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Message from Nonprofit HR's Founder & CEO

Nonprofit HR, for the second time in its history, surveyed nonprofits in North America about their diversity efforts. These surveys are extensions of an internal initiative to better understand the state of diversity, equity and inclusion (DEI) issues plaguing social impact sector workplaces. One outcome of the initial assessment led to the creation of a DEI consulting practice that allows Nonprofit HR's DEI experts to partner with dozens of nonprofits across the United States on their highest-priority workforce challenges. Deliverables from these engagements include customized assessments, reports, surveys, trainings and additional recommendations.

Another outcome was the creation of learning objectives which help to shape the firm's virtual learning and communication calendars. This 2021 report is complemented by a Fall 2020 study which also set out to understand how national events have impacted any progress made by nonprofits since the original survey was published. The results presented in this report include a compilation of editorials submitted by DEI, talent management and social impact researchers and experts.

Nonprofit HR is a leading talent management firm in the social impact sector, and for 20 years, we have worked with thousands of organizations to help advance their missions through their most important asset, their people.

We invite you to access and download recently recorded webinars and podcast episodes which view all talent management practices through an equity lens. We also invite you to register for and attend our upcoming DEI events where we will build upon each of these topics as well as provide tools you can immediately use to advance your organization's commitment to creating a vibrant and equitable workplace and workforce.
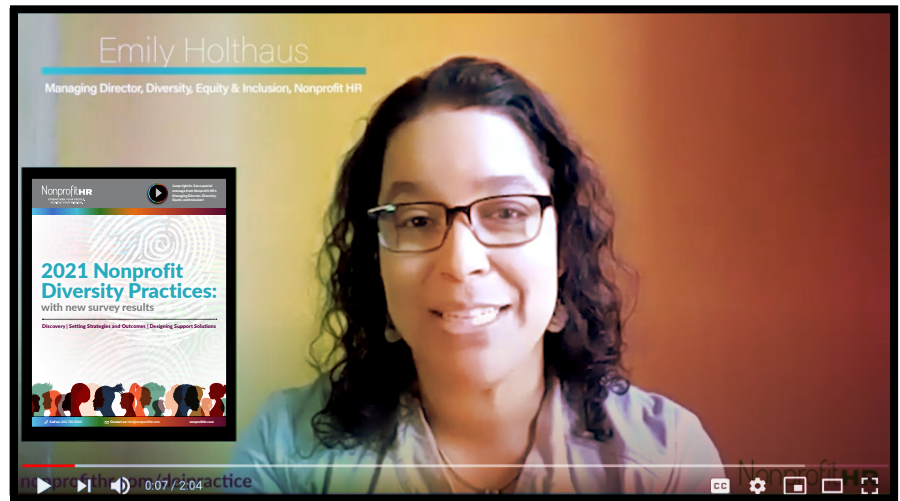
Sincerely,

Lisa Brown Alexander
Founder & CEO

Message from Nonprofit HR's Managing Director, DEI

My acceptance of a position at Nonprofit HR came at a time when the world was at the height of two major challenges—a health pandemic and civil unrest—both of which have crippled the global economy in unprecedented ways. The impacts of the pandemic have affected businesses of all types, including social sector organizations. Nonprofit employers have been fighting multiple battles: to keep their employees safe and healthy; to respond to calls from their constituencies to dissect and dismantle the organization's systems of inequitable people management practices, bias and oppression; and to sustain their organization's mission.

Since joining Nonprofit HR, I have been focused on building a team of DEI experts to help address the immediate needs of new clients. I have also partnered with our consulting practice leaders to support the emerging DEI needs of long-time clients and to raise the awareness level of best practices and tools. This publication offers a review of 2020 DEI Practices Survey data and editorial content and tools, all written to help practitioners, leaders and line managers create space for authentic and brave dialogue around sensitive topics, construct more solid DEI practices, address their most challenging scenarios and take steps to prevent future breakdowns.

I welcome a discussion with you about the findings of this report and to learn how Nonprofit HR can partner with your organization to increase the success of your DEI initiatives.

Sincerely,
Emily Holthaus
Managing Director
Diversity, Equity and Inclusion

Executive Review

Lisa Brown Alexander - Founder and CEO

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Atokatha Ashmond Brew - Managing Director, Client Marketing and Strategic Communication
Mishka Parkins - Marketing and Communication Manager
Lindsey Otto - Marketing and Communication Associate

Research Methodology for Diversity Practices Survey

We took several steps during the survey creation and analysis to ensure a wide range of perspectives throughout the process. Our efforts included multiple discussions with diversity, equity and inclusion experts on current practices and opportunities to close the data gap within the sector. Also, we engaged Nonprofit HR's consultants in a roundtable discussion of the results of the survey to gauge what is happening in the field. We also partnered with diversity champions from nonprofit and for-profit organizations to further insights and tactics that complement the survey findings. Ultimately, the 2020 data outlined in this report showcase the need for organizations to invest in comprehensive talent management practices.

We believe that the majority of nonprofits, regardless of size or mission focus, will relate to the data, quotes and stories shared in this report. The survey, administered and analyzed by our Knowledge Practice team, is one of several tools made available in 2021.

