

Growing people, communities, and resources for exempt organizations.

D.E.I. Policies and Procedures

Does the organization have written policies for Diversity, Equity, and Inclusion processes such as recruiting employees and board members, HR policies, and other operational policies that are active and consistently reviewed?

DEFINITIONS

Diversity represents the full spectrum of human demographic differences -- race, religion, gender, sexual orientation, age, socio-economic status or physical disability. A lot of companies consider lifestyles, personality characteristics, perspectives, opinions, family composition, education level or tenure elements of diversity, too.

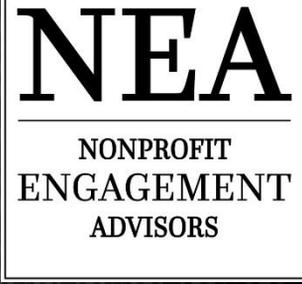
(Source: <https://www.gallup.com/workplace/242138/requirements-diverse-inclusive-culture.aspx>)

Equity seeks to ensure fair treatment, equality of opportunity, and fairness in access to information and resources for all. We believe this is only possible in an environment built on respect and dignity.

(Source: <https://www.fordfoundation.org/about/people/diversity-equity-and-inclusion/>)

Inclusion has to be understood as very different from diversity because simply having a wide roster of demographic characteristics won't make a difference to an organization's bottom line unless the people who fall into any one demographic feel welcomed. Inclusion refers to a cultural and environmental feeling of belonging. It can be assessed as the extent to which employees are valued, respected, accepted and encouraged to fully participate in the organization.

(Source: <https://www.gallup.com/workplace/242138/requirements-diverse-inclusive-culture.aspx>)



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CULTURAL AND DIVERSITY PLAN:

Our plan for Diversity, Equity, and Inclusion must have simple steps that we can follow and review over the next three years. These eight topics from the Forbes Nonprofit council will be used to help us focus our efforts.

1. Cultivate Compassion

YOUR ORGANIZATION must be both empathetic and compassionate to the needs of our participants, Board of Directors, staff, volunteers, and our community at large.

2. Be Intentional

YOUR ORGANIZATION will build and retain diverse teams within our Board of Directors, staff, and volunteers. These teams are critical to solving problems and collaborating effectively.

3. Destroy The Silence

YOUR ORGANIZATION will ensure everyone's voice will be heard when participating and assessing our program. By focusing on inclusion, our team of leaders will be an equal representation of our community.

4. Mirror Your Community

YOUR ORGANIZATION will be active in recruiting throughout the communities we serve. As we recruit, we will uphold our policies around diversity and having a non-discriminatory or judgmental culture.

5. Seek Out Talent From Universities

YOUR ORGANIZATION will fuel it's growth by working with universities that promote and provide diversity to our Board of Directors, staff, volunteers, and participants.



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6. Be Transparent

YOUR ORGANIZATION provides an evidenced based approach and we show our work. We need to be transparent to our participants because in part, we expect the same from them. The more we know about what is important to our participants, the better we can mentor them.

7. Consider Your Bottom Line

Research shows that implementing a strong Diversity, Equity, and Inclusion plan improves overall retention and meets the needs of a wider population on a consistent basis. Both retention and expansion are a sound business case for this plan.

8. Open The Discussion

YOUR ORGANIZATION will regularly convene our team and community stakeholders to seek recommendation on ways we can improve and grow our services to those in need. Every voice must be heard in a respectful and inclusive way.

Source:

<https://www.forbes.com/sites/forbesnonprofitcouncil/2018/09/07/eight-ways-nonprofits-can-improve-their-approach-to-diversity-and-inclusiveness/#6a7bb3c11566>

Case Studies for a diverse culture:

According to a study by Boston Consulting Group, "companies that reported above-average diversity on their management teams also reported innovation revenue that was 19 percentage points higher than that of companies with below-average leadership diversity — 45% of total revenue versus just 26%."

