation
- **Impact**:
  - I. Revenue generation
  - II. Office reputation

# Pilot Program – Operations



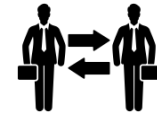
## Executive Management

- Allocating resources through Budgetary provisions
- Setting the vision and goals
- Periodic presentation
- Providing oversight
- Approving the pilot plan



## Corporate Services

- Infrastructure building
- Learning module 2-day RPTO
- Religious Awareness culture
- Periodic Monitoring: Qtrly internal reporting Annual publication
- Introduction of New metrics:
- Community/ Belonging Ranking
- Employee Integration ratings



## Mid-level Managers

- Appointment of Champions and Coordinating resources
- Budgeting and curriculum design
- Consistent Communication
- Evaluation and feedback process



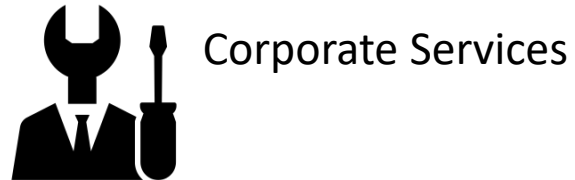
## Employee Group

- Recommend
- Report through 360 feedback
- Redesign and reuse

# Results - Anticipated for Key Stakeholders



- Budgeting
- Sponsorship
- Executive Engagement



- Infrastructure
- Monitoring and evaluation
- Legal frameworks



- Planning and people placement



- Awareness
- Formulation
- Adoption and reiteration

**\$330 M in Revenue loss**

**1.2m to 7.65m USD @ \$40,000/case**

**25 % loss in Teams Revenue**

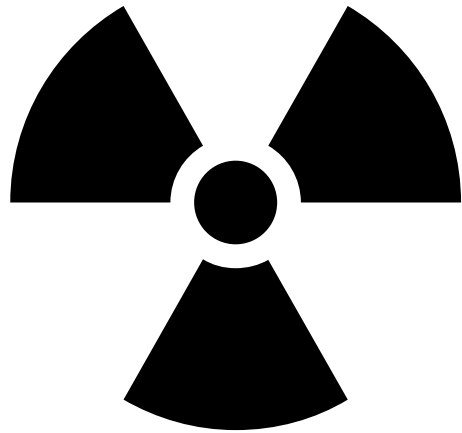
**8 % higher propensity to quit**

★ **+ 21 % revenue gain**

★ **5-Year Total: \$1.65B in Additional Revenue and Cost Savings**

★ **70% have friends at work**

# Considerations - Assumptions, Risks, and Limitations



## Assumptions:

- Industry wide employee projections
- Metropolitan cities are a representation of diverse faiths and beliefs.
- 5% turnover rate

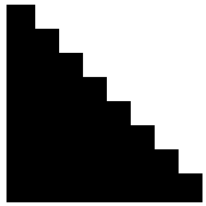
## Limitations:

- Information gathering on individual beliefs
- A small sample size cannot be an indication of global beliefs.
- Title VII and its implications

## Risks:

- Discrimination Lawsuits
- Fears around the open practice of beliefs
- Financial War chest

# Process and Next Steps - Summary



Implement the proposed four-step approach -



Start with the 2-year pilot program and evaluate end results.



**Anticipated expenditure:** 900k for the course of two years across three metropolitan offices

- 2 Year Pilot program aimed at Faith and Belief inclusivity keeping in mind the four key stakeholders
- If successful, continue with the four-stepped approach

- Learning
- Content of training modules
- Consistent re-evaluation and improvement of performance engagement and measurement

Long term:

- HR policies

People Practices:

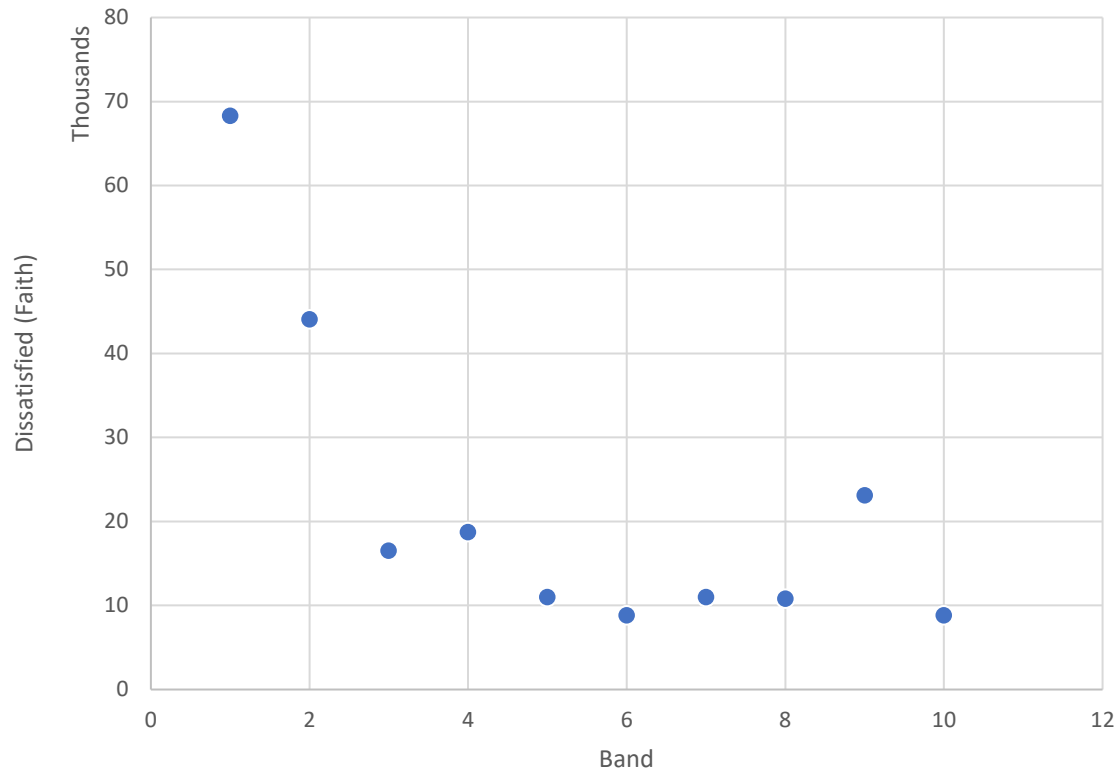
- DEI& People consulting Business
- Market with value add of ~\$450B