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The Impact of Recent Events on Organizations' DEI Initiatives

Considering recent Black Lives Matter responses, organizations:

Have, or expect to, reduce their diversity budget	<1%
Have, or expect to, increase their diversity budget	28%
Have made adjustments to prioritize/reprioritize diversity objectives, programs and/or initiatives	63%
Have de-prioritized their diversity objectives, programs, and/or initiatives	<1%
Have not adjusted our approach. Recent race events have not impacted my organization's approach toward diversity.	28%
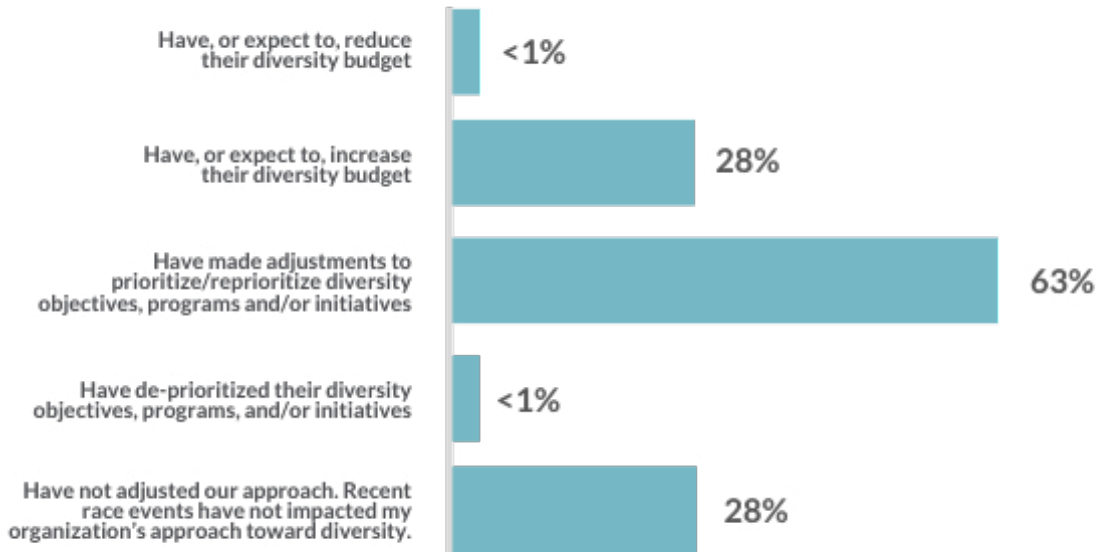
If you are prioritizing diversity due to recent racial events, whom from your staff is leading those efforts?

Junior staff	25%
Senior leadership staff	81%
Other	15%

Diversity as an Act of Humility

By Emily Holthaus, Managing Director, Diversity, Equity and Inclusion
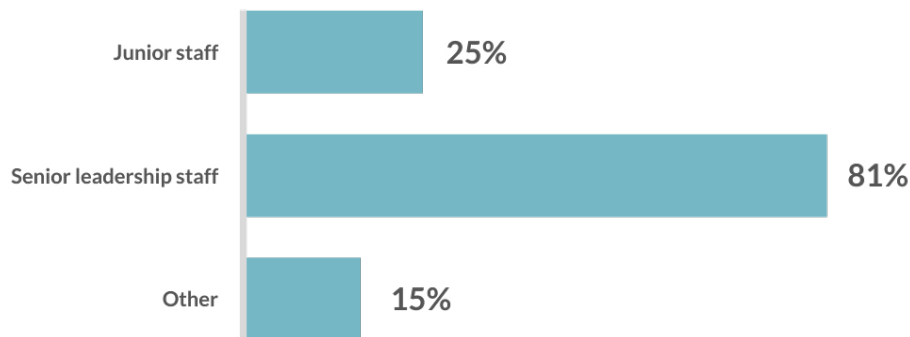
Diversity, equity and inclusion continues to challenge every corner of society, and rightfully in the nonprofit sector. We are called to reflect on our practices to understand our complicity in white supremacy and question whether we, as organizational leaders, are doing enough to advance equity. Our sector exists to address gaps in societal needs and this is a cavernous hole.

An easy and visible place to begin a self-assessment is looking at an organization's leadership. Large corporations have been publicly criticized for boards stacked with white men. A 2018 report published by the Alliance for Board Diversity found that over 80% of corporate board seats were filled with white individuals.

The focus on leadership is warranted. Who we choose to lead our organizations indicates whose experiences, training and perspectives we value. It is the tip of the iceberg that indicates the values of the organization and will dictate the way in which it acts.

Addressing diversity can often feel like a cringe-worthy exercise of "adding a diverse member" or someone who will "bring diversity." One or even a few people cannot carry the immense weight of representing all non-majority views. Rather, our focus is better directed on who we are as a whole. A table of whiteness with one face of color is not diverse, and many times appears as tokenization. Our goal should be to represent as many viewpoints and experiences as possible, both in the boardroom and throughout the ranks.

If we find ourselves lacking "qualified candidates," an honest assessment of how we define "qualified" is needed. In any line of work, we produce a product or service for a diverse society. To understand those needs, we may employ tactics such as focus groups and surveys of end-users with a goal to include as many voices as possible and at every level of decision-making.

Working meaningfully in communities requires us to consider the communities we "serve" as co-designers of societal solutions and to be partners in any effort. Our aim is not to "fix" people but to fix situations that create negative effects on people. Without deep engagement, we cannot see the full picture and risk creating a world of our design, which is limited by our experiences of how we move and think in the world; it can never be a viable solution. Our privilege can blind us at times, but we can gather our unique experiences to help each other and find the best way forward.

> *If you have come here to help me, you are wasting your time, but if you have come because your liberation is bound up with mine, then let us work together."*
> —Lilla Watson

Diversity as an Act of Humility

By Emily Holthaus

Embracing these words by indigenous activist Lilla Watson is necessary to shift toward a holistic valuing of the diversity among people. A meaningful impact in communities or society demands that we accept the shortcomings of our own narrow experiences, regardless of how we've lived or learned. Nothing we do is as important as approaching others with humility, particularly if our work is meant to affect others' lives.

This embrace of diversity benefits everyone. In a homogenous space, none of us are able to stretch with comfort into our full selves, regardless of how seamlessly we may fit into the majority. We cannot safely have a different opinion because we are trying to meld into an impossible ideal.

In our complex and dynamic society, there are many solutions to explore. The best we can hope for is an inclusive one rooted in the tenets of equity and fairness. For that, we need many voices in the conversation and, if we're in the majority, we may need to listen at times. Only then will our liberation be shared, and we can make genuine progress together.

Emily Holthaus is Nonprofit HR's Managing Director, Diversity, Equity and Inclusion. She is known for collaborating with organizations to design organizational strategy and implement leadership development solutions toward the outcomes of greater equity, inclusion and human capital engagement in both physical and virtual environments.

