



Why It's Still Difficult to Hire a Diverse Team

By Anka Wittenberg

More and more businesses are making a conscious effort to understand and promote the business benefits of diversity and inclusion. Their value does not lack external validation—a recent McKinsey study shows that, “Companies in the top quartile for racial and ethnic diversity are thirty-five percent more likely to have financial returns above their respective national industry medians.” And numerous other respected organizations around the world—from Gallup to Credit Suisse ESG to PwC—all provide strong evidence that links diversity to improved financial performance.

So, once we accept that the connection is clear, how do we start to improve corporate diversity? The first step is examining how we attract and hire diverse talent.

Often, our greatest obstacle to embracing diversity and inclusion is not the proof of their value, but resistance to change—both consciously and unconsciously. Tackling the obvious biases

of others involves braving corporate and political turmoil and challenging the status quo. Typically, our organizational decision-making processes follow the way things have always been done.

Another part of the problem is bias—we hold implicit notions about the kind of person who would make an ideal candidate and/or leader, and we hire and promote accordingly. The need to think differently is critical if we want to harness the power and strength of a more diverse talent pool. According to a recent *New York Times* article, women make up only twenty percent of the total workforce in Silicon Valley. Additionally, a recent global study by Oxford Economics and SAP, *Leaders 2020*, stated that diversity has increased substantially among the general workforce over the past three years, but change has been slower to come to mid-level management, and even less evident among senior executives and corporate boards. We can—and we must—do better!

Sadly, impediments to recruiting diverse candidates exist in all of us. We need to stop tiptoeing around the issue of bias—both conscious



and unconscious—and accept it. In order to directly combat both forms of bias, organizations need to re-examine their processes and redesign how they recruit, interview and hire candidates. By recognizing, identifying and working to reduce

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Morris Locomotive Shop and Employee Facility
MTA LIRR Contract No. 6241
Bid Date: June 8, 2017

Description of project:
The LIRR intends to construct a new locomotive repair shop to replace the existing 125-year-old Morris Park Round House, which has outlived its useful life and is presenting an additional maintenance burden on operating resources. The new facility will be better equipped to maintain the LIRR's current fleet of diesel locomotives used in revenue service, as well as the fleet of diesel work locomotives. In addition, the project will provide new electrical service to the facility for lighting and shop equipment. The work shall include, but is not limited to: Shop Facilities—Front Shop Which Includes the Following: Four Service Tracks, One Release Track, Drop Table Tracks, and Inspection Pits.

Many bidding opportunities available.

If you are interested in bidding on this project, please contact Skanska's Outreach Coordinator: Matthew.DeGudicibus@skanska.com

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IS SOLICITING COST PROPOSALS FROM NEW YORK STATE CERTIFIED M/WBE AND SDVOB SUBCONTRACTORS/VENDORS FOR THE

Long Island Railroad Expansion Project from Floral Park to Hicksville
MTA LIRR Contract
Bid Date: July 6, 2017

Description of project:
The LIRR Expansion Project from Floral Park to Hicksville is a strategic component in Governor Andrew Cuomo's comprehensive plan to transform New York's vital transportation infrastructure while improving the economy, environment, and future of Long Island. The Expansion is decades in the making. Residents and commuters along the Main Line corridor have long sought a mass transit solution to reduce congestion, improve safety and the environment, and provide an appealing alternative to driving, with minimal disruption to existing services and without residential property takings. The new plan includes construction of a 9.8 mile third track between the Floral Park and Hicksville stations, the elimination of 7 grade crossings to improve safety and reduce road traffic, and upgrades to infrastructure, stations, and parking along the route.

Subcontracting opportunities include, but are not limited to:
Civil Work, Professional Services, Mechanical Work, Architectural Work, Metals, Electrical Work, and Design Services.

If you are interested in bidding on this project, please contact: info@skanskakiewitposillico.com

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Shea McNally JV BIDDING OPPORTUNITY
MBE/WBE/DBE Certified with the following certifying authority:

A DBE is a Disadvantaged, Minority, or Woman Business Enterprise that has been certified by an entity from which EPA accepts certifications as described in 40 CFR 33.204-33.205 or certified by EPA. EPA accepts certifications from entities that meet or exceed EPA certification standards as described in 40 CFR 33.202.

Inviting qualified contractors, specifically MBE/WBE/DBE firms certified/eligible as listed above, to contact Shea McNally JV (Prime Contractor listed below) regarding subcontracting services and material supply opportunities in connection with the upcoming tunnel and shafts project.