**\$ Value Gain (Revenue + Cost Savings):** 1.65 B through the course of 5 years

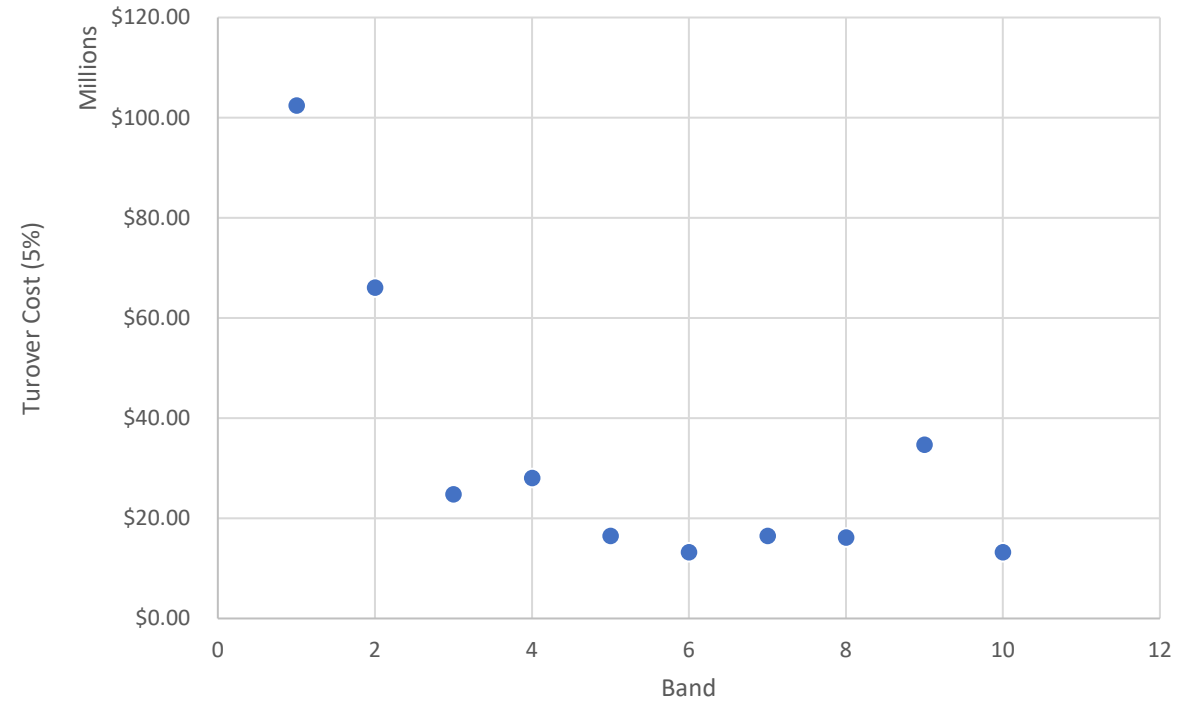


# Appendix - I

'Dissatisfied (Faith)'



'Turover Cost (5%)'



# Appendix - II

## Cost of litigation

Litigations		
3060	40000	250000
TOTALS	1224000	7650000

### Assumptions:

1. 36% of employees experience discrimination based on faith
2. 5% of dissatisfied employees will leave
3. \$30,000 is employee turnover cost
4. Satisfied employees would have generated 21% higher revenue
5. Revenue is assumed to stay constant at \$50B
6. Employee count held constant at 612,000