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How has your organization approached diversity?
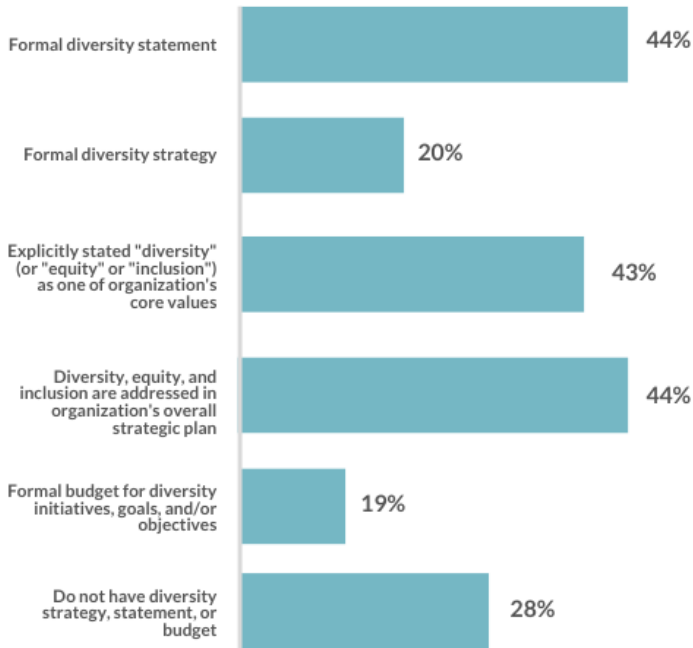
Formal diversity statement	44%
Formal diversity strategy	20%
Explicitly stated "diversity" (or "equity" or "inclusion") as one of organization's core values	43%
Diversity, equity, and inclusion are addressed in organization's overall strategic plan	44%
Formal budget for diversity initiatives, goals, and/or objectives	19%
Do not have diversity strategy, statement, or budget	28%

Does your organization have a staff person solely responsible for its diversity efforts?

Yes 21%   No 79%

Is your organization's diversity of staff reflective of the community it serves?

Yes 53%   No 47%

Primary driver for creating formal diversity strategy
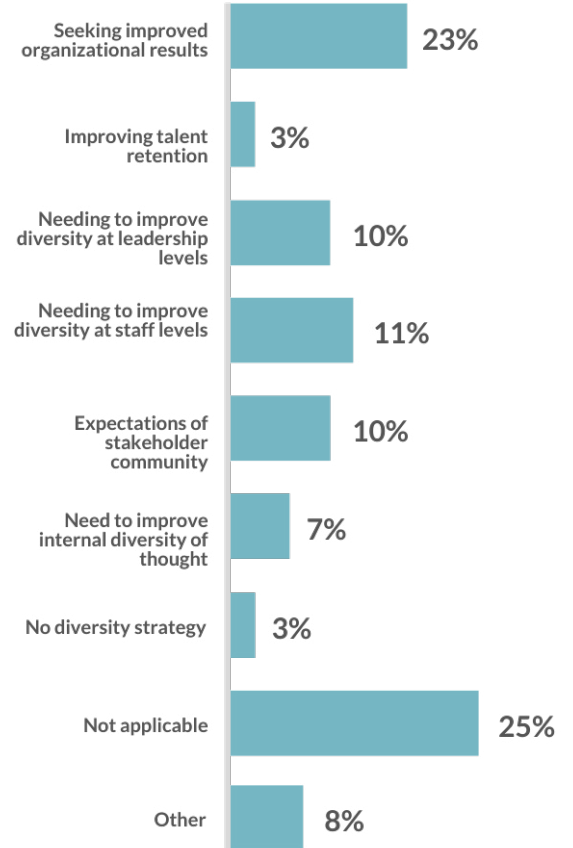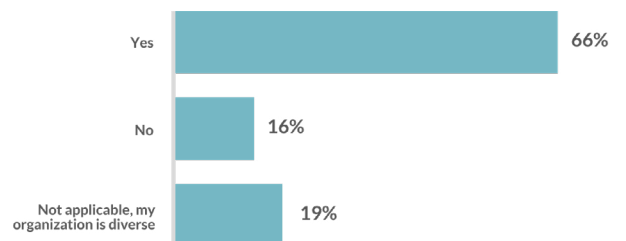
Seeking improved organizational results	23%
Improving talent retention	3%
Needing to improve diversity at leadership levels	10%
Needing to improve diversity at staff levels	11%
Expectations of stakeholder community	10%
Need to improve internal diversity of thought	7%
No diversity strategy	3%
Not applicable	25%
Other	8%

Has a lack of diversity impacted your organization?

Yes	66%
No	16%
Not applicable, my organization is diverse	19%

Organizations That Have a Formal Diversity Strategy

By Atokatha Ashmond Brew, Managing Director, Client Marketing and Strategic Communication

The weight of a strategic plan's objectives is measured by the allocation of resources to execute on its deliverables. This concept specifically applies to our organizations' intentions to create or elevate DEI practices. Allocated resources for strategic plan initiatives include people, tactics and budgeted dollars for expenses. According to the 2020 Nonprofit Diversity Practices Survey, 20% of respondents indicated that their organization has a formal diversity strategy, down approximately 10% from what 2019 respondents said. While attention should be paid to the fact that fewer survey respondents reported having a formal strategy, understanding what other nonprofits with a strategy are doing to ensure success for their DEI efforts can help organizations benchmark and track their own progress against other mission-focused employers.

Survey respondents with a formal diversity strategy are going the extra mile. More than three-quarters (80%) of those organizations have a formal diversity statement—a public-facing declaration of intent to create a diverse, equitable and inclusive workplace and culture. While many organizations have a diversity statement, those with a formal strategy are able to link the two for stronger impact and fulfillment of their DEI objectives. Forty-four percent of respondents address DEI in their overall strategic plan. Likewise, a reassuring 43% of respondents with a formal strategy have one or more of the terms "diversity," "equity" or "inclusion" explicitly stated as one of their core values. When we explicitly call out aspects of DEI as part of our core values, we have greater opportunities to maintain and align our organizations' focus in this area.

