

Tanenbaum Training Proposals

OVERVIEW

Your company is committed to recruiting, retaining, and developing a diverse workforce. To meet that need, Tanenbaum provides the following customizable trainings and services addressing religious diversity in the workplace.

ABOUT TANENBAUM

Tanenbaum is the only secular, non-sectarian not-for-profit organization with over 20 years of experience providing companies with practical programs, resources and trainings that help them function in a religiously inclusive manner. Regularly sought out by multinational corporations, Tanenbaum helps companies align the religious needs of their employees with the bottom line.

In today's multicultural workplace, employees increasingly bring their multiple identities into the workplace – and that includes their religious beliefs and practices. Yet companies are rarely prepared to respond when religious tensions emerge, even though these tensions can trigger a decline in morale and productivity. Tanenbaum has the expertise to address these complex issues and works closely with global companies, government agencies and international non-profits to provide managers with skills and resources to effectively respond to religious issues in the workplace.

TRAINING FORMATS

Tanenbaum conducts trainings either in-person or via webinar. The content for in-person and webinar trainings is essentially the same. There is a difference, however, in the interactive component of webinar trainings. The group discussion and role play components of in-person trainings are typically substituted with other interactive features such as polling and online comments. All activities would be approved by your company in advance.

The webinar format is advantageous, as it allows for potentially hundreds of participants. Webinars can also be recorded for use at a later date.

General Employee Lunch and Learn Training

A session designed specifically for general employees at your company would introduce religious diversity in the workplace. This session can be delivered in-person or via webinar. If possible, for in-person sessions Tanenbaum will use live audience polling using sensors in order to engage participants. Sensors allow participants to answer questions anonymously and for your company to engage in informal benchmarking. Webinars allow for an unlimited number of participants. Depending on platform capabilities, interactive polling, whiteboards, and multiple choice questions may be used to engage participants.

In preparation for the session, Tanenbaum will conduct 2-3 confidential interviews to gain a sense of the current experience of religious diversity among your company's workforce. The interviewees will be mutually agreed upon by Tanenbaum and your company. Specific topics would include, but not be limited to, the following:

- **How respectful am I?** Exploring the disconnect between the way we think we treat people, and the way people actually feel they're being treated.
- **Why is religious diversity an issue?** Identifying the impact of current trends on religion in the workplace including globalization, immigration, aging and religious adherence.
- **Why should I care?** Examining reasons why employees should pay attention to religious diversity at work, including improved teamwork and collaboration, enhanced individual and team productivity, and customer relations.
- **How does religion become an issue?** Analyzing the ways in which obvious and subtle forms of religious ignorance and bias show up in the workplace.

Information about associated training costs, including the 10% Corporate Member discount, for in-person and web-based trainings are available upon request. Please contact the Workplace Program team at workplacediversity@tanenbaum.org.

Human Resource Practitioner Training

A session designed specifically for Human Resource and Diversity & Inclusion Practitioners at your company would focus on better practices for responding to challenging accommodation requests, respectful communication and fostering an inclusive work environment for employees of all faiths and none.

This session could be delivered as either a webinar or an in-person Lunch & Learn. If possible, for in-person sessions Tanenbaum will use live audience polling using sensors in order to engage participants. Sensors allow participants to answer questions anonymously and for your company to engage in informal benchmarking. Webinars allow for an unlimited number of participants. Depending on platform capabilities, interactive polling, whiteboards, and multiple choice questions may be used to engage participants.

In preparation for the session, Tanenbaum will conduct 2-3 confidential interviews to gain a sense of the current experience of religious diversity among your company's workforce. The interviewees will be mutually agreed upon by Tanenbaum and your company. Pre-reading outlining trends and statistics could be provided in order to allow more time for case studies and practice during the session. Specific topics would include, but not be limited to:

- **The Business Case:** An overview of the concrete ways in which proactively addressing religious diversity can improve productivity, performance and retention.
- **The Legal Landscape:** A review of federal legal protections for religious identity and expression at work, and legal mandates related to providing reasonable accommodations for employees. As discussed, this portion of the presentation could be delivered via pre-read materials if agreed that the audience members have a strong foundation in this information.
- **Tanenbaum's 10 Bias Danger Signs ®:** Tanenbaum's ten danger signs of obvious and subtle forms of religious bias that frequently show up at work.
- **Finding Creative Solutions:** Case scenarios of situations provide a real-life opportunity to understand how issues of religion emerge in the workplace, including religious expression and proselytizing, employee networks, attire, scheduling, backlash to sexual orientation, and accommodations. During this portion, participants will be introduced to the Accommodation Mindset, a Tanen-

baum tool developed to support employees in proactively and effectively accommodating religion at work.