Source:

<https://www.forbes.com/sites/forbesagencycouncil/2019/06/06/diversity-in-corporate-culture-starts-with-inclusion/#526611d47805>



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Case studies for a diverse culture:

So why are some organizations and business leaders still stuck on the fundamental understanding that creating an inclusive and diverse workforce is good for business? We need to respectfully challenge and move beyond lip service in two key areas.

1. The business case for diversity must assume the same level of importance as bottom-line results and market-share performance.
2. We must ask for and challenge the business case for maintaining a heterogeneous workforce.

Source:

<https://www.forbes.com/sites/forbescoachescouncil/2019/09/06/four-strategies-for-moving-diversity-equity-inclusion-and-belonging-beyond-lip-service/#51c712951bf4>

For Nonprofits:

Most foundations require a cultural diversity plan.

If you require accreditation from CARF or other organizations, you are required to have a cultural diversity plan.

If you do not invite diversity in how you serve, then you cannot truly fulfill your mission.

BUILDING BLOCKS FOR A DIVERSE CULTURE

Data Collection

Age. Disability. Ethnicity/national origin. Family status. Gender. Gender identity or expression. Generation. Language. Life experiences. Organization function and level. Personality type. Physical characteristics. Race. Religion, belief and spirituality. Sexual orientation. Thinking/learning styles. Veteran status.

Source: <https://www.shrm.org/resourcesandtools/tools-and-samples/how-to-guides/pages/how-to-develop-a-diversity-and-inclusion-initiative.aspx>



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BUILDING BLOCKS FOR A DIVERSE CULTURE

Identify Needs and/or Areas of Concern

Once data are collected, underrepresented areas can be identified. To do so, employers should begin with a high-level review of demographics such as age, sex and race representation, and then continue to drill down by location, department, position, etc. Identification of underrepresented areas.

Source: <https://www.shrm.org/resourcesandtools/tools-and-samples/how-to-guides/pages/how-to-develop-a-diversity-and-inclusion-initiative.aspx>

Address Policies or Practices Affecting Diversity

Employers must determine if there are barriers impeding the employment of individuals from different demographic groups. Organizations should consider if any policies or practices need to be eliminated or adjusted. Some examples to start with include:

- Employee referral programs:
- Unconscious biases:
- Company culture:
- Political preferences:

The organization must take appropriate disciplinary action when employees, including supervisors or managers, are intolerant of differences.

Source: <https://www.shrm.org/resourcesandtools/tools-and-samples/how-to-guides/pages/how-to-develop-a-diversity-and-inclusion-initiative.aspx>

Identify Business Objectives

Identifying how a diverse and inclusive workforce can aid in achieving business objectives aligned with the company's strategy is the next step in the process. The organization must set specific goals related to diversity and inclusion based on the company's strategic objectives.

Source: <https://www.shrm.org/resourcesandtools/tools-and-samples/how-to-guides/pages/how-to-develop-a-diversity-and-inclusion-initiative.aspx>



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BUILDING BLOCKS FOR A DIVERSE CULTURE

Procure Buy-in and Support

For the diversity initiative to succeed, senior level buy-in and support are vital. Senior management must understand the business case for diversity and inclusion initiatives, with direct links to the company's strategic goals. It is helpful to identify a senior-level champion who can be tasked with visible support of the initiative and ultimately responsible for keeping the program "alive."

Source: <https://www.shrm.org/resourcesandtools/tools-and-samples/how-to-guides/pages/how-to-develop-a-diversity-and-inclusion-initiative.aspx>

Implement Initiatives

Examples of diversity and inclusion initiatives are changes in policies and practices, staff training, targeted recruiting, and employer-sponsored diversity and inclusion awareness events for employees. The employer must develop an action plan to implement these initiatives by setting realistic goals and starting with the elements that have the greatest business value or that are readily achievable to build momentum for the initiative.