While the above survey responses are promising, it should be noted that only 19% of organizations with a formal DEI strategy have a formal budget for DEI initiatives. According to the Society for Human Resource Management (SHRM), the number of organizations with a DEI budget grew by 55% across all sectors in the past 12 months.

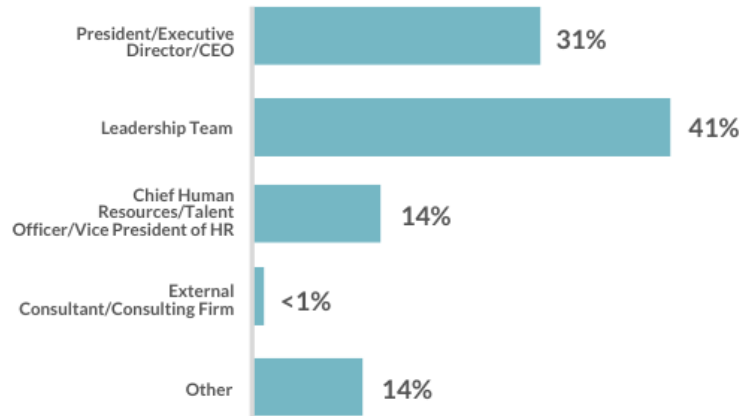# Organizations That Have a Formal Diversity Strategy

By Atokatha Ashmond Brew

Yet, the lack of funding reported by nonprofits suggests a greater challenge, considering 65% of respondents also shared that their organization has been impacted as a result of not prioritizing DEI.

Although meeting stakeholder expectations is a lower-ranking driver (10%) for why organizations decided to focus on DEI (41%), more than double of all other survey respondents indicate seeking to improve organizational results. These results are encouraging, as they suggest that while a critical incident or situation has intensified organizations' focus on DEI (2%), those with a formal diversity strategy are thinking and planning for the long term. One survey respondent shared how dismantling systemic racism is a core pillar of their overarching strategic plan, and another shared that DEI is the anchor for all of their programs, a core value and a part of their founding principles as well.

It is also worth highlighting that one respondent reported that "everyone" (that is, all staff, including the CEO, leadership team and DEI experts) is responsible for championing these efforts and may ensure a smoother budget-allocation process. However, DEI efforts spearheaded by leadership are more common (41%). Specifically, 31% of respondents shared that the President, Executive Director or CEO has accountability, compared to the 14% of respondents who assigned accountability to the Human Resources or Talent Management function. Yet, nearly 14% shared that an external consultant or consulting firm has accountability for driving and capturing the progress of DEI strategy and initiatives.

Who has accountability for organization diversity strategy/initiatives?

Role	Percentage
President/Executive Director/CEO	31%
Leadership Team	41%
Chief Human Resources/Talent Officer/Vice President of HR	14%
External Consultant/Consulting Firm	<1%
Other	14%

One other key factor to consider when seeking to understand how serious an organization is about its DEI efforts is the dedication to talent in this area. While some organizations take proactive steps by engaging leadership and hiring outside consultants, 79% do not have a staff person solely responsible for DEI, meaning no single employee is dedicated to DEI initiatives on a full-time basis. Therefore, in regards to how "serious" nonprofits are about DEI, the jury is out.

Atokatha Ashmond Brew is Nonprofit HR's Managing Director, Client Marketing & Strategic Communication. Atokatha inspires and trains teams of marketers to dream, strategize, design and implement best practice-oriented solutions. Her marketing and business development leadership positions held for over 20 years, in for-profit and not-for profit organizations, span a variety of industries. She is an international speaker, author, adjunct professor, former CEO for her own branding firm and is keenly engaged in all things consumer and behavioral analytics.

A majority of practitioners today agree that executive leadership has a role to play when an organization is primed to advance DEI efforts. As more energy and momentum generate around this topic, executive leaders are making decisions on where they fit in the process. In some spheres, the issue of inequity in the workplace has become a crisis of operations and sustainability. Many leaders in the nonprofit sector might see their place as being at the helm, leading those efforts directly and with the same consistent approach that has successfully navigated crises in the past. There will be organizations that find a meaningful change with this approach, but for others, it may be necessary for an experienced executive leader to play a different role as their organization's strategy becomes more focused on DEI.

The paradox is that the inequities within organizations and society have always existed and the leadership approach leveraged thus far may not be the best one to solve these issues. For example, some research indicates that CEO willingness to set up accountability mechanisms for DEI initiatives is influenced by their leadership style, social experience and sensitivity accumulated with age. Organizations that have executive leadership with limited experience advancing DEI initiatives have the potential to stifle or even set back progress in moving the needle. It is vital for executive leadership to be objective about their level of leadership over DEI initiatives.

Regardless of experience or depth of knowledge on how to move the needle on DEI metrics, executive leadership is always an essential component of advancing the work through their networks of influence. Two actions that every executive leader can and should perform include advocating for the work and being involved in the work. Advocacy of senior leadership is critical since they are uniquely positioned to articulate the vision of change and model how change will occur. CEOs and Executive Directors are also important when it comes to influencing board diversification. Being involved in the work means participating in trainings with staff of all levels and becoming more educated on issues and change management approaches that are novel. When determining if executive leadership should directly lead DEI initiatives, it is imperative to assess this in light of their experience and success in this area. For some executive leaders, the most impactful work they can do is to let others within the organization lead while advocating as they continue their own personal equity and inclusion journey.

Antonio L. Cortes, PhD is Nonprofit HR's Senior Consultant for DEI. He has over a decade of experience as an applied Industrial/Organizational and Business Psychologist in the nonprofit sector. In his current role, he functions as a senior advisor on methodologies to assess, plan and improve approaches to incorporating DEI into organizational operations.

Sources:

CEO Leadership Styles and the Implementation of Organizational Diversity Practices: Moderating Effects of Social Values and Age – 2012 by Eddy S. Ng & Greg J. Sears

Nonprofit Leadership Strategy Through a Time of Crisis, Part 1 – 2020 Kim Vaccari

Vision and Voice, The Role of Leadership and Dialogue in Advancing Diversity, Equity and Inclusion.