- **Better Practices and Implementation Tips:** Strategies for proactively addressing religious diversity, accommodating a diverse workforce, and contributing to a culture of religio-cultural respect.

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Manager's Training

A session designed specifically for managers and team leaders at your company would focus on better practices for responding to challenging accommodation requests, respectful communication and fostering an inclusive work environment for employees of all faiths and none. In preparation for the session, Tanenbaum will conduct 2-3 confidential interviews to gain a sense of the current experience of religious diversity among your company's workforce. The interviewees will be mutually agreed upon. Topics would include, but not be limited to:

- **The Business Case:** An overview of the concrete ways in which proactively addressing religious diversity can improve productivity, performance and retention.
- **The Legal Landscape:** An overview of federal legal protections for religious identity and expression at work, and legal mandates related to providing reasonable accommodations for employees.
- **Tanenbaum's 10 Bias Danger Signs:** Tanenbaum's ten danger signs of obvious and subtle forms of religious bias that frequently show up at work.
- **Finding Creative Solutions:** Case scenarios of situations provide a real-life opportunity to understand how issues of religion emerge in the workplace, including issues related to the current political climate. During this portion, participants will be introduced to the Accommodation Mindset, a Tanenbaum tool developed to support employees in proactively and effectively accommodating religion at work.
- **Better Practices and Implementation Tips:** Strategies for proactively addressing religious diversity, accommodating a diverse workforce, and contributing to a culture of religio-cultural respect.

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Lunch & Learn – The December Dilemma

The goal of this 60-90 minute interactive session is to raise awareness among your company's employees about religious differences and the ways in which those differences often impact employee and customer relationships during the holiday season. We recommend that this session be held in October or November, when employees are starting to think about the upcoming holiday season. Holding this session prior to December may prevent conflicts from emerging, while holding it at the beginning of the holiday season helps the session feel relevant and interesting to participants.

In preparation for the session, Tanenbaum will conduct 2-3 confidential interviews to gain a sense of the current experience of religious diversity among your company's workforce. The interviewees will be mutually agreed upon by Tanenbaum and your company.

Specific topics would include, but not be limited to, the following:

- **How respectful am I?** Exploring the disconnect between the way we think we treat people, and the way people actually feel they're being treated.
- **Why is religious diversity an issue?** Identifying the impact of current trends on religion in the workplace including globalization, immigration and religious adherence.
- **How does religion become an issue during the holiday season?** Analyzing the ways in which obvious and subtle forms of religious ignorance and bias show up among employees.
- **Why should I care?** Examining reasons why employees should pay attention to religious diversity at work, especially during the holiday season, including improved morale, teamwork, productivity and customer relations.
- **How would I respond?** Learning from case studies based on real interactions that have created workplace tensions.
- **How can I help (during the holiday season and year-round)?** Reviewing ways that employees can contribute to a more respectful and diverse workplace culture during not only the traditional holiday season, but year-round. The session would conclude with an overview of Tanenbaum's better practices and communication tools for addressing religious diversity and inclusion during the traditional holiday season.

Information about associated training costs, including the 10% Corporate Member discount, for in-person and web-based trainings are available upon request. Please contact the Workplace Program team at work-placediversity@tanenbaum.org.

Lunch & Learn – The December Dilemma and Mental Health

The goal of this 60-90 minute interactive session is to raise awareness among your company's employees about religion, resilience, and mental health during the winter holiday season. The winter holiday season can be a particularly stressful and taxing time of year and this presentation will help you understand both why and how you can help. We recommend that this session be held in October or November, when employees are starting to think about the upcoming holiday season. Holding this session prior to December may prevent conflicts from emerging, while holding it at the beginning of the holiday season helps the session feel relevant and interesting to participants.

