

Driven

NADA MANAGEMENT SERIES

ER12



Diversity as a Business Imperative

SECOND EDITION

NADA-ATD

**Resource
Toolbox**

ER12

The National Automobile Dealers Association (NADA) has prepared this management guide to assist its dealer members in being as efficient as possible in the operation of their dealerships. The presentation of this information is not intended to encourage concerted action among competitors or any other action on the part of dealers that would in any manner fix or stabilize the price or any element of the price of any good or service.

This guide aims to address the entire spectrum of diversity issues affecting your business. NADA has developed the guide for educational purposes. We hope to increase your awareness of diversity concerns with respect to your workplace and your marketplace, and to provide the information you need to make decisions that work for you.

Driven Diversity as a Business Imperative

TABLE OF CONTENTS

EXECUTIVE SUMMARY TO THE SECOND EDITION	1
INTRODUCTION	3
Diversity in the Marketplace.....	3
Diversity in the Workplace.....	4
Giving Back to the Community.....	4
Diversity in the Automotive Industry.....	4
Benefits of Diversity	6
DIVERSITY DEFINED	7
A Broad Definition of Diversity	8
Multiple Broad Definitions of Diversity.....	8
Diversity Different from Affirmative Action	10
Diversity for Your Dealership?	10
KEY DIVERSITY ISSUES FOR YOUR BUSINESS	12
Racial/Ethnic Demographics	12
Sex	16
Age	17
Disability.....	20
Religion	21
Community Outreach.....	22
THE BUSINESS CASE FOR DIVERSITY	23
The Workplace.....	23
The Marketplace.....	24
STRATEGIC PLANNING AND MARKETING	25
The Workplace.....	25
The Marketplace.....	26
THE CHALLENGES OF DIVERSITY	28
SUMMARY	28
APPENDICES	
Resources on Diversity	29
Notes on Discrimination Law	30
Sample Policy Statement on Discrimination	31

Diversity as a Business Imperative

EXECUTIVE SUMMARY TO THE SECOND EDITION

In the eight years since publication of the first edition of this guide, our industry has made great strides toward incorporating diversity in all areas of our business. Dealers, manufacturers, suppliers, trade associations, and affinity groups are keenly aware of diversity issues affecting our workplace and our marketplace. We have taken steps to articulate and develop sustainable diversity initiatives—because we know that diversity goals must be integrated with business goals to succeed.

Of course there is much to be done. But that is only right. The country is still changing, the industry is still changing, and we need to keep adapting to change. If we accepted the work as finished, not only would our preparedness and flexibility suffer, but we might also miss the signals that yet another layer of diversity needs to be addressed.

And there are multiple layers, as the past eight years have shown, with still more to explore. In the first edition of this guide, in order to help you develop your own working definition of diversity, we presented several such definitions adopted by various corporations. Finding definitions for this edition was much more difficult. Perceptions of diversity had expanded. Moreover, depending on their missions, employee and customer populations, and geographic areas, different companies had to take different aspects of diversity into consideration. More often than not, locating a diversity statement meant paging through an en-

tire section of a corporate website devoted solely to diversity.

NADA is a strong supporter of diversity in all aspects of automobile retailing. American society is increasingly diverse, and the automotive sector, as one of the nation's most important industries, should be leading the way as a proponent of business diversity. As always, we stand ready to assist you in all aspects of your business, and we hope that this new edition of our diversity guide provides the information you need to make decisions that work for you.

Highlights of the second edition include:

- Updated diversity statements, including a statement from Ford Motor Company, ranked number 5 in the *DiversityInc 2007 Top 50 Companies for Diversity*. All the domestic manufacturers earned spots on the 2007 list, which assesses strength in four areas of diversity management: CEO commitment, human capital, corporate communications, and supplier diversity. The *DiversityInc* list is regarded as the most complete analysis of the country's corporate diversity management and leadership.
- Updated population statistics from the U.S. Census Bureau. The nation's total population topped 300 million on October 17, 2006, and our minority population has topped

100 million, according to estimates by race, Hispanic origin, sex, and age released in May 2007. About one in three U.S. residents is a minority. The largest and fastest growing minority group is Hispanic, at 44.3 million people on July 1, 2006. The next-largest group is African-American, at 40.2 million. Asian is third, and second fastest-growing, at 14.9 million. Behind these ever-increasing numbers—all of them—are people with enormous buying power.

- Information on dealer and manufacturer minority associations, their accomplishments and initiatives. Space did not permit inclusion of all the various groups, and the groups profiled are certainly not detailed exhaustively. We have intended instead to provide examples of the variety and scope of ongoing efforts in diversity in order to demonstrate the ways in which issues are being addressed. And, perhaps, to spark ideas for efforts that may work well in your own dealership.

The National Association of Minority Automobile Dealers (NAMAD), whose mission it is to “increase opportunities for ethnic minorities in all aspects of the automotive industry,” keeps track of minority-owned dealerships, currently at about five percent (5.02 percent in 2006) of the total in the United States.

NADA works with NAMAD and all the minority dealer associations to ensure that minority dealers are positioned to compete. NADA's Dealer Services division has been working with minority dealers for years, providing training and education through the NADA Dealer Academy, 20 Groups, Management Education seminars including the well-received “Lifeline to Profit\$” workshops, in-dealership consulting, publications, and videos. NADA vice president of Dealer Services, John R. Lyboldt, serves as liaison between the Association and minority dealer associations. ■

Diversity as a Business Imperative

SECOND EDITION

INTRODUCTION

If you were asked to identify the “typical” automobile customer, who would he be?

Or would “he” be a “she”?

Is the typical customer white, African-American, Hispanic, Asian?

Is he or she younger or older, single or married, urban, suburban, or rural?

At what level is his education, his income? Where is she on the corporate ladder? What are their family responsibilities, politics, religion, lifestyle, habits, values, and attitudes?

How do they use their vehicles? Do they commute to work, or travel extensively for business? Do they pile the whole family in for a Sunday drive, a round of golf, tailgate parties, excursions over rough terrain?

These questions—and many, many others that will be asked or implied in this guide—are rhetorical. Blanket answers do not apply. And though you may—and should—track demographics and vehicle usage for *your* dealership and region, you can’t know or, certainly, quantify every factor that influences every customer’s decision to purchase a vehicle from you.

You can’t predict that your present customer base will be the same tomorrow.

Chances are, your current customer base is already considerably different from what it was just a few years

ago. And it will continue to change, in various ways and at various rates, for dealerships everywhere.

Diversity in the Marketplace

Automobile consumers, like consumers of most durable goods, are an increasingly diverse group of people. Reaching them requires, above all, recognition of their very diversity. One message no longer fits all, any more than one model of car has, ever since there’s been a choice.

Diversity in the marketplace in this era of globalization is a condition of business. Customers seek out businesses that can connect with them with respect and reciprocity. They seek out businesses which prove their understanding of and commitment to their market—their customers—not only in the products they sell, but in the service they provide, the values they display through their behavior toward customers, and their social responsibility as reflected in their employees and outreach to the community. Suppliers and distributors are no less diverse than customers. Acknowledging diversity as a fact, and working with it to your dealership’s advantage, is simply common sense. Business today demands that you understand and meet the multiplicity of wants and needs operative in a changing marketplace.

Serving *all* your customers and business partners is good business.

Diversity in the Workplace

Diversity in the workplace is also a fact of business. The changing workforce is older, and it includes more women and minorities. Population shifts, the post-World War II baby boom, attitudes toward aging and retirement, and economics have all contributed to a new portrait of the American worker. The workforce mirrors the marketplace—and that is positive for business.

A diverse workforce can help you understand and serve a diverse marketplace. A diverse workforce can increase your competitive advantage.

Every smart business aims to recruit and retain the best possible employees from the available labor pool. The diversity of the labor pool requires a deep respect for human differences. There has been a dramatic change in recent years in employee expectations; the change affects employees' choice of employer as well as their loyalty:

Employees no longer feel compelled to assimilate to a corporate culture; they choose, and stay with, employers who value their uniqueness and what it can bring to the business.

It is no more true to stereotype women, or minorities, or the disabled, than it is to stereotype all young people, all older people, all white males. All people are individuals, with widely varying wants, needs, and strengths. Capitalizing on individual differences means empowering your workforce to use their individual talents and skills for the benefit of the business, and making a substantive effort to understand and fulfill diverse wants and needs.

A culture of inclusion and collaboration throughout your dealership maximizes productivity and commitment, and provides invaluable insight into the marketplace you serve.

Giving Back to the Community

Your marketplace is a community—your community. It is as diverse as your workforce, which is drawn from

the community. Smart businesses have always given back to the communities that keep them in business. Board and civic organization membership, events sponsorship, scholarships, mentoring and networking programs, outreach, philanthropic endeavors—the list is as long as your imagination—are all ways that your dealership can practice good citizenship. Supporting your community is not just the right thing to do; it's good business. It furthers your knowledge of your marketplace and your workforce while it demonstrates your commitment to the issues and concerns that are important to both. It acknowledges that your success depends on community support, and vice versa. It engenders earned loyalty.

Diversity in the Automotive Industry

The automotive industry, recognizing the increasing diversity of the workplace and marketplace as a positive force for business, has taken a leadership role in manufacturing and sales diversity initiatives. Program objectives include (but are not limited to) the following commitments:

- Diversify the workforce.
- Develop training and communication programs that support diversity at all organizational levels.
- Increase opportunities for women and minorities to move up the corporate ladder.
- Increase opportunities for minorities and women to acquire dealer franchises.
- Develop minority suppliers.
- Market to women and minorities in acknowledgment of their purchasing power, vehicle usage, and preferred approaches (media, languages, etc.).
- Address all employees' social, cultural, family, health, environmental, and educational issues.