A Report from Philanthropy Northwest In partnership with the D5 Coalition and the Seattle University Nonprofit Leadership Program

3 Lessons on Advancing Equity and Inclusion in the Workplace. Kimberley Jutze 2019.

Which of the following diversity challenge(s) apply to your organization talent managment function?

Attracting a diverse pool of candidates	66%
Retaining minority groups on staff/retaining a diverse staff	37%
Implementing engagement practices for a diverse staff	48%
Creating and/or maintaining a culture of inclusiveness among all staff	60%
We do not have any diversity challenges when it comes to talent management	8%
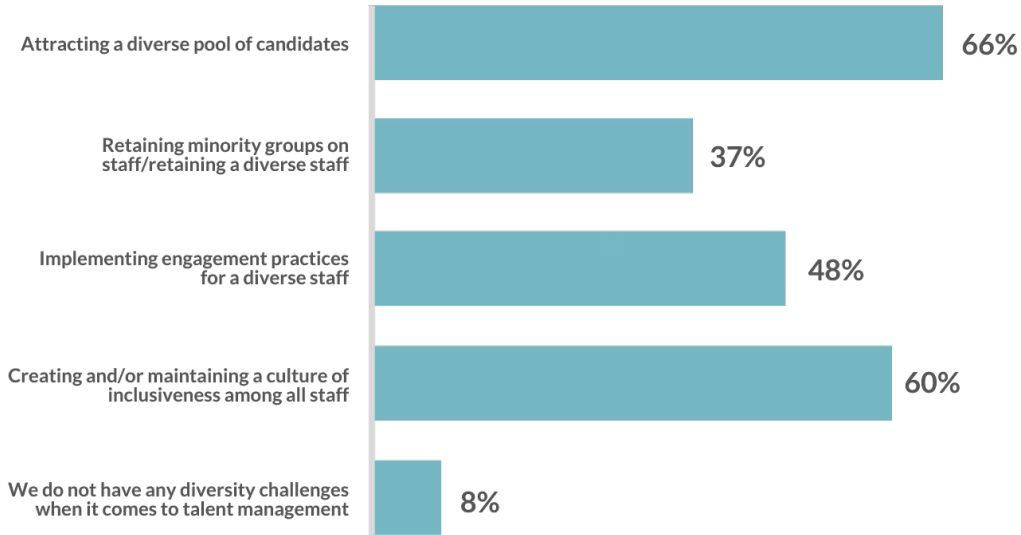
Which of the following diversity challenge(s) apply to your organization structure?

Obtaining and/or maintaining diversity at senior leadership levels	68%
Obtaining and/or maintaining diversity on the board	67%
Establishing accountability for diversity objectives, initiatives, or programs	54%
Obtaining leadership buy-in on the importance of diversity	23%
We do not have any diversity challenges when it comes to organizational structure	8%

It is no secret that the lack of diversity, equity and inclusion initiatives profoundly impacts an organization's ability to advance its mission. More than ever, social impact organizations emphasize their DEI needs, yet there remain a number of challenges they reportedly face within their talent management functions. Based on Nonprofit HR's report findings, the top three diversity challenges that organizations experienced this year concerning organizational structure were: obtaining and/or maintaining diversity on the board, obtaining and/or maintaining diversity at senior leadership levels and establishing accountability for diversity objectives, initiatives and programs.

The survey results indicate that organizations' greatest challenge this year was their ability to attract diverse candidates. Often, we hear organizations say that no people of diverse backgrounds applied to the positions they advertise. However, it begs two questions: Where did they look? And how did they look? Suppose organizations continue to recruit in the same ways they always have. In that case, they will continue to have an employer brand that isn't attractive to a diverse talent pool and lack the opportunities that many perspectives bring to an organization. It is not that the talent isn't there; it is about intentionally looking in places where talent exists. If your organization is serious about equity, the talent is out there. However, it will almost always require a different approach to find it.
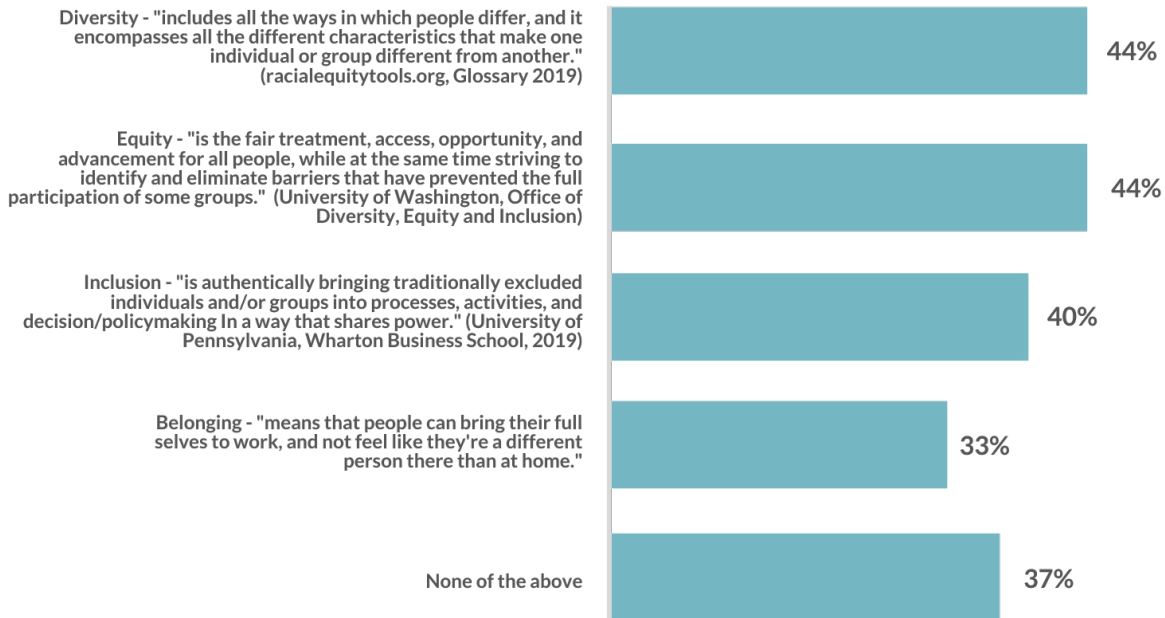
The second greatest challenge that respondents reported was creating and maintaining a culture of inclusiveness among all staff. It is important to understand that fostering a culture of inclusiveness is a continuous, everyday effort; it is an ongoing piece of how your organization functions over time. In addition, both accountability and transparency are key to its successful integration within your organization.