In preparation for the session, Tanenbaum will conduct 2-3 confidential interviews to gain a sense of the current experience of religious diversity among your company's workforce. The interviewees will be mutually agreed upon by Tanenbaum and your company.

Specific topics would include, but not be limited to, the following:

- **How respectful am I?** Exploring the disconnect between the way we think we treat people, and the way people actually feel they're being treated.
- **Why is religious diversity an issue?** Identifying the impact of current trends on religion in the workplace including globalization, immigration and religious adherence.
- **How does religion become an issue during the holiday season?** Analyzing the ways in which obvious and subtle forms of religious ignorance and bias show up among employees.
- **Where does mental health play a role?** Highlighting reasons the holidays may be a time of added stress for people.

- **How would I respond?** Learning from case studies based on real interactions that have created workplace tensions.
- **How can I help (during the holiday season and year-round)?** Reviewing ways that employees can contribute to a more respectful and diverse workplace culture at your company both during the holiday season and year-round. The session concludes with Tanenbaum's better practices and communication tools for negotiating religious diversity and inclusion issues.

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Interfaith Employee Panel

Tanenbaum staff would facilitate and moderate a panel comprised of religiously diverse employees, guiding them through a structured discussion of their beliefs and experiences and how their religious identities intersect with their work. The facilitation of the panel discussion would be designed to expose your company's employee population to diverse belief systems in order to demystify unfamiliar traditions, educate the workforce on the variety of ways that individuals practice their faiths, and identify commonalities between individuals of different faiths and non-faiths. The panel discussion is intended to increase employee awareness of the religious diversity within your company.

In preparation for this session, Tanenbaum would work directly with your company to identify, vet, and prepare 4-6 employee panelists. Tanenbaum would provide your company with an initial questionnaire concerning the potential participants' experiences of religious diversity to ensure that the participants' objectives for the session align with your company's core diversity and inclusion values. Working closely with your company, Tanenbaum would create a set of panelist questions. Tanenbaum would then conduct a 1-hour conference call with participants to review the questions and prepare for the panel discussion.

During the panel discussion, a member of Tanenbaum's staff would introduce the panel with a brief overview of the topic of religious diversity. Each panelist would then speak for 5-10 minutes about their personal religious identity, and the ways in which that religious identity interacts with the workplace. The moderator would then introduce the question and answer portion of the session, asking the panelists prepared questions and taking vetted questions from audience members (to be written on index cards and vetted by your company's staff).

This panel could be live streamed and recorded for later use. The panel would take place at your company's offices.

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Beyond the Blame Game: Religion and LGBTQ Inclusion at Work

Conflicts in the workplace often occur when one (or both) parties feel as though a core identity is being threatened. It is critical to acknowledge these divisive conflicts, but it is equally important to participate in conversations that identify the misinformation, stereotypes, and oversimplifications that are so regularly resorted to when tensions arise. By identifying the misperceptions, participants will also come to identify common pitfalls that companies face, such as blame-shifting, prioritization of some employees' identities over others, and attempts to change employees' beliefs or identities.

During this 90-minute joint facilitation, representatives from Tanenbaum and PFLAG National will provide real-life examples to illustrate the many ways that religious and LGBTQ identities intersect, discuss the common stereotypes and pitfalls that often stifle constructive conversations about this intersection, and

develop strategies for creating inclusive workplaces without pointing fingers. This conversation will set the parameters and possibilities for creating inclusive workplaces for employees regardless of their identities and beliefs.

The facilitators will help answer questions they frequently encounter, such as:

- Can my company proactively address both religious and LGBTQ inclusion?
- Should religious employees be allowed to opt-out of LGBTQ initiatives if they feel uncomfortable?
- Should religious employees be allowed to actively protest LGBTQ initiatives if they disagree with the company's position?

After attending this session, participants will be better versed in the diversity of this intersection of identities in the United States and the concrete ways that companies can improve their workplace culture on all fronts.