The Work under this contract is located in Long Island (Babylon), New York. The Work consists of:

Southwest Outfall Replacement, Capital Project No. 8108
Owner: County of Suffolk – Dept. of Public Works-Yaphank, NY
Capital Project No. 8108
BID DATE: June 29, 2017 at 11:00 AM

Opportunities to participate exist in the following specific areas of soil and rock excavation, hauling, excavation support systems, underground blasting, structural steel, engineering, survey, instrumentation and monitoring services, materials testing, demolition and site preparation, environmental investigation, utility relocation, paving, fencing and gates, geotechnical and structural instrumentation, slurry wall, cased auger shaft construction, secant piles, cast-in-place concrete structures, reinforcing steel, ground stabilization, rock-bolts, steel dowels, shotcrete, concrete finishing, waterproofing, service utilities, grouting, mechanical equipment – hydraulic, sluice & weir gates, electrical services, pest control, IT services, security, waste disposal, cleaning services, and security services.

Any business seeking to participate as a MBE/WBE/DBE in the Contract that is not currently certified DBE by the EPA and the requirements set forth above should review 40 CFR 33.204-33.205 or certified by EPA shown above to obtain current certification.

Shea McNally JV set up an FTP site where you can view all plans, specifications and addendums for your convenience. Please contact Steve Fiore at (909) 595-4397, Steven.Fiore@jfshea.com, to receive instructions on accessing the FTP Site.

Shea McNally JV
An EEO Employer
(J.F. Shea Construction, Inc. – McNally Tunneling Corporation)
667 Brea Canyon Road, Suite 22 • Walnut, CA 91789
909-594-0990 • 909-869-0827 (fax)
Attn: Dennis Poulton, Chief Engineer

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NORTHEAST EVENTS FOR YOUR BUSINESS

2017

Introduction to Entrepreneurship
Wednesday, June 14, 2017, 6:00 pm–8:00 pm
YMCA of Trenton, 431 Pennington Avenue, Trenton, NJ
Main Sponsor(s): Union County Economic Development Corporation
Contact: Rogers Ramsey, 908-527-1166, rramsey@ucedc.com
Fee: Free; registration required
This is a free program being offered by the Union County Economic Development Corporation, a nonprofit organization that is dedicated to helping New Jersey's small business community, in partnership with the YMCA of Trenton. Starting a small business is a rewarding but risky proposition. Before you hang the "Open for Business" sign or get in too deep in your new venture, you should take an honest look at your preparedness to succeed. If you're just starting a business or need feedback on the essential steps, this workshop is for you!

Starting a Small Business in Maine
Thursday, June 15, 2017, 2:30 pm–4:30 pm
Southern Midcoast Career Center, 275 Bath Road, Suite 3, Brunswick, ME
Main Sponsor(s): Small Business Administration, Maine Small Business Development Center, Southern Midcoast Career Center
Contact: 207-373-4000, brunswick.careercenter2@maine.gov
Fee: Free; registration required

Here in Maine, many people want to be self-employed. So what does it really take to plan, start, and run a successful small business where you can realize the challenges and satisfaction of working for yourself? Join us for a two-hour afternoon session, where a Maine Small Business Development Center Certified Master Business Counselor will present a comprehensive overview of the keys to successful small business start up and management, focusing on the business plan. What is it? Why do you need one? What can it do for you? This session is free of charge and is co-sponsored by the Small Business Administration, Maine Small Business Development Center, and Southern Midcoast Career Center. Please call to reserve your spot: 207-373-4000.

Time Management for a Time-Starved World
Thursday, June 15, 2017, 7:00 pm–8:30 pm
Fairfield Library, 1080 Old Post Road, Fairfield, CT
Main Sponsor(s): Greater Bridgeport SCORE
Contact: 203-378-8664, 203-450-9484
Fee: Free; registration required
Time management is everyone's biggest challenge these days. With modern technology, it's harder than ever to do. But it can and must be done if your business is to survive and grow—and if you want to have a life! In this fast-paced, entertaining workshop, you will learn practical real-world strategies for managing your time, including: how to prioritize your daily workload; how to separate the urgent from the important; how to manage your expectations without losing business; how to tame your email inbox and cell phone; how to turn technology from an enemy into a friend; what you should delegate to others; and the most common time vampires, and how to deal with them.