The third greatest challenge that organizations expressed was implementing engagement best practices for a diverse workforce. Promoting employee engagement is a vital component to retaining your organization's workforce and avoiding premature turnover. However, if your organization is hiring diverse talent, it is critical to determine if you are prepared and equipped to receive them. This is also an opportunity to explore various cultural assessments that will help integrate DEI into your mission and culture. It is important to note that organizational structure can also pose challenges to realizing greater diversity. Given the challenges outlined in the introduction, buy-in from the staff at all levels will ultimately enable organizations to align actions with words, ensure that everyone has a voice to be heard and seen and advance mission outcomes to better serve your organizations' stakeholders.

Lindsey Otto is a Marketing and Communication Associate at Nonprofit HR. Lindsey brings a range of experience in journalism, graphic design, communication and marketing to Nonprofit HR. Her design work has ranged from personal logos to nationwide campaign imagery. Her written work has been featured as published blog posts, magazines and newspaper articles.

My organization has changed its HR/talent management practices within the last year to greater realize:

Diversity - "includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another." (racialequitytools.org, Glossary 2019) — **44%**

Equity - "is the fair treatment, access, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups." (University of Washington, Office of Diversity, Equity and Inclusion) — **44%**

Inclusion - "is authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policymaking In a way that shares power." (University of Pennsylvania, Wharton Business School, 2019) — **40%**

Belonging - "means that people can bring their full selves to work, and not feel like they're a different person there than at home." — **33%**

None of the above — **37%**

HR/Talent Management practices and policies changed:

Interviewing/hiring — 63%

Promotion — 24%

Compensation and benefits — 34%

Performance management — 30%

Engagement and retention practices — 37%

Leadership development practices — 39%

Succession planning — 20%

Mentoring and other peer learning practices — 27%

Other — 5%
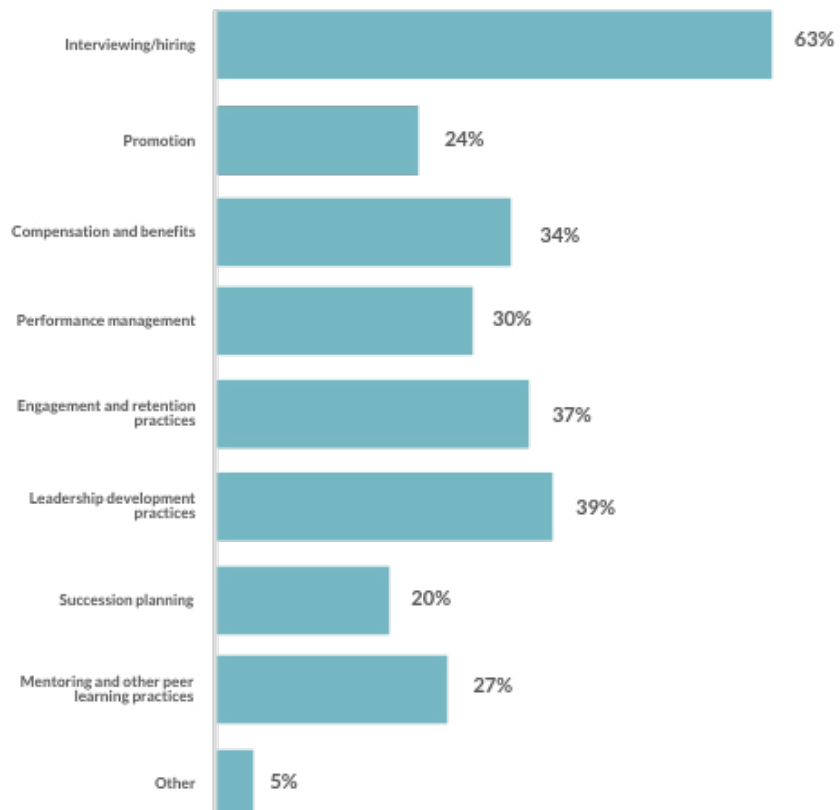
From Diversity to Belonging

By Mishka Parkins, Marketing and Communication Manager

Do you know if your staff feel fully accepted as individuals at work? Do you think your colleagues, especially those that identify with underrepresented groups, feel accepted? If the answer to either question is no, your organization could be lacking an integral aspect of inclusion—belonging.

The concept of belonging has more recently made its way into efforts to attract, develop and retain diverse talent. But it is still unclear on which comes first, belonging or diversity? Diversity is believed, by some, to be an outcome of inclusion. Others believe that diversity can be "obtained" then sustained in cultures where talent feels included, valued and where they experience a sense of belonging. While they should not be conflated, diversity, equity, inclusion and belonging just cannot be separated.

Inclusion refers to the actions taken on the part of the organization and the actions of individuals within the organization to include others. Belonging is how employees feel as a result of those actions. This key difference explains why organizations can implement diversity programs and hire diverse staff but struggle to engage and retain diverse talent. Organizations can achieve diverse representation without inclusion but sustaining it requires a commitment to cultivating an inclusive environment that stems from an integration of diversity into the overall strategy and explicit commitment from leadership to inclusion.

Cultivating an inclusive environment calls for an examination of how daily processes, policies and activities benefit some while alienating others. An inclusive environment also involves how employees relate to each other. Are employees encouraged to bring their whole selves to work?