Specific session topics would include, but not be limited to:

- **Defining and contextualizing** the many ways that religious and LGBTQ identities intersect at work.
- **Discussing common stereotypes and pitfalls** that companies must overcome in addressing religious and LGBTQ inclusion at work.
- **Identifying concrete next steps** that participants can use to have more productive and inclusive conversations about the intersection of religious and LGBTQ identities at work.

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Mirror, Mirror: Solutions for Challenges around Religious & LGBT Identities

A session designed specifically for Human Resource and Diversity & Inclusion Practitioners at your company would focus on understanding the many ways that religious and LGBTQ identities may intersect at work. The session explores the parameters and possibilities for mitigating conflicts that arise from common stereotypes and pitfalls and must be overcome to effectively address religious and LGBTQ inclusion at work. Tanenbaum will assist in identifying concrete next steps to create a culture of inclusion for all employees at work.

This session could be delivered as either a webinar or an in-person Lunch & Learn. If possible, for in-person sessions Tanenbaum will use live audience polling sensors in order to engage participants. Sensors allow participants to answer questions anonymously and for the client company to engage in informal benchmarking. Webinars allow for an unlimited number of participants. Depending on platform capabilities, interactive polling, whiteboards, and multiple choice questions may be used to engage participants.

In preparation for the session, Tanenbaum will conduct 2-3 confidential interviews to gain a sense of the current experience of religious and LGBTQ diversity among your company's workforce. The interviewees will be mutually agreed upon by Tanenbaum and your company. Pre-reading outlining trends and statistics could be provided in order to allow more time for case studies and practice during the session.

Specific session topics would include, but not be limited to:

- **The Business Case:** An overview of the concrete ways in which proactively addressing religious

diversity and sexual orientation/gender identity in the workplace can improve productivity, performance and retention.

- **The Legal Landscape:** A review of federal legal protections for religious identity and sexual orientation/gender identity and expression at work, and legal mandates related to providing reasonable accommodations for employees. As discussed, this portion of the presentation could be delivered via pre-read materials if agreed that the audience members have a strong foundation in this information.
- **Tanenbaum's 10 Bias Danger Signs ®:** Tanenbaum's ten danger signs of obvious and subtle forms of religious bias that frequently show up at work.
- **Finding Creative Solutions:** Case scenarios of situations provide a real-life opportunity to understand how issues of religion and LGBTQ identities emerge in the workplace, including religious expression and proselytizing, employee networks, attire, scheduling, interaction with sexual orientation/gender identity, and accommodations. During this portion, participants will be introduced to the Accommodation Mindset, a Tanenbaum tool developed to support employees in proactively and effectively accommodating religion at work.
- **Better Practices and Implementation Tips:** Strategies for proactively addressing religious diversity, accommodating a diverse workforce, and contributing to a culture of religio-cultural respect.

Information about associated training costs, including the 10% Corporate Member discount, for in-person and web-based trainings are available upon request. Please contact the Workplace Program team at workplacediversity@tanenbaum.org.

Employee Panel – The Intersection of Religious and LGBTQ Identities in the Workplace

Tanenbaum staff would coordinate, facilitate and moderate a panel comprised of employees with diverse religious identities and sexual orientation or gender identities, guiding them through a structured discussion of their beliefs and experiences around the intersections of religious and LGBTQ identities in the workplace. The facilitation of the panel discussion would be designed to introduce your company's employee population to diverse perspectives on this topic in order to demystify unfamiliar experiences, educate the workforce on the variety of ways that individuals approach this topic, and identify opportunities for diverse groups to become allies for one another in the workplace. This session would introduce the topic and help articulate its relevance to your company's workforce.

In preparation for this session, Tanenbaum would work directly with your company to identify, vet and prepare 4-5 employees to participate on the panel. Tanenbaum would provide your company with an initial questionnaire concerning the potential participants' experiences around religion and sexual orientation/gender identity to ensure that the participants' objectives for the session align with your company's core diversity and inclusion values. Working closely with your company, Tanenbaum would create a set of questions to ask the panelists during the panel discussion (to be provided to the panelists in advance). Tanenbaum would then conduct a 1-2 hour conference call with all of the participants to inform the agenda for the discussion.