Minority Dealer Associations

As noted in the Executive Summary, the **National Association of Minority Automobile Dealers (NAMAD)** has taken a leadership role toward achieving parity for ethnic minorities in the industry. Founded in 1980 and headquartered in the Washington, D.C. area, NAMAD has more than 650 members. The non-profit organization seeks “to ensure the presence of a meaningful, representative number of minority entrepreneurs and employees in the retail sales, supplier, and service sectors, and the manufacturing ranks.”

NAMAD strives to educate and inform the public about the enormous purchasing power of the minority population, and pursues legislative and industry initiatives to increase minority representation in the dealer body. The organization maintains a Minority Dealer Talent Registry (MDRT), and assists in capitalizing minority dealerships with strategic financial partnerships. NAMAD publishes a monthly newsletter, *Treads*, and the organization keeps statistics on numbers of minority-owned dealerships by manufacturer according to race (African-American, Asian-American, Hispanic, Native American) and sex. The reports for the past several years, along with a wealth of additional information, can be found on NAMAD’s website, www.namad.org.

Minority dealers have also joined together by manufacturer. Each manufacturer minority association strives to increase the number of minority- and women-owned dealerships in its franchise, provide training and networking opportunities for new and existing minority dealers, and offer financial assistance. A few of these organizations are described briefly below.

The **Ford Motor Minority Dealers Association (FMMDA)** aims to “improve the quality and quantity of Ford Minority Dealers Association dealerships through effective leadership and participation from a unified organization whose goal is parity.” The organization works closely with Ford Motor Company management and with Ford Motor Credit Company. It publishes a quarterly newsletter, *FMMDA FACTS*, to keep minority dealers informed. Learn more at www.fmmda.org.

The **General Motors Minority Dealers Association (GMMDA)** represents more than half of GM’s minority dealers in the U.S. The association works to “promote, protect, and encourage the viability and profitability of all existing General Motors Minority Dealers and to encourage . . . the installation of new minority dealers in viable and profitable opportunities.” The GMMDA sponsors workshops, events, and scholarships. The organization publishes a weekly *GMMDA Friday News Flash* e-newsletter and a quarterly newsletter called *Sparkplug*. Learn more at www.gmmda.org.

The **Chrysler Minority Dealers Association (CMDA)**, strives “not only to enlighten, strengthen and enhance the efforts and circumstances of its members, but to give back to the minority communities from which they come.” The organization sponsors scholarships and has partnership programs with community organizations promoting family, education, and business. Learn more at www.dcmda.org.

The **Alliance of Ford Motor Minority Dealers (AFMMD)** works to “advance the goals of minority dealers in . . . market share, representation, and profitability . . . champion efforts to promote the hiring of minority employees, consultants, and suppliers . . . build strong relationships between all vehicle brands of Ford Motor Company and . . . support the minority community thus strengthening the Company’s image . . .” The Alliance began with a 2002 exploratory meeting of Ford Hispanic dealers. Learn more at www.afmmd.net.

Automaker Minority Outreach

It has been noted that **Ford Motor Company** (www.ford.com) ranked high on the *DiversityInc 2007 Top 50 Companies for Diversity*. Actually, Ford has been on the list ever since it began in 2001. Committed to diversity long before it was a watchword or a legal mandate, Ford has an internal diversity council chaired by its CEO and an external council led by the chairman of the NAACP. Ford has strong Employee Resource Groups (ERGs) that allow thousands of employees to network by such voluntary affinity as ethnic group, sexual orienta-

tion, religion, and disabilities. Ford's "Leadership in DRIVE" program addresses recruiting, retaining, and advancing women. Ford Minority Dealer Operations sponsors training of minority students through NADA's Dealer Academy, as well as Entrepreneurship Forums, Dealership Summer Internships, Automotive Excellence Award Scholarships, the LEAD automotive education program conducted with Arizona State University, and the Automotive Dealership Education Program for Minorities (ADEPM).

General Motors (www.gm.com) also has a diversity council chaired by its CEO, who meets regularly with the company's ERGs. The company recruits diverse employees, and has hosted a multicultural women's conference, diversity conferences, and "Diversity Immersion Days." Its historical timeline of diversity initiatives reaches back to 1968, when it launched its first supplier diversity program, and 1972, date of its first structured minority dealer initiative. Like its counterparts among the major manufacturers, GM regularly reviews and strengthens its Minority Dealer Development Program. GM's Fellowship Program sponsors qualified candidates at NADA's Dealer Academy, and its Women's Retail Initiative is dedicated to attracting women as dealers, managers, and dealership employees.

Chrysler LLC (www.chryslerllc.com) includes diversity in every aspect of its business. The company began its minority supplier development program years ago, and has achieved strong diversity in suppliers, for whom it offers training or mentoring and, in the case of minority- and women-owned suppliers, financial assistance as well. The CEO meets regularly with ERGs representing women, African-Americans, Hispanics, Asians, Native Americans, and GLBT employees. The ERGs offer networking and mentoring opportunities, and they sponsor various events. Chrysler began its minority dealer development program in 1983. The company is committed to work-life initiatives such as child care and eldercare, and has a history of community outreach.

Toyota (www.toyota.com), which made the *DiversityInc 2007 Top 50* in 2006, was also recognized by *Black Enterprise* magazine as among the "Best Companies for Diversity," the "10 Best Companies in Marketing Diversity," and the "10 Best Companies in Supplier

Diversity." In 2001, Toyota announced its "21st Century Diversity Strategy," a 10-year, multi-billion dollar "sustainable commitment to minority participation" in employment, procurement, and dealer development. Toyota provides internships and scholarships for minority students, and trains service technicians in its Los Angeles training center. The company's Dealer Development Program provides capital and operational support to qualified minority dealer candidates. Toyota plans to add up to six new minority dealers per year through 2012 to its more than 120 minority- and women-owned dealerships. The company spends more than \$1 billion annually with certified ethnic and women-owned suppliers, and has hired Asian, Hispanic, and African-American advertising agencies to help make sure its message reaches its diverse audiences effectively. Toyota works with an external diversity advisory board.

We could write much more about these automakers' diversity efforts, and include more of the import nameplates—Hyundai, for example, broadens diversity efforts working with the American International Automobile Dealers Association (www.aiada.org). But perhaps you get the idea: The automakers have taken diversity initiatives to heart, and have made genuine and generous efforts to include diversity in their operations and in every business decision.

Benefits of Diversity

As you read this guide and think about your dealership's responsibilities to the marketplace, workplace, and community, consider the benefits of making diversity an integral part of *your* corporate culture. Diversity encourages:

- Teamwork—creative and effective solutions achieved through incorporation of multiple perspectives
- Stronger connection to your customer base and community
- Increased market share
- Better service from suppliers and distributors
- Organizational adaptability ■

DIVERSITY DEFINED

In the dictionary, it's so simple. "Diversity" is a noun that describes the fact or quality of difference, distinctness, variety. In our context, however, there is no real consensus on the precise meaning of diversity.

Conceptions of "diversity" are as varied as the companies, or individuals, seeking to define it. To one company, diversity refers strictly to race or ethnicity. To another, it may also refer to age, sex, and socioeconomic status. To yet a third, it may extend to the entire set of personality traits, behaviors, values, experiences, and influences that distinguish one person from another.

There is no single "right" definition of diversity in the context of business goals.

There is a need to construct a meaningful working definition of diversity in order to develop meaningful diversity goals and take action toward achieving the goals.

Every organization has to decide for itself how to define diversity, and that effort requires the same careful consideration and sensitivity as do mission, vision, or value statements. A very basic, non-specific starting point might look like this:

- What diversity is: Inclusive, qualitative, human differences viewed as assets
- What diversity is not: Exclusive, quantitative, human differences viewed as barriers

But what do we mean by "inclusive" or the opposite, and how can we say diversity is not about numbers?

Work in diversity is work in progress. It is a contradictory, evolving process. As dealerships struggle to develop and implement programs that will produce results for them, they must decide not only on their aims—what *are* the results they want?—but on their means for tracking progress. They find themselves in a new situation without tools to assess the situation. So they use the tools that they know and with which they are comfortable—and quantify their efforts in diversity.

Ideally, numbers shouldn't matter. Perhaps, eventually, they won't. But until diversity is firmly entrenched in the culture—until diversity is the standard of good business practice—it is not unreasonable to tie diversity initiatives to strategic business goals. According to the Society for Human Resource Management (SHRM), such links help ensure the success of diversity initiatives.

Experts in diversity consulting and training report that businesses today tend to approach diversity from a broad perspective. For many, defining diversity according only to obvious, visible characteristics—race, ethnicity, sex, age—is far too superficial. It omits too many other individual differences, and it seems to equate diversity with affirmative action. In addition, it needlessly puts white males on the defensive because they feel

excluded even if they aren't meant to be. Most importantly, a narrow definition of diversity does not lead to the ultimate goal: creating a permanent culture that utilizes the best talents of everyone.

A Broad Definition of Diversity

According to Lee Gardenswartz and Anita Rowe, California-based diversity consultants writing in the “Workplace Diversity Initiative” section of SHRM’s website (www.shrm.org), a comprehensive definition of diversity “ranges from personality and work style to all of the visible dimensions of diversity, to secondary influences such as religion, socioeconomics and education, to work diversities such as management and union, functional level and classification or proximity/distance to headquarters.”

Gardenswartz and Rowe point out that the less visible diversities have significant effects over time, because they affect the assumptions people make about one another and, consequently, their level of trust in their working relationships. A broad perspective on diversity helps people find points of connection with other people—common interests, common family circumstances, etc.—and connection enhances collaboration.

Everyone is complex. No one wants to be put into a box that cannot expand beyond, say, “African-American baby boomer male.” To address diversity is to think “outside the box” and identify all the ways we are human. And then to discover those aspects of our humanity that can enrich our working environment and improve our business.