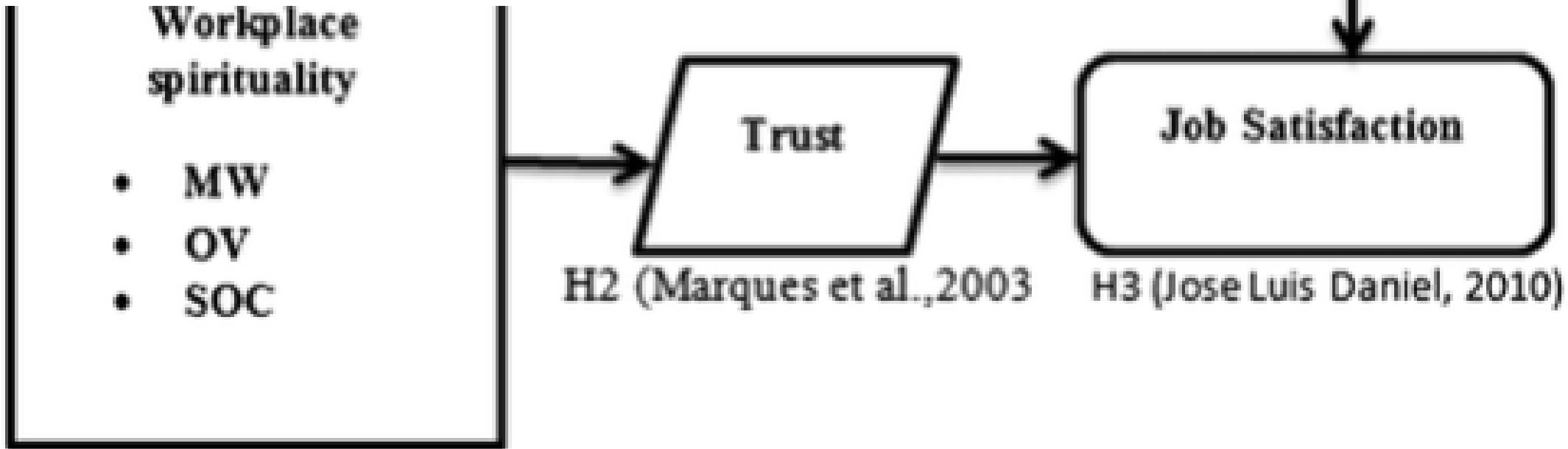
Table 2

Workplace Diversity and Firm Performance: Measures of Variables		
Research Study	Measure(s) of Workplace Diversity	Measure(s) of Firm Performance
Bachmann (2005)	Structural and Cultural Differences	Group Effectiveness and Efficiency
Boone & Walter (2009)	Functional background Locus-of-control	Return on Sales
Camilla, Park & Lee (2008)	TMT functional background (functional experience, age, tenure); co-location	Return on Assets
Cero, Lester, Dalton, & Dalton (2006)	TMT Size, organizational tenure, functional, executive, tenure and educational heterogeneity	Return on Assets, 3 year average ROA, ROA growth, 3 year average Return on Equity, and sales growth
Cummings (2004)	Geographic locations, functional assignments, reporting managers	Problem Definition, Method Selection, Innovation, Result Quality, Clarity of Presentation
Gong (2005)	Nationality	Labor productivity
Herscovitch & Hirschi (2007)	Task-related Vs Bio-demographic diversity, Cognitive diversity	Quantity and Quality of Performance, Social Integration, Team Cohesion, Decision Making, Creativity and Problem Solving
Jensen and Dyer (2004)	Race, multicultural organizations, psychological framing, management diversity initiatives	KSADs: Knowledge, skills, abilities, experience & other characteristics; Individual reactions to work situations based on relational demography
Joshi & Roh (2009)	Task-oriented: Function, education, & tenure Relationship-oriented: Gender, race/ethnicity, & age	Various
Joshi, Liu & Jackson (2006)	Individual demographic attributes: Tenure, age, gender, & ethnicity Work team composition: Proportion of women and color in each team Management composition: Proportion of women and color in each team	Sales revenue, Pay
Kilduff, Angelidis & Mehra (2000)	Nationality, functional heterogeneity, age & cognitive diversity	Net contribution margin Market share
Korhan, et al., (2003)	Race, gender, group processes, and regional diversity	Performance satisfaction, Turnover, Quality of group processes
Lee & Murnighan (2005)	Gender Ethnicity	Task and relationship conflict, group learning, psychological safety, satisfaction and expected group performance
Miller & del Carmen (2009)	Boardroom diversity: Race and Gender	Financial performance: ROE, ROA Firm innovation: R&D expenditure Firm reputation
Richard (2006)	Ethnicity	Productivity, ROA, and Market Performance
Richard, Baroni, Dwyer & Chadwick (2004)	Ethnicity Gender Degree of entrepreneurial orientation	Labor Productivity (Net income/employee) Average ROE for the preceding two years
Richard, Marks & Simard (2007)	Ethnicity	Labor productivity (Net-rent/employee)
Struss & Connerly (2003)	Race, gender, agreeableness, openness to experience, contact and cognition, beliefs & behaviors	Value (e.g. Market value, Asset replacement value), Operational Diversity Orientation: Measure of attitudes- realistic appreciation, consider with distance and diversity of contact

# Appendix - III

(Inod Kumar & Mandeep Singh, 2013)

(Sapna Gupta & Kumar & Singh, 2013)



# Appendix - IV

## Workplace Diversity and Firm Performance: Measures of Variables

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Boone & Walter (2009)	Functional-background Locus-of-control	Return on Sales
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Certo, Lester, Dalton, & Dalton (2006)	TMT Size, organizational tenure, functional, executive, tenure and educational heterogeneity	Return on Assets, 3 year average ROA, ROA growth, 3 year average Return on Equity, and sales growth
Cummings (2004)	Geographic locations, functional assignments, reporting managers	Problem Definition, Method Selection, Innovation, Result Quality, Clarity of Presentation
Gong (2006)	Nationality	Labor productivity
Horwitz & Horwitz (2007)	Task-related Vs Bio-demographic diversity, Cognitive diversity	Quantity and Quality of Performance, Social Integration, Team Cohesion, Decision Making, Creativity and Problem Solving
Jayne and Dipboye (2004)	Race, multicultural organizations, psychological framing, management diversity initiatives	KSAOs: Knowledge, skills, abilities, experiences & other characteristics Individual reactions to work situations based on 'relational demography'
Joshi & Roh (2009)	Task-oriented: Function, education, & tenure Relations-oriented: Gender, race/ethnicity, & age	Various
Joshi, Hui & Jackson (2006)	Individual demographic attributes: Tenure, age, gender, & ethnicity Work team composition: Proportion of women and color in each team Management composition of work units: Location & size/number of clients	Sales revenue, Pay
Kilduff, Angelmar & Mehra (2000)	Nationality, functional heterogeneity, age & cognitive diversity	Net contribution margin Market share
Kochan, et al., (2003)	Race, gender, group processes, and regional diversity	Performance satisfaction, Turnover, Quality of group processes
Lau & Murnighan (2005)	Gender Ethnicity	Task and relationship conflict, group learning, psychological safety, satisfaction and expected group performance
Miller & del Carmen (2009)	Boardroom diversity: Race and Gender	Financial performance: ROI, ROS Firm innovation: R&D expenditure Firm reputation
Richard (2000)	Ethnicity	Productivity, ROE, and Market Performance
Richard, Barnett, Dwyer & Chadwick (2004)	Ethnicity Gender Degree of entrepreneurial orientation	Labor Productivity (Net income/employee) Average ROE for the preceding two years
Richard, Murthi & Ismail (2007)	Ethnicity	Labor productivity (Revenue/employee), Tobin's q (Market value /Asset replacement value)
Strauss & Connerley (2003)	Race, gender, agreeableness, openness to experience, contact and cognitions, feelings & behaviors	Universal Diverse Orientation: Measure of attitudes- realistic appreciation, comfort with distance and diversity of contact