When we encourage authenticity it can create a ripple effect throughout our organizations if we have staff modeling this behavioral shift. As more employees show up being themselves and being valued for doing so, other employees are more likely to model that behavior. Another easy way to encourage authenticity is to create a culture of celebration where you make it the norm to recognize and celebrate holidays from staff's diverse cultures and traditions. As with most other organizational goals, inclusivity holds more weight when stated as a core value or shared goal known by all staff.

Research continues to show that humans have a deep need to feel included. We need to belong. This need drives our efforts to build and maintain relationships, show loyalty to our favorite sports teams, commit to shared causes and lend our skills to organizations. When relating to others, many of us often find that we learn more about and gain a deeper understanding of ourselves. Belonging to a group helps us develop and maintain a sense of purpose, pride and self-esteem. Given the importance and weight of belonging, it is hard to imagine our organizations making strides with diversity without acknowledging and celebrating individuals in the workplace. We invite you to consider this possibility: Without inclusion, there can be no belonging. And without belonging, diverse representation within your organization will be short-lived or a fleeting goal that is never sustained.

Mishka Parkins is Nonprofit HR's Marketing and Communication Manager. Her passion for marketing is complemented by over eight years of experience developing content, targeted messaging, research and technical analysis. Mishka has led various member education and network engagement efforts as well as authored publications on a wide range of economic development, small business and entrepreneurship topics.

Organizations Changing Talent Management Practices to Achieve Greater DEI

By Emily Holthaus, Managing Director, Diversity, Equity and Inclusion

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As our nation continues to grapple with racism and inclusion issues, we have seen that more nonprofits are increasing their efforts to address DEI and belonging. In the 2020 Nonprofit Diversity Practices Survey, 67% of respondents indicated that their organizations changed their HR or talent management practices within the last year to realize greater diversity, equity and/or inclusion. In 2019, only 50% of respondents indicated that their organization changed its HR or talent management practices in an effort to realize greater organizational diversity. We, Nonprofit HR's DEI team, have seen these changes first-hand among some of our clients.

In addition, 63% of survey respondents indicated they had changed their interviewing and hiring practices within the last year to realize greater DEI. Many nonprofits that did not previously consider how DEI factored into their talent acquisition practices are now focusing their efforts on seeking a diverse candidate pool and ensuring a candidate experience that is more equitable and inclusive. Some are identifying new avenues for identifying candidates. Others are training their hiring managers in resume screening and interviewing techniques that help reduce bias.

Emerging Wins and Opportunities to Advance the Work and Dialogue

By Karen Friedman, Senior Manager, Access and Ability at YMCA of the USA

While employers may increase awareness and incentives for hiring talent with diverse abilities, the stigma and fear of identifying as having a disability at work is still a concern for many individuals with disabilities. Over the past couple of years, there has been a shift in Fortune 500 companies to better understand how many of their employees have disabilities and how to support them better. It is refreshing to see work being done on creating inclusive work cultures to create safe spaces to identify as having a disability—very similar to how organizations have focused on creating spaces for employees based on race and gender.

Companies have started establishing employee and/or business resource groups for employees with disabilities, which is an important first step in acknowledging and supporting employees with disabilities. In coordination with these employees, some employers are asking optional questions regarding self-identification of disability. As with any data collection, ethics is core to the process. In all instances of DEI work in this space, partnering with your ADA experts and employment attorneys is strongly recommended.

See resources on the next page

Karen Friedman is the Senior Manager of Access and Ability with the Diversity and Inclusion department at Y-USA. Karen provides strategic and technical leadership to Y-USA's ADA compliance and inclusion portfolio and supports the engagement of underserved communities as part of the Diversity, Inclusion and Global (DIG) team.

Organizations Changing Talent Management Practices to Achieve Greater DEI

By Emily Holthaus

Turnover and disengagement can have detrimental effects on a nonprofit's ability to achieve its mission, which is likely why 36% of respondents have changed their practices aimed at engagement and retention. Employees tend to stay with an organization in which they are engaged and feel valued. Engagement stems from many positive factors, including the feeling of inclusion and belonging from a culture in which these are fostered. Strong leaders realize this and seek to intentionally build a culture grounded in values such as respect. Today's employees are examining the cultures of their potential and current workplaces and in many cases, are pushing for stronger talent management practices aligned with DEI.

Many responding organizations (38%) also indicated they changed their leadership and development practices within the past year to realize greater DEI. I have seen many instances where the leadership of our nonprofit clients have stepped up to make DEI a priority in their organization. This includes clients making space for staff to have conversations about DEI; reviewing policies and practices through a DEI lens; and including DEI in strategic plans. These nonprofits are not only looking at internal practices, but leading change with their external stakeholders as well. Many are also realizing the importance of providing training to help their employees and board better understand the impact of unconscious bias, micro-aggressions or racial equity.

It is reassuring to witness and participate in these needed changes in talent management practices. While these changes seem to have been advanced by our current climate and the workforce's evolving needs, the forward movement of "the needle" to achieve greater diversity, equity and inclusion will only serve to strengthen our sector.

Access these resources for additional insight on :

Learn about "Self Identification Campaigns:"
http://usbln.org/wp-content/uploads/2017/05/GFG-Self-ID-Strategies-for-an-Effective-Campaign-1.pdf

- UNC self-id campaign: https://eoc.unc.edu/count-me-in/
- Mayo Clinic created a video for their self-id campaign: https://www.youtube.com/watch?v=ZwmnIgZK1hI

Become familiar with the national organization supporting business disability inclusion, Disability:IN: https://disabilityin.org/.
- ERG/BRG resource: https://disabilityin.org/resource/erg-brg-resources/
- Inclusion roadmap: https://disabilityin.org/are-you-in-roadmap/
- Best Practices in Self-ID: https://disabilityin-bulk.s3.amazonaws.com/2019/Self+ID+Document+508.pdf