“What is crucial for any definition of diversity is that an organization’s employees and customers see themselves in the definition. If they can relate to it, they will be more likely to invest in the initiative.”

—Society for Human Resource Management

Multiple Broad Definitions of Diversity

Developing a working definition of diversity takes thought and care. Your diversity statement will determine the scope and direction of resulting programs. The following are examples of diversity definitions adopted by various corporations; expanded versions of each company’s view of diversity may be found on their respective websites.

“To celebrate diversity is to appreciate and value individual differences. SHRM strives to be the leader in promoting workplace diversity. Although the term is often used to refer to differences based on ethnicity, gender, age, religion, disability, national origin and sexual orientation, diversity encompasses an infinite range of individuals’ unique characteristics and experiences, including communication styles, physical characteristics such as height and weight, and speed of learning and comprehension.”

—Society for Human Resource Management

“At HP, we believe that diversity and inclusion are key drivers of creativity, innovation and invention. Throughout the world, we are putting our differences to work to connect everyone to the power of technology in the marketplace, workplace and community. Creating a diverse, inclusive environment has been an ongoing journey of continuous action for many years. It has been a journey guided by deeply held values. Today, our diversity vision is one of global proportions. One that requires courageous, bold actions from many people throughout the world. We are proud to share what we have learned along the way and the aspirations we are actively working to achieve.”

—Hewlett-Packard Development Company, L.P.
(www.hp.com)

“At Microsoft, we believe that diversity enriches our performance and products, the communities where we live and work, and the lives of our employees. As our workforce evolves to reflect the growing diversity of our communities and the global marketplace, our efforts to understand, value and incorporate differences become increasingly important.”

—Microsoft Corporation (www.microsoft.com)

“Honda’s philosophy is based on ‘Respect for the Individual.’ We are committed to bringing together a diverse group of Associates, dealers and suppliers to foster the kind of innovation and vitality that enables us to achieve our dream of creating products and technologies that make people’s lives better. In this spirit, every Honda Associate and business partner is expected to embrace and actively support diversity and the cultural richness and advantages it provides.”

—American Honda Motor Co.
(<http://corporate.honda.com>)

“At ExxonMobil, we’re all about people—all kinds of people—and the power of their ideas. We cover the globe in search of talented men and women from diverse backgrounds in order to build a workforce that’s as diversified as our customer base. Today, ExxonMobil does business in every corner of the world. In such an arena, having a workforce that is as diverse as your business is a key competitive advantage....At ExxonMobil, we value you because of how you think, what you can contribute, and the potential of all you can become.”

—ExxonMobil Corporation
(www.exxonmobil.com)

“At Bank of America, we respect and value not only differences related to race, gender, ethnicity, disability and sexual orientation, but also diversity of viewpoint, experience, talents and ideas. We strive to empower all associates to excel on the job and reach their full potentials, and reward and recognize associates based on performance and results.”

—Bank of America, N.A.
(www.bankofamerica.com)

On Ford Motor Company’s website (www.ford.com), we discovered a letter from the CEO. We think you’ll find it revealing:

“Ford is a global business. We have a lot of talented people working together, and our performance will be determined by the breadth and the depth of our inclusion of

all of our people. The more we embrace our differences within Ford—diversity of thought, experience, perspective, race, gender, faith and more—the better we can deliver what the customers want and the more successful Ford will be.

My priority is to ensure that inclusion at Ford is at the highest level of performance so that we include all employees deeply, thoughtfully and broadly in the business. It’s about respecting each other and listening to each other. It’s about one global team working together.

I always find it very interesting when someone asks me, “What is the business case for diversity?” Successful companies are ones that satisfy their customers’ wants, needs and desires. The data clearly show that if your customer base is global and diverse and you reflect their perspectives and their knowledge, you’re going to have a better chance for success. The closer you get to their emotional and intellectual roots, the better you’re going to communicate with them.

So what’s the business case for diversity? It’s the only business case we need—the only way to satisfy diverse customers is to include their perspectives inside the company. This is especially true for Ford, because we probably have the most diverse set of customers in the world.”

— Alan Mulally, CEO and President,
Ford Motor Company

Drawing on all the information we have supplied— together with everything you know about your customers and your employees—try to understand the diversity in your dealership. What is it about your employees that makes each one of them unique? In what way does their uniqueness make your dealership unique?

Diversity Different from Affirmative Action

Although diversity tackles many of the same issues as affirmative action, it is not the same as affirmative action in either focus or implementation.

Affirmative action is a collection of public policies and programs intended to eliminate past and present discrimination. An outgrowth of the civil rights movement, the phrase “affirmative action” was first used in 1965, when President Lyndon B. Johnson signed Executive Order 11246 requiring nonexempt federal contractors and subcontractors “to take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, creed, color, or national origin.” The bases of employment discrimination have been extended since to include sex, age, disability, and veterans.

Affirmative action obligates employers to make positive efforts to broaden the pool of qualified candidates for employment to include groups previously excluded and give them the opportunity to compete. Employers’ efforts include setting goals representing “targets for recruitment and outreach that should be reasonably attainable by . . . applying good faith efforts . . .” (from *Affirmative Action at OFCCP*). The standard of compliance is good faith. Decisions to hire and promote must be nondiscriminatory.

Affirmative action is a *legal obligation, with legal remedies*, requiring nearly all employers to establish concrete objectives for the recruitment and promotion of minority and women employees and applicants. Its focus is to *increase minority and female representation* in the workforce to reflect their availability in the labor pool, and thus rectify past underrepresentation.

In sum, affirmative action is a government-mandated program. Its focus is discrimination. Non-compliance is illegal. Diversity is a strategic plank in a business initiative. Its focus is broader and more inclusive; its aim is to treat all human resources as assets, and leverage those assets into a competitive position.

Diversity for Your Dealership?

Diversity initiatives are voluntary. There are no penalties for not developing diversity definitions or programs.

Except, perhaps, losing your competitive stance.

Or failing to attract and retain employees whose talents and skills could make a real contribution.

Diversity in business is a win-win situation. Including everyone, and playing to the multiplicity of strengths that they most certainly have, can only benefit your business.

But the burden’s on you to define what diversity means for your dealership.

We cannot offer a one-size-fits-all diversity statement for dealerships. Each dealership is unique in terms of its particular employees, its particular customers, and its particular community. In the words of one top dealer whose successful diversity efforts have resulted in productive, satisfied employees, increased floor traffic, and higher sales, “There is no formula. Diversity is a matter of attitude, of open-mindedness. Find the best person for the job, and be open to who that person might be.”

That dealer, whose father had hired the first African-American salesperson for his dealership in southern Virginia in the early 1970s, had hired the right person for the job. The salesperson was charismatic, outgoing, and likeable. He was good at his job. The dealership saw immediate results in floor traffic from minorities, who were comfortable with this salesperson, and loyal to him. Perhaps surprisingly, considering the era and the geography, there was no backlash from the town or other employees. That initial experience worked—and it set the tone that has pervaded the dealership ever since, spreading to all departments and from father to son.

To this day, that dealership has no written diversity statement, no defined plan, and certainly no quotas. That dealership’s working definition of diversity

is implicit, affecting all employment decisions. A natural balance encompassing both minorities and females has evolved. And it's still working.

Someone had to take the first step. Everything followed from the success of that step.

It would be neither true nor fair to suggest that only blacks can sell to blacks, females to females, disabled to disabled. It is both true and fair to suggest that all dealerships ascertain that their recruiting and hiring practices are open—that minorities, women, and the disabled are considered equally with other candidates when you seek the best person for your jobs—and that opportunities exist for all employees to develop and advance in their jobs.

Here are some specific steps you can take, and questions you should ask yourselves, toward developing diversity in your dealership:

- Examine the current makeup of your workforce. Do your employees mirror your customers and community in the ways that are important to your customers and community?
- Do you have a mix of people working for your dealership—not just according to race, sex, age, etc., but also according to varied competencies, strengths, backgrounds, talents, and experience? The right mix can contribute new ideas, alternate ways of looking at and resolving problems, and create a “happy ship.”
- If you have a great mix of employees, are you empowering them to use their individual talents and strengths for the benefit of the

dealership? Are you truly listening to your employees, discovering what they need to do their jobs in the best possible way?

- Are there built-in development and advancement opportunities for all employees? Can you develop new ways to capitalize on unique talents?
- Are your recruiting and hiring practices open and fair? Are you scrupulous about examining and eliminating any bias that may inhibit impartial judgment? Your dealership has many and varied full-time and part-time positions, in general and administrative work, sales and leasing, service and parts, body shop, finance and insurance. Are you looking in all the possible places for all the right employees for your open positions?
- Are you a good citizen of your community? Are you sensitive and responsive to the issues and concerns that are important to your community?

Should you decide to develop a written diversity statement for your dealership, make it broad and inclusive, encompassing as many diversities as you think would benefit your dealership. Look at other companies' diversity definitions, and modify them to fit your dealership. Arrange focus groups of your employees to elicit their ideas, wants, and needs. Involve key employees in developing the diversity statement. And then use your statement as a business guide, measuring it by the results you achieve in employee satisfaction and retention, supplier and distributor service, and your dealership's profitability and market share. Make your dealership's diversity a positive force for business success. ■

KEY DIVERSITY ISSUES FOR YOUR BUSINESS

Of the many considerations inherent in a comprehensive diversity initiative, we have selected several that are likely to have a major impact on your dealership. In all probability, most of these factors have affected your business already; they will require increasing attention in the future.