# Appendix V - PILOT PROGRAMME

Data Points	Article Link
Employee Turnover Cost	<a href="https://www.enrich.org/blog/The-true-cost-of-employee-turnover-financial-wellness-enrich#:~:text=The%20Society%20for%20Human%20Resource,in%20recruiting%20and%20training%20costs.">https://www.enrich.org/blog/The-true-cost-of-employee-turnover-financial-wellness-enrich#:~:text=The%20Society%20for%20Human%20Resource,in%20recruiting%20and%20training%20costs.</a>
Revenue Boost and Profitability	<a href="https://www.forbes.com/sites/forbesbusinesscouncil/2021/07/14/why-high-employee-engagement-results-in-accelerated-revenue-growth/?sh=75a43331597b">https://www.forbes.com/sites/forbesbusinesscouncil/2021/07/14/why-high-employee-engagement-results-in-accelerated-revenue-growth/?sh=75a43331597b</a>
Overall Market/Stats	<a href="https://www.hrcloud.com/blog/8-employee-engagement-statistics-you-need-to-know-in-2021">https://www.hrcloud.com/blog/8-employee-engagement-statistics-you-need-to-know-in-2021</a>
	<a href="https://www.eeoc.gov/data/charge-statistics-charges-filed-eeoc-fy-1997-through-fy-2021">https://www.eeoc.gov/data/charge-statistics-charges-filed-eeoc-fy-1997-through-fy-2021</a>
Employee Turnover Cost 33%	<a href="https://www.gallup.com/workplace/247391/fixable-problem-costs-businesses-trillion.aspx">https://www.gallup.com/workplace/247391/fixable-problem-costs-businesses-trillion.aspx</a>
25 % loss of revenue of a team	<a href="https://www.forbes.com/sites/johnhall/2019/05/09/the-cost-of-turnover-can-kill-your-business-and-make-things-less-fun/?sh=11bc27207943">https://www.forbes.com/sites/johnhall/2019/05/09/the-cost-of-turnover-can-kill-your-business-and-make-things-less-fun/?sh=11bc27207943</a>
70 % of Employee have friends at work	<a href="https://www.peoplekeep.com/blog/employee-retention-the-real-cost-of-losing-an-employee">https://www.peoplekeep.com/blog/employee-retention-the-real-cost-of-losing-an-employee</a>
Limitations and Risks	Summary & Article Links
Sensitivity around hiring practices	<a href="https://www.jacksonlewis.com/publication/eeoc-revises-guidance-religious-discrimination-workplace">https://www.jacksonlewis.com/publication/eeoc-revises-guidance-religious-discrimination-workplace</a>
	Under Title VII of the CRM of 1964, religion is a protected class and employers consequently cannot discriminate against an individual for their religious beliefs or lack thereof. This also means that a firm cannot explicitly inquire about an interviewee's beliefs BUT is tasked with ensuring that an employee can practice their beliefs in the workplace to the extent that providing such accommodations doesn't interfere with overall employee productivity.
Opening oneself up to religious discrimination lawsuits	
Ensuring that employees feel empowered to openly practice their beliefs	