A member of Tanenbaum's staff would introduce the panel with a brief overview of trends and statistics involving religious and LGBTQ identities, accompanied by PowerPoint slides. Each panelist would then speak for approximately 5 minutes about their personal religious identity and/or sexual orientation or gender identity and the ways in which those identities are impacted in and by the workplace. The moderator would then introduce the question and answer portion of the session, asking the panelists prepared questions developed by Tanenbaum as well as vetted questions submitted by your company's employees prior to the session. These questions would be designed to allow employees from all points of view to share

their thoughts and opinions regarding your company's diversity initiatives. Tanenbaum's vetting process will ensure that these questions are framed in a constructive way that fosters dialogue between the panelists and the broader company employee base.

This panel could be live streamed and recorded to maximize the number of employees who could access the panel.

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Executive Briefing

A session designed specifically for your company's executive leaders would serve as a level-setting opportunity on the topic of proactively addressing religious diversity in the workplace. This session would ideally be delivered in-person, but could also be delivered via webinar.

In preparation for the session, Tanenbaum will conduct 2-3 confidential interviews to gain a sense of the current experience of religious diversity among your company's workforce. The interviewees will be mutually agreed upon by Tanenbaum and your company. Specific topics would include, but not be limited to:

- **Why now?** Exploring why religion has become a topic that companies can no longer ignore, especially in the current political climate. Trends and demographics would be used to help frame the conversation.
- **The Business Case:** An overview of the concrete ways in which proactively addressing religious diversity can improve productivity, performance and retention, and why other companies have invested in the topic. This section will also provide examples of how companies have financially benefitted from proactively addressing religious diversity (as well as examples of the costs of ignoring it).
- **Hot Topics:** An overview of the topics Tanenbaum frequently consults on, including faith-based employee resource groups, quiet rooms, the intersection of religious and LGBT inclusion, and addressing employees' concerns in the current socio-political environment.

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Religious Diversity Policy Review

A comprehensive policy review will provide your company with an in-depth understanding of the state of religious diversity and inclusion at the company. The review process will include:

The assessment process would include:

- Up to 10 individual and confidential interviews with a cross section of employees at your company's locations to gain a sense of the current experience of religious diversity among your company's workforce. The interviewees will be mutually agreed upon by Tanenbaum and your company.
- Observe and/or review onboarding process for new employees, if possible and appropriate.
- Review a selection of your company's written policies and guidelines, such as policies related to anti-discrimination, diversity, religious accommodations, employee resource groups, etc.
- Review the results from recent employee climate surveys to gain a broad understanding of employ-

ee experience, and to identify places where religious identity and diversity may arise, if appropriate and available.

- Review the content of a selection of exit interviews with previous employees, if appropriate and available.
- Review informal communications with employees around religious accommodations and resources, such as quiet rooms, if appropriate and available.

Informed by the information collected and analyzed during the assessment process, Tanenbaum would then provide your company with a formal report, summarizing our findings and providing concrete recommendations. The final report would include:

- A description of the assessment process and a list of key findings;
- Tanenbaum's interpretations and analysis of key findings;
- Recommendations for your company's formal stance on religious diversity to be integrated into your company's existing written diversity strategy;
- Recommendations around your company's policies, including the creation of new policies and revisions to current policies, if necessary;
- Recommendations for specific religious diversity initiatives and programs;
- Recommendations for revisions and additions to be made to your company's employee climate survey;
- Recommendations for your company's communication guidelines to provide to general employees, managers, and human resource practitioners to proactively address religious needs, accommodations, and to create more inclusive environments (for instance during onboarding, interactions with clients, scheduling processes, annual reviews, etc.).

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CONCLUSION

By addressing the important topic of religious diversity, your company will place itself as a leader in the complex area of religious diversity and inclusion and continue to innovatively approach diversity in the workplace. Tanenbaum would be honored to assist your company in its effort to build religio-cultural competence among its employees. We look forward to collaborating to meaningfully address this important work.