Racial/Ethnic Demographics

In March 2004, the U.S. Census Bureau released *U.S. Interim Projections by Age, Sex, Race, and Hispanic Origin* (www.census.gov/ipc/www/usinterimproj/). The population projections are based on an estimate of the resident population projected from Census 2000 and incorporate the results of Census 2000, the latest census available at this writing. The data reveal projected trends that will affect both the workplace and the marketplace. Among those trends are:

- Projected decline in the white population—from 69.4 percent in 2000, the white share of the population is projected to fall to 61.3 percent in 2020 and 50.1 percent in 2050.
- Projected increase in the black population—from 12.7 percent (2000) to 13.5 percent (2020) and 14.6 percent (2050).
- Projected increase in the Hispanic population—from 12.6 percent (2000) to 17.8 percent (2020) and 24.4 percent (2050).

- Projected increase in the Asian population—from 3.8 percent (2000) to 5.4 percent (2020) to 8.0 percent (2050).

Note: These figures are consistent with the Census 2000 modified race data. None of the figures for whites, blacks, and Asians include persons of Hispanic origin, who may be of any race, or persons identifying themselves as Two or More Races. Data on the next pages present estimates dated July 1, 2006 and may include Two or More Races if so described. Demographic information presented in this publication is intended only to demonstrate population trends for the purpose of understanding who your employees and customers are likely to be.

Although these figures are yet to be borne out in fact, the projections show a different America than we know today. There is a different racial distribution: **By 2050, African-Americans, Hispanics, and Asians make up nearly half the country's total population.** Statistically, there is little difference between the “majority” and “minority” population.

Taking a closer look at the projections, we see that the white population (the portion the Census terms “white alone, not Hispanic”), increases numerically until 2040; as a percentage of the total U.S. population, however, the white population declines steadily in each decade from 2000 to 2050. In the same decades, the black, Hispanic, and Asian populations rise steadily, both in numbers of people and as a percentage of the whole. By

2050, the African-American population reaches 61 million. The populations growing fastest are Hispanics and Asians. By 2010, Hispanics are the second-largest race/ethnic group—far outpacing African-Americans, Asians, and other races including the increasing numbers of American Indian, Alaska Natives, Native Hawaiians, and Other Pacific Islanders.

The Census Bureau makes specific assumptions about fertility, mortality, and immigration to calculate projections. If any of the assumed future rates prove to be considerably different in actuality, the projections would change. Still, the data from current projections are clear:

Consistently, in every U.S. Census Bureau projection, each race/ethnic minority group increases in population. And consistently, in every projection, Hispanics are projected to be the second-largest race/ethnic group, after whites, in the United States.

It is interesting to note that the growth in the Hispanic and immigrant communities exceeded forecasts from the 1990 census. Indeed, the Labor Department forecasts that the number of Hispanics in the workforce will surpass the number of African-Americans sometime in 2008 (*Census 2010: What's Ahead and What It Means for Employers*, SHRM). The number of Asian-Americans, particularly from Vietnam, India, and Pakistan, is also growing quickly.

What does all this mean for your dealership?

Two trends are obvious:

1. You likely will have a more diverse workforce as the century progresses.
2. You likely will have a more diverse marketplace as the century progresses.

Depending on where your dealership is located—say, Los Angeles or Chicago or Houston—your employee and customer base could be particularly diverse.

According to the U.S. Census Bureau press release dated August 9, 2007, more than 300 of the country's 3,141 counties were more than 50 percent minority as of July 1, 2006 (www.census.gov/Press-Release/www/releases/archives/population/010482.html). The county with the largest "majority-minority" population is Los Angeles County, California, with a minority population of seven million, or 71 percent of the total population. "The county's minority population is higher than the total population of 38 states, with the largest population of Hispanics, Asians, and American Indians and Alaska Natives in the country," according to the release, which also noted that L.A. County has the country's "second-largest population of blacks and Native Hawaiians and Other Pacific Islanders." Cook County, Illinois, home to Chicago, has the second-largest minority population and the largest black population (1.4 million) in the country. Harris County, Texas, home to Houston, led the country in growth of its minority population from 2005 to 2006; minorities in Harris County represent 63 percent of the total population.

Indeed, four states and the District of Columbia are "majority-minority." According to the U.S. Census Bureau press release of May 17, 2007, "Hawaii led the nation with a population that was 75 percent minority in 2006, followed by the District of Columbia (68 percent), New Mexico (57 percent), California (57 percent), and Texas (52 percent)." (See www.census.gov/Press-Release/www/releases/archives/population/010048.html.)

Here are some more statistics. Except where indicated, they are from the July 1, 2006 U.S. Census Bureau estimates, and appear in the "Facts for Features & Special Editions" section of the Bureau's online Newsroom (www.census.gov/Press-Release/www/releases/archives/facts_for_features_special_editions):

- **Hispanics** in the U.S. number about 44.3 million, representing 15 percent of the total population. The estimate (which excludes the nearly 4 million residents of Puerto Rico)

means that this country's Hispanic population is third-largest in the world, after Mexico and Colombia. Increasing 3.4 percent from July 1, 2005 to July 1, 2006, Hispanic was the fastest-growing minority group. Almost half (48 percent) of the Hispanic population lived in California or Texas. New Mexico was 44 percent Hispanic, and Arizona was 29 percent Hispanic. Other states where Hispanics were the largest minority group were Colorado, Connecticut, Florida, Idaho, Iowa, Kansas, Maine, Massachusetts, Nebraska, Nevada, New Hampshire, New Jersey, Oregon, Rhode Island, Utah, Vermont, Washington, and Wyoming. The states where at least a half million Hispanics lived were Arizona, California, Colorado, Florida, Georgia, Illinois, Massachusetts, Nevada, New Jersey, New Mexico, New York, North Carolina, Pennsylvania, Texas, and Washington.

- **Blacks** in the U.S. number about 40.2 million, including those of more than one race, and represent 13.4 percent of the U.S. population. The black population increased by 1.3 percent between July 1, 2005 and July 1, 2006. Mississippi was 37 percent black, highest of any state. Other states in which blacks represented more than a quarter of the population were Louisiana (32 percent), Georgia (30 percent), Maryland (30 percent), South Carolina (29 percent), and Alabama (27 percent). The District of Columbia was 57 percent black. Texas had the largest numerical increase in its black population between July 1, 2005 and July 1, 2006, though New York had the largest number of blacks at 3.5 million. Cook County, Illinois and Los Angeles County, California each had more than one million blacks. In addition to the states noted, Florida, Michigan, New Jersey, North Carolina, Ohio, Pennsylvania, Tennessee, and Virginia had at least one million black residents as of July 1, 2006. Blacks were the largest minority group in Alabama, Arkansas, Delaware, Geor-

gia, Illinois, Indiana, Kentucky, Louisiana, Maryland, Michigan, Minnesota, Mississippi, Missouri, New York, North Carolina, Ohio, Pennsylvania, South Carolina, Tennessee, Virginia, West Virginia, and Wisconsin.

- **Asians** in the U.S., including Asians of one or more other race, number about 14.9 million, representing about five percent of the country's population. Increasing 3.2 percent between 2005 and 2006, the Asian group was next in growth rate after Hispanic. Asians in California numbered 5 million, making California the state with the largest Asian population. New York, with 1.4 million Asians, and Texas, with 882,000, followed. Asians comprised the highest proportion of the population in Hawaii (56 percent). They represented 14 percent of California's population, and eight percent of both New Jersey's and Washington's populations. (See the May 17, 2007 release at www.census.gov/Press-Release/www/releases/archives/population/010048.html.)
- **American Indians and Alaska Natives** in the U.S., numbering about 4.5 million, were concentrated in California (689,000), followed by Oklahoma (397,000), and Arizona (331,000). Arizona saw the largest increase in this minority group since July 1, 2005; Texas and Florida followed. This group, which grew by one percent from 2005 to 2006, comprised 18 percent of the population in Alaska, and 11 percent each in Oklahoma and New Mexico. Sixty-two percent of all American Indians and Alaska Natives in the U.S. lived in these states, taken together: California, Oklahoma, Arizona, Texas, New Mexico, New York, Washington, Florida, North Carolina, Michigan, and Alaska. (See www.census.gov/Press-Release/www/releases/archives/population/010048.html.)
- **Native Hawaiian and Other Pacific Islanders** in the U.S. increased their population by 1.7 percent between 2005 and 2006, to a total of about one million. They were most

numerous in Hawaii, and then California and Washington. California saw the greatest increase of people in this group; Texas and Florida were next. This minority represented the largest proportion (21 percent) of the population in Hawaii. They represented one percent of Utah's population, and 0.9 percent of Alaska's. (See www.census.gov/Press-Release/www/releases/archives/population/010048.html.)

- **Non-Hispanic Whites** on July 1, 2006 comprised 66 percent of the population— but only 18 percent of the total U.S. population growth. Single-race whites were most numerous in California (15.7 million), New York (11.7 million), and Texas (11.4 million). Texas had the largest growth of this group, then North Carolina and Arizona. Whites were the greatest proportion of the racial makeup in Maine and Vermont (96 percent each), and they constituted 94 percent of West Virginia's population.

There are, of course, more and more racial and ethnic groups and sub-groups. In 2003, the U.S. Census Bureau produced its first report ever on the Arab population, which numbered 1.2 million in Census 2000. In 2000, 576,000 Arabs, or 48 percent of America's Arab population, lived in California, Florida, Michigan, and New Jersey, with the proportion highest in Michigan. Of specific Arab ancestries, more than a third of U.S. Arabs reported themselves to be Lebanese, Syrian, and Egyptian, but Arabs in the U.S. have their origins in many countries. (See www.census.gov/prod/2003pubs/c2kbr-23.pdf.)

So do Hispanics, who may be of Mexican background—or Puerto Rican, Cuban, Salvadoran, Dominican, or other Latino origin.

Asians may be of Chinese descent—or they may be Filipino, Asian Indian, Vietnamese, Korean, Japanese, or other Asian origin.

Each group within a group has its own culture

and traditions. Each, for that matter, may speak a language other than English.