# Appendix VI

	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b>Total Charges</b>	1,428	75,768	82,792	95,402	93,277	99,922	99,947	99,412	93,727	88,778	89,385	91,503	84,254	76,418	72,675	67,448
	1,740	27,238	30,510	33,937	33,579	35,890	35,395	33,512	33,068	31,073	31,027	32,309	28,528	24,600	23,976	22,064
<b>Race</b>	15.5%	35.9%	37.0%	35.6%	36.0%	35.9%	35.4%	33.7%	35.3%	35.0%	34.7%	35.3%	33.9%	32.2%	33.0%	32.7%
	1,094	23,247	24,826	28,372	28,028	29,029	28,534	30,356	27,687	26,027	26,396	26,934	25,605	24,655	23,532	21,398
<b>Sex</b>	16.6%	30.7%	30.1%	29.7%	30.0%	29.1%	28.5%	30.5%	29.5%	29.3%	29.5%	29.4%	30.4%	32.3%	32.4%	31.7%
	1,035	8,327	9,396	10,601	11,134	11,304	11,833	10,883	10,642	9,579	9,438	9,840	8,299	7,106	7,009	6,377
<b>National Origin</b>	17.7%	11.0%	11.4%	11.1%	11.9%	11.3%	11.8%	10.9%	11.4%	10.8%	10.6%	10.8%	9.8%	9.3%	9.6%	9.5%
	1,340	2,541	2,880	3,273	3,386	3,790	4,151	3,811	3,721	3,549	3,502	3,825	3,436	2,859	2,725	2,404
<b>Religion</b>	11.1%	3.4%	3.5%	3.4%	3.6%	3.8%	4.2%	3.8%	4.0%	4.0%	3.9%	4.2%	4.1%	3.7%	3.7%	3.6%
	1,069	1,241	1,735	2,698	2,943	2,780	2,832	2,662	3,146	2,756	2,833	3,102	3,240	3,166	3,415	3,562
<b>Color</b>	14.4%	1.6%	2.1%	2.8%	3.2%	2.8%	2.8%	2.7%	3.4%	3.1%	3.2%	3.4%	3.8%	4.1%	4.7%	5.3%
<b>Retaliation - All Statutes</b>	12.78	22,555	26,663	32,690	33,613	36,258	37,334	37,836	38,539	37,955	39,757	42,018	41,097	39,469	39,110	37,632
	15.5%	29.8%	32.3%	34.3%	36.0%	36.3%	37.4%	38.1%	41.1%	42.8%	44.5%	45.9%	48.8%	51.6%	53.8%	55.8%
<b>Retaliation - Title VII only</b>	14.29	19,560	23,371	28,698	28,948	30,948	31,429	31,208	31,478	30,771	31,893	33,082	32,023	30,556	30,117	27,997
	18.8%	25.8%	28.3%	30.1%	31.0%	31.0%	31.4%	31.4%	33.6%	34.7%	35.7%	36.2%	38.0%	40.0%	41.4%	41.5%
	1,585	16,548	19,103	24,582	22,778	23,264	23,465	22,857	21,396	20,588	20,144	20,857	18,376	16,911	15,573	14,183
<b>Age</b>	10.0%	21.8%	23.2%	25.8%	24.4%	23.3%	23.5%	23.0%	22.8%	23.2%	22.5%	22.8%	21.8%	22.1%	21.4%	21%
	1,893	15,575	17,734	19,453	21,451	25,165	25,742	26,379	25,957	25,369	26,968	28,073	26,838	24,605	24,238	24,324
<b>Disability</b>	17.7%	20.6%	21.4%	20.4%	23.0%	25.2%	25.8%	26.5%	27.7%	28.6%	30.2%	30.7%	31.9%	32.2%	33.4%	36.1%

# Appendix - VII

**Fatima's goal** are firstly, to show value creation by highlighting improvement of employee productivity and loyalty, company profitability and cost savings such as acquisition and trainings costs.

**Value creation** in the eyes of stakeholders by it improving employee productivity, profitability, loyalty and cost savings – Financial and key stakeholders' support.

**Communication** inclusion in larger DE&I umbrella – this will foster employee advocacy, knowledge and diversity/inclusion support. "Secondly, communication inclusion in the larger DE&I umbrella increasing the sense of belonging and accommodating the different generations in Canyon"

**Measure of initiative** success to facilitate budget requests hence sustainability and continuity of ERG

**Sustainable infrastructure** that reaps short and long-term benefits

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