Format for an action plan:

Initiative:

Responsibly:

Action items:

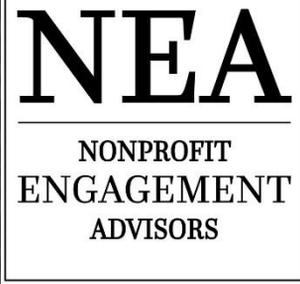
Timeframes:

Source: <https://www.shrm.org/resourcesandtools/tools-and-samples/how-to-guides/pages/how-to-develop-a-diversity-and-inclusion-initiative.aspx>

Communicate the Initiatives

Employers must identify different stakeholders and design messages for each stakeholder to inform, educate, engage or empower as appropriate. The communication plan should incorporate executive presentations and all available media, including social media. Newsletters, intranet and e-mail can also be successful communication tools.

Source: <https://www.shrm.org/resourcesandtools/tools-and-samples/how-to-guides/pages/how-to-develop-a-diversity-and-inclusion-initiative.aspx>



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Measure and Disseminate Outcomes

It is imperative to measure the results of the diversity initiatives that have been implemented. Outcomes such as increased representation of identified groups and improved employee survey scores should be captured. Other measurements, such as improved employee retention, and public recognition, such as employer awards or social media accolades, can also indicate how an employer is performing in its diversity and inclusion initiatives.

Source: <https://www.shrm.org/resourcesandtools/tools-and-samples/how-to-guides/pages/how-to-develop-a-diversity-and-inclusion-initiative.aspx>

Review and Adjust

The employer must establish procedures for periodic review of the diversity and inclusion initiatives and goals. After a diversity initiative has been implemented for a period of time, the employer should resurvey employees regarding their perceptions of the company's efforts. Periodically, an organization may need to start at collecting new data again to refocus its diversity and inclusion program.

Source: <https://www.shrm.org/resourcesandtools/tools-and-samples/how-to-guides/pages/how-to-develop-a-diversity-and-inclusion-initiative.aspx>

HR Policies and Procedures

Changes to the following policies and procedures must be made to properly implement a diverse culture:

1. Job descriptions
2. Hiring practices
3. Training
4. Recognition



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Communication:

- Introduce diversity and inclusion early on in the employee's cycle.
- Use open source software to catch gendered language in team communications.
- Have every employee take a working styles test to help coworkers understand each other's work and communication styles.
- Celebrate holidays and events for underrepresented minorities like Black History Month or Gay Pride Week.
- Share discussion points and an agenda prior to meetings so more voices are heard.

Source: <https://www.lever.co/blog/50-ideas-for-cultivating-diversity-and-inclusion-in-the-workplace/>

Obtaining Feedback:

- ✓ Verify. Often "common sense" turns out to be wrong. There are many cases where what initially seems to make a lot of sense may not in fact be the case.
- ✓ Document. Whether it is to funding agencies, other practitioners in the area or lay audiences, documentation provides evidence of accomplishments and results.
- ✓ Quantify. While you may have some general knowledge of what is going on, it is important to use numbers for support if you're trying to show that there is a problem.

Source: <http://www.nmac.org/wp-content/uploads/2015/04/Program-Development.pdf>



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S.M.A.R.T. GOALS

The concept of "management by objectives" goes back, as does so much in management, to Peter Drucker, and his classic 1954 book, *The Practice of Management*. It wasn't until 1981, however, that the notion of "SMART" objectives was developed, it's generally believed, with an article in *Management Review* by George Doran, a director of Corporate Planning for a Washington-based power company.

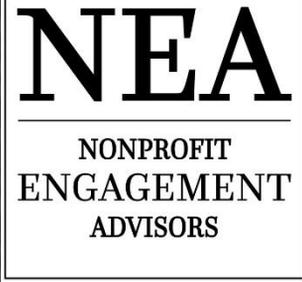
I was introduced to SMART objectives when I first went into management in 1988. While I completely admit there are many ways to skin this cat - many ways to approach developing productive objectives for your employees - if you're not exactly sure how to go about it, you won't go wrong with SMART objectives as a solid starting point.

So what does the acronym stand for? Many variations have evolved over the years (based on different organizations' needs), but the original breakdown is:

Source: <https://www.forbes.com/sites/victorlipman/2016/11/02/why-smart-job-objectives-are-exactly-that/#54cf01523d56>



Each objective for implementing a diverse culture should follow this format to ensure the objectives are met timely and evaluated over time for maximum effectiveness.



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