In the U.S., Chinese-Americans are the largest Asian group, and 2.3 million Chinese-Americans ages 5 and older speak Chinese at home. More than a million people speak Tagalog, and the same number speak Vietnamese.

But Spanish is the non-English language used most in the U.S. More than half of the 32.2 million Spanish speakers aged 5 and older say they also speak English well.

What does all this mean for you?

Today, in the U.S., there are millions of people of different races and ethnic heritage. That's not going to change. With trends like these, doesn't it make sense to plan for an increasingly diverse employee and customer base? If your dealership is located, say, in Colorado, shouldn't you be looking to increase Hispanic representation in your workforce? If you're in Michigan, shouldn't you have some Arab employees? In California, shouldn't you be looking to increase minority representation in your workforce so that all your customers feel welcome and understood? Census Bureau figures for 2000 to 2006 show that the metro areas with the highest numerical growth are in the West and South (www.census.gov/Press-Release/www/releases/archives/population/009865.html). If your dealership is in the number one growth area—Atlanta-Sandy Springs-Marietta, Georgia—shouldn't you be looking at who comprises your marketplace, and mirroring that composition, at least to some degree, in your workforce?

It makes sense to make a sincere effort to understand the people you work with and for. And that means understanding different cultures, differing value systems, and varying vehicle usage and needs. It might mean hiring bilingual employees. It might mean engaging an agency to communicate with non-English speakers in their preferred media and their preferred languages—with messages that have meaning for them. It might

mean adjusting your inventory to reflect more of the types of vehicles that your customers want. Because your customers want to purchase automobiles, and they have the means to do so.

Racial and ethnic minorities represent large numbers of potential vehicle consumers, and their purchasing power is growing. Their disposable income is growing.

Hispanics are the fastest-growing minority group in this country, and statistics from 2000 show a 28 percent increase in new-vehicle sales to Hispanics in five years (The Polk Co., cited by *AutoExec*, May 2000). Blacks, the next-largest minority market, will spend \$860 billion in 2007, and \$1.1 trillion by 2012 (www.marketresearch.com, November 1, 2007). “African-American income levels are rising faster than average with close to two million African-American households registering incomes of at least \$75,000,” according to MarketResearch.com (September 1, 2007). Asians are the country’s most affluent racial/ethnic group, with a median household income of \$61,094 for single-race Asians in 2005 (www.census.gov/Press-Release/www/releases/archives/income_wealth/007419.html). According to the Selig Center for Economic Growth cited in MarketResearch.com (October 1, 2007), Asian-American spending power, at \$253 billion in 2001, will increase to \$528 billion by 2009. The report noted Asians’ preference for luxury cars and their interest in hybrids and environment-conscious vehicle solutions.

But don’t expect all Asians—or Hispanics or African-Americans or any other racial/ethnic minority group—to have the same preferences. Or to respond to the same media. Or to the same message. Expect diversity.

So how do you reach diversity within diversity? What are dealers’ responsibilities to their employees and customers?

We hope you’ll use this guide, in part, to spark marketing ideas for your particular market. But our most important advice is this:

Learn your market. Differentiate among and

within groups, avoiding stereotypes and recognizing that diversity, really, is about individuality. And then incorporate all you have learned into your business plan.

Sex

As of November 1, 2006, there were 152 million females and 148 million males in the United States (www.census.gov/popest/national/asrh/2005_nat_res.html). According to the data, women begin to outnumber men starting at about age 40. Here are some interesting statistics from the U.S. Census Bureau (www.census.gov/Press-Release/www/releases/archives/facts_for_features_special_editions and www.census.gov/prod/2004pubs/p20-553.pdf):

- In 2005, 59 percent of women 16 and older—more than 69 million women—held jobs. Thirty-seven percent of women worked in management or professional positions.
- Women 16 and older who worked full-time in 2005 earned \$32,168 in median annual income except in computer and mathematical jobs, where they earned \$58,906.
- In 2002, women owned almost 6.5 million businesses with receipts of more than \$939 billion.
- 26.1 million women ages 25 or older had a bachelor’s degree or higher in 2005, with 870,000 bachelor’s degrees and 369,000 master’s degrees projected to be earned by women in 2006-07. Women are projected to earn 58 percent of all bachelor’s and 61 percent of all master’s degrees in 2006-2007. More than 85 percent of women 25 or older had completed high school as of 2005.
- There are an estimated 82.5 million mothers in this country.
- In 2003, there were 10 million families headed by a single mother, and two million single-father families.

What do all these statistics mean for you? For

one thing, women are still the majority in the United States. For another, though most women still do not earn as much as men, they are about to surpass them in education, which could force the issue of the glass ceiling. In any case, the female workforce is huge and growing. Finally, there are many women who are balancing work and family, in both traditional and non-traditional households. (The latter represent the trend of the future, according to Jennifer Schramm of SHRM in the 2006 *Workplace Forecast*. The family is changing, she wrote, and by 2008, it is estimated that “the majority of Americans will live with an unmarried head of household.”)

Regardless of the type of household, all of these women are potential automobile consumers. Many are potential dealership employees.

Women buy cars, and they should expect to receive the same red carpet treatment as men do when they enter your dealership. Find out, individual woman by individual woman, how they plan to use a vehicle, and guide them appropriately, as you would any customer. Some may wish to speak with a female salesperson, if one is available.

As noted above, most women work. Hewitt Associates predicted that women and minorities will comprise 70 percent of all new workers by 2008 (www.hewitt.com, February 2004). Although legal pressures encourage recruitment, promotion, and pay parity, it's up to individual businesses to improve how they utilize and develop employees.

One element of enhancing productivity and morale is to listen to your employees. Both women and men have work/life balance concerns, for instance. Is your dealership family-friendly? Can you offer flexible scheduling? Do you provide childcare and eldercare assistance? Can you allow time off for school conferences, important athletic, musical, theatrical events? Can you offer gym and fitness facilities or opportunities to your employees?

Gender expectations are blurring. Both men and women support the household, and both men and

women care for children and aging relatives. Both men and women have responsibilities at home and at work. Both men and women have an infinite variety of individual talents, skills, experiences, and perspectives to bring to your organization. Abandon stereotypes, including those regarding sexual orientation, and optimize all employees' willingness and ability to contribute to your dealership's success.

Age

Census 2000 showed that, as a country, we're not growing older as fast as previously predicted, though part of the reason is the disproportionate growth in the young immigrant population and the 1930s decrease in the birth rate. In 2000, the population aged 65 and older was 35 million, or 12 percent of the total (*Age: 2000, Census 2000 Brief*, at www.census.gov/population/www/cen2000/briefs.html). The largest age group was 35 to 39, then 40 to 44. But the baby boom groups—people who were 45 to 54 years old in 2000—experienced the largest percentage growth. Also showing an increase were age groups 10 to 14, 5 to 9, and 15 to 19. Four age groups decreased: 25 to 29 year olds, 30 to 34 year olds, 65 to 69 year olds, and 20 to 24 year olds.

The same *Census 2000 Brief* analysis showed a significant difference in median age according to race. People who identified themselves as belonging to one race had a median age of 35.6, whereas people who identified themselves as two or more races had a median age of 22.7. People reporting Hispanic origin were the youngest (median age 24.6), followed by Native Hawaiian and Other Pacific Islander alone (27.5), American Indian and Alaska Native alone (28), black or African-American alone (30.2), Asian alone (32.7), and white alone (37.7).

In 2000, the median age was highest in the Northeast and lowest in the West (www.census.gov/population/www/cen2000/briefs.html). The Northeast, which had the most people 65 and older and the least under 18, had a median age

of 36.8. (Clearwater, Florida, had the highest median age, 41.8.) The West, where the exact opposite applied, had a median age of 33.8—and the highest growth rate for all age groups. The Midwest had a median age of 35.6, and the South, 35.3. West Virginia had the highest median age (38.9), followed closely by Florida, Maine, and Pennsylvania, all around age 38. Utah, with the youngest population, had a median age of 27.1, the only median age under 30. (Provo, Utah, had the youngest median age, 22.9.) Texas and Alaska were also young, with median ages just over 32. In Alaska, only six percent of the population was 65 and over. At nine percent, Utah's older adult community was also small, as were such communities in Georgia, Colorado, and Texas (all 10 percent). At 18 percent, the older population was largest in Florida, followed by Pennsylvania (16 percent), and West Virginia, Iowa, North Dakota, and Rhode Island (all 15 percent).

In 2000, the population 65 and older increased the most in Nevada (which had the highest growth rate for all age groups) and in Alaska, declining only in the District of Columbia. At the other end of the spectrum, the number of children increased in Nevada, Arizona, Colorado, Florida, and Georgia—and declined in the District, West Virginia, North Dakota, Wyoming, Maine, and Louisiana (www.census.gov/population/www/cen2000/briefs.html).

Just a couple more statistics, from the same source: In 2000, the highest concentration of baby boomers lived in Alaska, New Hampshire, Vermont, and Maine. Utah was the only state in which baby boomers represented less than one-quarter of the population. Finally, in 2000, there were 53.1 million children ages 5 to 17, and 7.8 million children ages 3 to 4. Infants and toddlers comprised 16 percent of the population under 18.

By 2005, California had 3.9 million residents 65 and older. Florida was next, with 3 million. The total U.S. population in this age group had grown to 36.8 million. In the year from 2004 to 2005, the age group increased by 457,000 people (www.census.gov/Press-Release/www/releases/archives/facts_for_features_special_editions).

Projections are for the 65-plus population to increase to 13 percent by 2010, the year before the first baby boomers retire (www.census.gov/ipc/www/usinterimproj). By 2050, seniors are expected to number 86.7 million, or 21 percent of the population. The projected percentage increase in this age group between 2000 and 2050 is 147 percent—as opposed to an increase of 49 percent in the population as a whole (www.census.gov/Press-Release/www/releases/archives/facts_for_features_special_editions).

The Census Bureau *Facts for Features* of March 1, 2007 reported \$190,100 as the median net worth for families in 2004 whose head was between 65 and 74. The same source reported that 75 percent of households with a householder 65 and older owned a motor vehicle. About three percent of those households had three or more cars (www.census.gov/Press-Release/www/releases/archives/facts_for_features_special_editions).

Your dealership should look at the age cycle and its impact on your business. Today, the middle-aged population, many with high school to college-age children, together with the older population, may represent your largest number of customers and employees. Customers will want particular kinds of vehicles to use in particular ways. Employees will have particular concerns. As the century progresses, concerns and vehicle usage will change as today's teenagers become adults and begin their own careers and families.

You need to look also at the young people who represent a major source of new entrants to the workforce. The growth of this age group will be reflected in your dealership and in your customer base. There will be a new pool of youthful employees and customers whose expectations in careers and vehicles will differ from those of their elders.

And take a hard look at the demographics of your marketplace. Do you need to adjust your advertising, your inventory, to the youthful or aging people who are your customers?

Looking at all the facts and projections, one can draw a number of general conclusions regarding both your marketplace and your workforce. All have implications for diversity awareness; they challenge preconceptions of who, exactly, is “old,” and what exactly, is important to them:

- Members of the 65 and older age group may be part of your workforce. Importantly, many people who are age 65-plus prefer employment over retirement. Their experience can be an asset to your dealership in terms of sales, service, and customer relations, as well as in the training of younger employees. For long-time dealership employees who are making lifestyle changes and prefer flexible working hours, part-time and/or consultant positions may be options. For employees new to the industry, many full-time and part-time positions may be considered; don’t pigeonhole your job applicant according to age, but look at the applicant’s background and experience, competencies and talents and the benefits these can bring to your dealership.
- The elderly population is also one of your largest groups of potential customers. Economic indicators show that they have increased purchasing power, and a variety of lifestyles.
- Baby boomers have become a major part of your workforce as well as your customer base. By 2010, Hewitt Associates said there will be 29 percent more people ages 45 to 64.
- Concerns regarding family—both children and aging relatives—will continue to be a major influence on the workplace, and on purchasing decisions.
- You will need, increasingly, to balance your workforce, attracting and retaining the youngest new entrants. NADA can help through Automotive Career Month, which we sponsor annually in April. Designed to introduce young people to careers in automotive retailing, Career Month is focused on inviting high school students, through their local schools, to spend a day

at participating dealerships throughout the U.S. Dealers host career events, providing behind-the-scenes tours of new-car dealerships so that students can see how the business works, interact directly with dealership employees, and watch career videos. NADA provides free event kits containing letters and news releases, an agenda, posters, public service announcement scripts, etc. Contact NADA at 800.248.6232, ext. 7147 or request your kit online at www.nada.org/Advocacy+Outreach/Auto+Career+Resources.

Another program is Automotive Youth Educational Systems (AYES), which helps develop service technicians by placing high school students in mentored internships in dealerships. AYES—started by GM and now sponsored by NADA, the Automotive Trade Association Executives, and ten automakers—partners with selected high schools and tech prep schools to encourage young people to consider careers in retail automotive service, and prepare them for entry-level career positions or advanced studies in automotive technology. Begun in 1997, AYES has grown to more than 5,000 dealerships and 417 AYES affiliated high schools, with 12,500 interns trained at this writing. NADA president Phillip D. Brady, 2007-2008 AYES chairman, was the first chairman to attend the annual SkillsUSA competition, in which more than 4,000 students compete in occupational and leadership skill areas. He also visited one of the most successful AYES programs, the East Valley Institute of Technology in Phoenix. As this guide was being prepared, AYES was about to begin an online training pilot program under a grant from the Department of Labor. Find out more about AYES at www.ayes.org.

You will need to find ways for employees at all points on the age spectrum to connect with one another. You may, for instance, ask a senior employee to serve as mentor to a younger employee, or institute recreational groups and dealership

events such as picnics, softball games, and trips that attract both young and old. Common interests and circumstances, once discovered, tend to bond people, regardless of age.

In short, both your workforce and your marketplace likely will comprise adults of all ages and racial/ethnic backgrounds. It makes sense to be aware of diverse needs, attitudes, and expectations that may be based largely on age and family situations. It makes sense to include everyone in your policies and your business plans.

One last note, from SHRM, which reminds us that the retirement age increases until 2027, when the retirement age for people born in 1960 and after will be 67:

“The increase in the retirement age means people will be on the job later in life. As people grow older, they are more likely to develop disabilities that employers will need to accommodate. In addition, employer expectations about ability, productivity and hours of work may need to be adjusted. A growing number of companies are letting their workers transition into retirement, scaling back their hours or duties while remaining on the payroll. Issues of age are often overlooked in corporate diversity training programs. As the population ages, it is critical that companies integrate issues of age sensitivity into their diversity management initiatives.”

—*Census 2010: What’s Ahead and What It Means for Employers*
The Census 2000 Toolkit

Disability

Census 2000 data showed that approximately 20.9 million American families—of 72.3 million families—had at least one member with a disability (www.census.gov/prod/2005pubs/censr-23.pdf). According to the Census Bureau *Facts for Features* released May 2007, 51.2 million people, or 18 percent of the population, have some level of dis-

ability. Of these, 10.7 million people need help with some aspect of daily living, and 11.8 million people of working age had a medical condition that deters finding a job or staying in one.

Employment rates and earnings vary by disability status, i.e., people with no disabilities or less severe disabilities are more likely to secure employment and earn more than people with severe disabilities. Also, the likelihood of disability increases with age.

What is a “disability”?

The Americans with Disabilities Act (ADA) prohibits discrimination based on disability in employment, public accommodations, commercial facilities, transportation, government services, and telecommunications. The ADA defines a person with a disability as one “who has a physical or mental impairment that substantially limits one or more major life activities, a person who has a history or record of such an impairment, or a person who is perceived by others as having such an impairment (*A Guide to Disability Rights Laws*, U.S. Department of Justice, Civil Rights Division, Disability Rights Section, May 2000). The ADA does not specify all disabilities. Please refer to NADA L.27 (Part I) and L.29 (Part II), *A Dealer Guide to the Americans with Disabilities Act*.

It is easy to think of “disability” as a condition that is obvious. A person who consistently uses an aid—a wheelchair or a cane, for example—might come to mind. But consider this, from *Disability and American Families: 2000, Census 2000 Special Reports*, issued July 2005.

“Some of the families fell in more than one of the following categories:

- 5.8 million families, or 8.0 percent, reported one or more members with blindness, deafness, or a severe vision or hearing impairment.
- 12.0 million families, or 16.6 percent, reported one or more members with a condition

that substantially limited one or more basic physical activities such as walking, climbing stairs, reaching, lifting, or carrying.

- 7.4 million families, or 10.2 percent, reported one or more members who had difficulty in learning, remembering, or concentrating.
- 4.1 million families, or 5.7 percent, reported one or more members who had difficulty with dressing, bathing, or getting around inside the home.
- 9.6 million families, or 13.3 percent, reported one or more members who had difficulty going outside the home alone to shop or visit a doctor's office.
- 12.3 million families, or 17.0 percent, reported one or more members who had difficulty working at a job or business.”

“Disability” covers a wide range of circumstances, and a wide range of people, including your workforce and your customers. Hiring the disabled, above and beyond the issue of mirroring your customers, sensitizes employees to special needs and circumstances, including vehicle options.

The ADA was considered necessary to ensure equal opportunity and equal access for the disabled, but most people do not define themselves by their disabilities. They may need certain accommodations to make performing a job possible, or a car driveable. Beyond that, they want to be valued and respected as unique individuals whose varied experiences and talents benefit the workplace and marketplace. Dealerships need to consider disabled employees and disabled customers as the unique individuals they are.

Religion

Title VII of the Civil Rights Act not only forbids employment discrimination based on religion, but also requires employers “to reasonably accom-

modate the religious practices of an employee or prospective employee, unless to do so would create an undue hardship upon the employer” (“Facts About Religious Discrimination,” The U.S. Equal Employment Opportunity Commission, www.eeoc.gov, 1997).

To be aware of religious differences and to honor them so far as is practicable in the workplace is a core diversity issue. An employee’s observance of the Sabbath or a religious holiday may conflict with the hours your dealership is open. An employee may wear an article of religious apparel that is important to him or her but does not fit in with the usual office attire. A mandatory motivational training program involving yoga, meditation, bio-feedback or the like may be objectionable to an employee on religious grounds. Religious dietary laws may prevent an employee from partaking of food at a dealership event, or even feeling free to join everyone else for an impromptu working lunch or lunch hour.

These situations can be addressed in a constructive manner. Most require only your willingness to be open to differences and to adapt to them. If a customer could not close a deal on a Saturday because Saturday is his or her Sabbath, for example, you would arrange to meet on another day. Employees may need like consideration. Some ways to accommodate Sabbath and religious holiday observance include flexible schedules, voluntary swapping of shifts, floating holidays, and personal days. Most religious dietary restrictions, for another example, can be accommodated simply by adjusting menu selections or restaurant choices.

The idea is to include everyone, and to view each person as an individual whose very differences are assets to your business.

We acknowledge that in pointing out key diversity issues, we have given you a great deal to consider. We hope we have provided food for thought, and for action. But we also understand that your dealership

is a business with a job to do and financial goals to achieve. Develop your approach to diversity at your own pace, considering your dealership's particular needs, workforce, and market, and recognize that no business, including your dealership, can be all things to all people.

NADA has developed a sample policy statement on discrimination (please see page 31). We invite you to use it at your dealership.

Community Outreach

Employees are increasingly looking beyond salary and job benefits to evidence of an organization's community citizenship. Customers, too, look beyond price, quality, service, and reputation; they want to see your dealership as an active participant in community affairs.

What are the dynamics of your community? What makes it tick? What issues are important to its citizens?

The answers to those questions will vary by community. Take the time and make the effort to

know your community, to reach out to its people and organizations. Engage your employees in the venture. Whether your dealership participates as one of many organizations in a regional project or sends a few dedicated employees to serve lunch in a local soup kitchen once a month, good citizenship demonstrates your commitment to the community that supports your business. Other examples of dealership community citizenship may include sponsoring employee membership in civic organizations; dedicating a dealership team to removal of litter from a section of highway; sponsoring community gardens; holding regular blood drives; sponsoring charitable runs, walks, and bicycle races; funding community concerts, picnics, or recreation (such as Little League); collecting Toys for Tots; holding clothing drives; and providing scholarships or internships for deserving students. As we have said earlier, the list of ways to put your dealership's good citizenship into action is as long as your imagination. ■

THE BUSINESS CASE FOR DIVERSITY

The Workplace

Differences among groups such as those described above can have positive or negative effects on company productivity and profitability. Individual differences—ranging from working and thinking styles to habits and attitudes—can also have positive or negative effects. In order to maximize the positive, you have to give it a fighting chance to emerge. That means appreciating differences, understanding how they affect business goals, and then incorporating differences in ways that cultivate individual potential.

In SHRM's *Recruiting for Workplace Diversity: A Business Strategy* (Spring 2007), authors Nancy R. Lockwood and Justina Victor wrote about the “evolution of approaches to workplace diversity, reflecting the shift from predominantly legal compliance to a focus on inclusion and valuing diversity for the skills, competencies and experiences brought to the organization.” They continued:

“In addition, the concept of diversity is expanding to encompass diversity of education, cultural background, language and global experience, to name a few. When talking about diversity, it is helpful to keep in mind what diversity is and what it is not. For example, diversity is about business and the bottom line and about leveraging the skills and talents of all employees to enable the organization to compete. Diversity is not about reaching quotas and hiring minori-

ties for the sake of ‘having diversity.’ Thus, as staffing professionals recruit to find talent for competitive advantage through diversity, they include candidates from the ‘traditional’ definitions of diversity as well as those who fit today’s broader definition.”

Dick Kovacevich, president and CEO of Wells Fargo, in an interview with *DiversityInc (The truth about diversity from top 50 CEOs and CDOs*, June 2006), said, “Diversity, every facet of it—race, gender, religious belief, geography, sexual orientation, education—is one of our company’s biggest, and perhaps the biggest, business opportunity. Life in the business world is...about people—caring, committed, diverse people who reflect the diversity of our markets.”

“Opportunity” is key. The *SHRM 2005 Workplace Diversity Practices Survey Report* counted a better bottom line, decrease in complaints and lawsuits, and enhanced public image among the “top outcomes of workplace diversity practices.” *It makes business sense to take advantage of the growing diversity of your workforce; they can improve your business.* If all employees feel included and valued for their positive contributions to the business, they will be committed to the business and motivated to help it succeed. And you’ll have a great return on your investment in human capital, including reduced turnover and training expenses, and increased competitive advantage.

You will also attract and retain new talented employees who choose to work for organizations that are committed to developing all employees. New employees are looking to their future, gauging and comparing relative chances to contribute, to be recognized, and to advance.

Finally, diversity requires adapting to change and learning from a wide array of people. Thus it keeps an organization flexible and better able to meet future business challenges. Organizational adaptability is crucial in today's global, intensely competitive business climate. Adaptability is critical to business survival.

In the workplace, what employees want and need leads to what employers want and need:

1. What employees want/need: respect, fairness, flexibility, advancement and succession opportunity, inclusive work environment, quality work experience.
2. What employers want/need: loyalty, productivity, creativity, commitment, supplier responsiveness, increased market share (including emerging markets).

The Marketplace

What do your customers, suppliers, and distributors want and need?

Beyond the standards of good business, they want to be approached by people who understand their

demographics, economics, and lifestyles. They want to know that you know, for instance, that nearly one in ten U.S. counties has a population that is more than 50 percent minority; that by 2008, minority buying power will exceed \$1.5 trillion, according to the Selig Center for Economic Growth at the University of Georgia (*Preparing for the Workforce of Tomorrow*, Hewitt Associates); and that women are the primary investors in the majority of U.S. households. They want to know that you know that unmarried Americans are the fastest growing demographic group, that it is predicted that the majority of Americans will live with an unmarried head of household by 2008, and that childless couples are becoming an important percentage of the population (Jennifer Schramm, SHRM). They would like to see themselves and their cultures reflected in your organization.

Your employees can help you reach your marketplace. Diverse employees understand diverse customers. They can pick up cues, identify needs, reduce misunderstandings, and suggest potential new markets. Goodwill may not be quantifiable in itself; the results of goodwill achieved by the interaction of a diverse workforce attuned to a diverse marketplace are measured in employee satisfaction and company profitability.

Your dealership can benefit from diversity. But first, everyone needs to know what their differences are, and how those differences can have a positive impact on the business as a whole. ■

STRATEGIC PLANNING AND MARKETING

The Workplace

The first step toward unleashing the power of diversity is to make diversity an integral part of your dealership's business plan. Once you develop a working definition of diversity for your dealership—utilizing, perhaps, the varying perspectives of key employees, customers, and business partners—make it known throughout the dealership. Publish it in newsletters, put it on your website, distribute it at employee meetings.

Make sure your plan states your commitment to recruit, retain, and empower all employees to develop their talents and skills for the dealership's benefit. Make sure it's grounded in knowledge of the demographics of your current workforce and customer base, employee turnover rates, recruitment success, and policies and benefits. Make sure you know what outcomes you want to achieve. And make sure you earmark the resources—human and monetary—to achieve them.

Then put your commitment into motion.

There are many ways to institute diversity programs, none of them mutually exclusive or “set in stone.” All of them demand systematic communication and involvement of all employees, from those lowest on the corporate ladder to those at the topmost rung. Everyone needs to “own” the effort in order to invest fully in making it. Following are some of the methods used to incorporate diversity as a business priority:

- **Diversity training** attempts to help people overcome stereotypes and prejudices, leading them toward comfort in dialogue across multicultural lines. Designed and presented by management or independent diversity consultants, diversity training aims to increase awareness, understanding, and acceptance of diversity, and to develop skills to foster productivity and communication. Training topics may focus on the positive value of human differences as well as on changing behaviors (improving communication skills, for example, or responses to difficult situations).
- **Focus group discussions** attempt to identify differences, illuminate the extent to which employees feel they are valued, and develop strategies for change. Focus groups can be used as a form of feedback on the effectiveness of personnel policies and benefit plans, and as a forum for expressing concerns and ideas.
- **Mentoring and coaching programs** attempt to develop employees with diverse backgrounds and perspectives.
- **Networking initiatives** of all sorts attempt to provide employees with connections to one another. A cultural network, for example, might arrange multicultural events; a work/family network might develop lists of child care and eldercare referrals.

- **A published policy statement on discrimination** sets the tone for the workplace, advising all employees and applicants of your dealership's commitment to equal employment and advancement, its willingness to make reasonable accommodations, and its procedures for responding to questions and concerns. See page 31 for NADA's sample policy statement on discrimination.

The ideal “culture of inclusion” also attempts to increase the proportion of diverse people at leadership levels, where major decisions are made. Like every component of a diversity initiative, achieving leadership diversity takes time and effort. Each dealership has to set its own pace and goals, allowing for differences in individual rates, too, but insisting on progress.

A word on recruitment and retention of a diverse workforce:

You may wish to develop nontraditional sources of job candidates, such as employee referrals, community organizations, schools, ethnic associations, civic and religious groups, and resettlement agencies. Hiring teams may ensure diverse input into the selection process. Your retention rate is inextricably tied to a welcoming business environment and a policy of developing and promoting all employees.

One nontraditional source of job candidates is Job Corps, America's oldest, largest, and most comprehensive national residential education and training program for unemployed and undereducated youths ages 16 to 24. Established in 1964 and administered by the Department of Labor, Job Corps has served more than two million at-risk youths. Job Corps academic and vocational training programs offer students self-paced courses that meet their individual needs. Job Corps operates as a public-private partnership. The government provides Job Corps facilities and equipment. Private sector organizations and other Federal agencies operate centers, recruit eligible youths, train students, and place graduates in jobs. Students receive a mix of services that range from basic academic train-

ing through important life skills. The automobile technician, auto parts specialist, collision repair, and medium/heavy truck repair curricula are offered at selected Job Corps centers nationwide. Contact Job Corps at 1-800-733-JOBS for help in placing technicians in your dealership.

Automotive Retailing Today (ART), a coalition of all major automobile manufacturers and dealer organizations, works to promote a better understanding of the retail side of the automotive industry and to build stronger customer relationships through shared research and development programs. One of ART's main campaigns is called “Hire the Heroes,” a joint effort with the U.S. military to promote dealership careers for recent military veterans. Military experience often provides the technical and management skills that can lead to successful careers at dealerships. According to an ART study released in May 2007, the country's auto dealers hired an estimated 30,000 military veterans in the three years prior to the study. Positions suitable for technologically knowledgeable, motivated veterans include jobs in sales, service, collision repair, and parts, as well as administration and management. The website — www.autocareerstoday.org—has a wealth of information on the industry, including salaries, training, applicable skills, and career paths. Many recent veterans are eligible for Department of Veterans Affairs educational benefits, and the GI Bill can include applicable certification and licensing programs, as well as on-the-job training, as covered benefits.

Address the needs of your current constituency first. A good diversity initiative strives to discover new avenues to the good talent in every community.

The Marketplace

You should be tracking the demographics of your marketplace and positioning your dealership to be flexible in response to changing markets.

Keeping your finger on the pulse of your community, and actively participating in it, as we have noted, is one element of adapting to market change.

Another element involves your methods of reaching diverse customers. Do your choices of advertising venues and modes reflect real understanding of the various cultures your customers represent? Does your advertising reflect knowledge of their vehicle needs and usage? Does your staff mirror your market?

A recent feature article in NADA's *AutoExec* magazine was titled *Celebrating Diversity* and subtitled *Selling to all the people—one target market at a time*. The piece highlighted the many ways dealers and manufacturers reach out to their diverse markets. A sampling:

- A Miami dealer has two versions of his website—Spanish and English. The Spanish site is not a direct translation of the English one, but instead uses idioms and ideas that resonate with Hispanic buyers.
- Some automakers target the urban mindset by portraying young, racially diverse consumers in cities.
- An African-American dealer in a predominantly white market uses direct mail, and puts his message on hand fans used in churches.
- A Los Angeles dealer advertises in both Chinese and English.
- One manufacturer uses three different ad agencies—one for black customers, another for Hispanics, and a third for Asian-Americans.
- Some manufacturers place gay-specific advertising in gay media.
- Dealers and manufacturers sponsor minority-themed community events, such as the Urban League convention, the Rainbow Endowment, or “Corazon de mi Vida,” a Hispanic version of the child safety-seat campaign.

Multicultural marketing experts recommend increasing ethnic marketing, citing research that “has consistently shown that multicultural consumers respond best to messages and images that reflect a deep insight into their culture and the unique ways they perceive and use a product” (DiversityInc.com). An integrated plan considers television, radio, billboards, newspapers and magazines, and the Internet as advertising venues, and may extend to bilingual signage, brochures, and contracts at your dealership. ■

THE CHALLENGES OF DIVERSITY

People are naturally resistant to change. They find comfort and trust in similarities rather than differences. And they don't want to be blamed for inequities they weren't responsible for causing.

Wipe the slate clean. Explain the distinction between diversity initiatives and Affirmative Action. Explain to your employees that diversity is not about quotas or blame, and that hiring and promotions will not compromise on quality. Diversity is about creating an effective team that will increase a company's competitiveness and make the workplace comfortable for everyone. *Include everyone on the team. Include representatives of every race/ethnic group at your dealership at every stage of decision-making about diversity.* Backlash is less likely when a broad definition of diversity is used to address issues important to everyone.

Other obstacles to diversity initiatives include timing, outside intervention, and training approach. Plan to initiate diversity programs when employees are not focused on other urgent matters. Plan to initiate programs on your own, rather than as a "quick fix" prompted by external forces such as litigation or a politician's "issue du jour." Plan your approach so as not to set up a "we versus they" situation guaranteed to make people defensive. ■

SUMMARY

Your dealership can accrue multiple benefits through adoption and implementation of diversity initiatives. Apart from the considerable satisfaction in knowing you are "doing the right thing," you have the opportunity to develop a sense of true teamwork and cooperation, in which every dealership employee is valued for his or her individual perspective. Those varying points of view, in turn, can lead to better, more creative and more effective business solutions for your dealership. Employees will know they have a voice—many voices—and hence, a stake, in the dealership's success, and you will doubtless see less turnover. You can also form a stronger bond with your customers and community, and with your suppliers and distributors. The bonds are essential to increasing your market share and the level of service you receive from your suppliers.

Perhaps most important of all, diversity efforts increase your adaptability as an organization. As the business world becomes increasingly complex, as our population becomes increasingly diverse, your dealership needs to be ready for change. Instituting diversity programs now will help your dealership survive and grow in the future.

Once you have made diversity part of your dealership's corporate culture, measure the success of diversity efforts by the results they achieve. Track workforce retention and satisfaction, service from suppliers and distributors, and profitability and market share. Diversity will make a difference. ■

Appendices

RESOURCES ON DIVERSITY

Resources on diversity can be found at libraries and book stores and on the Internet. Although the following list is by no means definitive, we have found these websites extraordinarily helpful:

General and HR Information:

- www.census.gov is the website of the U.S. Census Bureau.
- www.diversityinc.com. *DiversityInc* is the leading publication on diversity and business. It was founded in 1998 as a web-based publication, and launched as a monthly print magazine in 2002. DiversityInc.com has the largest dedicated career center for diverse professionals.
- www.hewittassociates.com. Hewitt Associates is a leading human resource company.
- www.shrm.org. The Society for Human Resource Management offers a great deal of information, including suggested bibliographies.

Automotive Industry Information:

- www.aemag.com (also www.autoexec-mag.com) is NADA's *AutoExec* magazine website.
- www.afmmd.net is the website of the Alliance of Ford Motor Minority Dealers.

- www.aiada.org is the website of the American International Automobile Dealers Association.
- www.automag.com is the website of On Wheels, Incorporated, a multicultural multimedia company that publishes *African Americans on Wheels*, *Asians On Wheels*, and *Latinos On Wheels* magazines.
- www.dcmda.org is the website of the Chrysler Minority Dealers Association.
- www.fmmda.org is the website of the Ford Motor Minority Dealers Association.
- www.gmmda.org is the website of the General Motors Minority Dealers Association.
- www.namad.com is the website of the National Association of Minority Automobile Dealers.

Through the NADA Minority Leadership Conference, NADA meets with representatives of the minority dealer associations periodically throughout the year to discuss diversity issues. Annually, at the NADA Convention, NADA sponsors networking events for minority dealers and for women dealers. For further information, please contact NADA Management Education at 800-252-6232, extension 2. ■

NOTES ON DISCRIMINATION LAW

The Equal Employment Opportunity Commission (EEOC), an independent federal agency established in 1965, enforces the Civil Rights Act of 1964 (Title VII), Age Discrimination in Employment Act (ADEA), Equal Pay Act (EPA), and the Americans with Disabilities Act (ADA). The EEOC is charged with identifying and eliminating discrimination in America's workplaces; the Office of Federal Contract Compliance Programs (OFCCP) within the U.S. Department of Labor is responsible for implementing Executive Order 11246 covering nonexempt federal contractors and subcontractors.

Title VII prohibitions against race-based discrimination extend to those who marry or associate with an individual of a different race; belong to ethnic-based organizations; or have a race-related characteristic or condition. Title VII also prohibits harassment on the basis of race or color, and segregation and classification of employees according to race or color.

Title VII also prohibits discrimination based on sex, including pregnancy and sexual harassment. Regarding sexual harassment, both victim and harasser may be female or male; the victim does not have to be of the opposite sex.

The ADEA, originally part of Title VII, specifically protects workers age 40 and above (there is no upper age limit) from employment discrimination (including hiring, firing, compensation, promotions, etc.) and prohibits mandatory retirement.

NADA offers a number of publications dealing with aspects of employment discrimination issues as applied to dealerships. Among Employee Relations and Legal publications offering general and specific information (including material on disabilities, drug and substance abuse and the ADA, immigration, and sexual harassment) are ER.1, *People Policies*; *NADA Descriptions Now! Blueprint for Dealership Job Descriptions* (CD-ROM); *NADA Policies Now!*

Blueprint for Dealership Personnel Policies (CD-ROM); L.21, *A Dealer Guide to Compliance with the Immigration Reform & Control Act*; and L.27 (Part I) and L.29 (Part II), *A Dealer Guide to the Americans with Disabilities Act*. Also, NADA offers a video training program, *Picture Yourself Here: Contributing to a Positive Work Environment* (VT18), covering discrimination, harassment, sexual harassment, and more, with a 30-page study guide. These publications and products may be ordered online at www.nada.org/mecatalog or by calling NADA Management Education at 800-252-6232, ext. 2. ■

For further information on employment discrimination, contact the following or visit their websites:

U.S. Equal Employment Opportunity Commission

1801 L Street, NW
Washington, DC 20507
202-663-4900 (information line)
1-800-669-4000 (field offices)
www.eeoc.gov

U.S. Department of Labor

200 Constitution Avenue, NW
Washington, DC 20210
1-866-4-USA-DOL
www.dol.gov

U.S. Department of Justice

950 Pennsylvania Avenue, NW
Washington, DC 20530
202-514-2007
AskDOJ@doj.gov
www.usdoj.gov

U.S. Small Business Administration

409 Third Street, SW
Washington, DC 20416
1-800UASKSBA (1-800-827-5722)
www.sba.gov

SAMPLE POLICY STATEMENT ON DISCRIMINATION

Following is a sample policy that you might want to use in your dealership. Have your dealership's policy statement on discrimination reviewed by legal counsel prior to implementation to ensure compliance with federal, state, and local laws applicable to your organization.

In order to provide equal employment and advancement opportunities to all individuals, employment decisions at [Dealership Name] will be based on merit, qualifications, and abilities. [Dealership Name] does not discriminate in employment opportunities or practices on the basis of race, color, religion, sex, national origin, age, marital status, veteran status, disability, or any other characteristic protected by law.

[Dealership Name] will make reasonable accommodations for qualified individuals with known disabilities unless doing so would result in an undue hardship. This policy governs all aspects of employment, including selection, job assignment, compensation, discipline, termination, and access to benefits and training.

Any employees with questions or concerns about any type of discrimination in the workplace are encouraged to bring these issues to the attention of their immediate supervisor or the President. Employees can raise concerns and make reports without fear of reprisal. Anyone found to be engaging in any type of unlawful discrimination will be subject to disciplinary action, up to and including termination of employment. ■

ACKNOWLEDGMENT

NADA would like to thank members of the NADA Minority Leadership Conference for their contributions to the publication of this guide.

NADA-ATD

Resource Toolbox

National Automobile Dealers Association
8400 Westpark Drive
McLean, Virginia 22102-3591

<http://www.NADAuniversity.com>

© NADA 2010. All rights reserved.

This guide was written by Marjorie Levin,
NADA University.