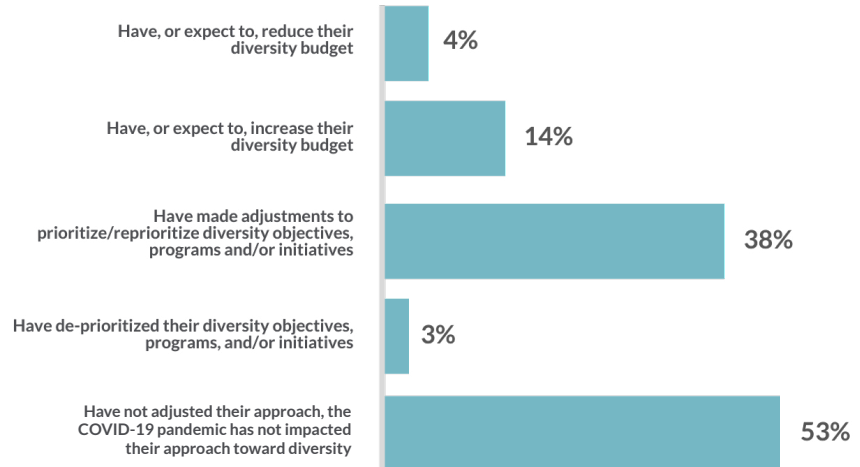# Mission-Driven Leaders are Health-Equity Conscious

By Lisa McKeown, Managing Director, Total Rewards

It is no secret that the 2020 crises, including the coronavirus pandemic and the continued social injustice from which the Black Lives Matter movement developed, shed light on the lack of access to affordable healthcare and the health implications stemming from systemic oppression of people of color. Both crises brought to light a crippling compound effect of health inequity shouldered by economically marginalized communities. What came as a shock to many employers, though, is how quickly our internal and external stakeholders began demanding an immediate response.

In fact, and as Nonprofit HR's 2021 Nonprofit Diversity Practices Survey shows, 63% of respondent organizations made adjustments to prioritize or reprioritize diversity objectives, programs and/or initiatives. Social impact leaders convened, sharing tips and resources to help each other effectively lead during unprecedented times. Getting serious about diversity, equity and inclusion initiatives as well as access to affordable healthcare for the nonprofit workforce were two salient topics that dominated the discussion centered on race.

This shift in focus for nonprofit employers is directly related to current events and the impact of these events on our talent management practices, including attracting new people of color for executive and professional roles; assessing and adjusting compensation through an equity lens; and honing in on engagement and retention practices to lessen voluntary turnover amongst affinity groups.

Considering the COVID-19 crisis, organizations:

Have, or expect to, reduce their diversity budget	4%
Have, or expect to, increase their diversity budget	14%
Have made adjustments to prioritize/reprioritize diversity objectives, programs and/or initiatives	38%
Have de-prioritized their diversity objectives, programs, and/or initiatives	3%
Have not adjusted their approach, the COVID-19 pandemic has not impacted their approach toward diversity	53%

Today, nonprofit leaders have an opportunity to take deliberate and purposeful steps to address this growing challenge that impacts our DEI efforts. The four critical areas we can immediately focus on regarding health equity include education, coverage, planning and partnerships. Leaders of mission-driven organizations are empowered to spearhead health equity initiatives and starting now could directly impact the quality of life and overall employee wellness of our entire workforces.

Lisa McKeown is Nonprofit HR's Managing Director, Total Rewards. Lisa offers clients more than 25 years of experience in global benefits, compensation and HRIS, with unique expertise in global compensation strategy, program design and operations. Known to bring a strong service orientation to every project she touches, Lisa is a critical thinker who thoughtfully develops programs that are differentiating for clients and their employees, alike.

Total Rewards Considerations to Mitigate Inequities

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- Supporting building up health provider networks in communities where your employees live and access care
- Forming a diverse Total Rewards Employee Committee, encompassing compensation and benefits
- Conducting a benefits survey to understand benefit needs across gender, ethnicity, race and age
- Looking at how your organization determines salary decisions - Can those decisions be overruled?
- Being transparent about how salary decisions are made (merit, promotion, equity and bonus)
- Reviewing job descriptions for consistency in defining roles (scope, experience, credentials and education)
- Considering only bona fide occupational qualifications (is equivalent experience enough?)
- Ensuring that all staff are aware of open positions within your organization
- Encouraging cross-functional staff to apply for open positions
- Reviewing pay equity across salary levels and departments at least once a year to uncover pay inequity
- Making organizational information available to staff through different mediums and languages

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The Building Movement Project (BMP) Women of Color in the Nonprofit Sector report described the often overlooked challenges women of color face, including discrimination in mentorship, performance evaluations, promotions, advancement, wages and treatment in the workplace. All of these problems certainly existed before the COVID-19 pandemic—a crisis in which women of color are disproportionately impacted—and the public outcry over the murder of George Floyd, Breonna Taylor and many others. The events of 2020 have forced overdue attention on the barriers that women of color face.

In 2019, BMP conducted an updated Race to Lead survey, adding new questions on DEI initiatives. Over 5,200 people responded, including 1,734 women of color. The responses of women of color are instructive in how organizations and the sector can proceed with DEI, especially based on leadership composition.

To assess survey respondents' experiences in organizations with different degrees of leadership by people of color, BMP's Race to Lead Revisited report categorized nonprofits based on the racial composition of their boards of directors and staff in the top leadership roles. The White-run category consisted of organizations in which both the board and staff leaders are less than 25% people of color, meaning that White people constitute at least 75% of those in the top leadership levels. This organization type is common in the sector. The people of color (POC)-led category includes organizations with 50% or more people of color on the board of directors and in staff leadership. Women of color in POC-led organizations (76%)

were more likely to report their organizations had DEI initiatives than women of color in White-run organizations (67%). Women of color in POC-led organizations were also more likely to say their organizations had a DEI policy (average agreement of 7.5 out of 10) than those in White-run organizations (5.0 out of 10) and that their organization's leadership demonstrated a commitment to DEI (average of 8.1 in POC-led organizations and 4.6 in White-run organizations).

Respondents who did not work for organizations with DEI initiatives were asked what strategies would help their workplaces and findings again varied by organization type. For women of color in White-led organizations, the most popular strategies were increasing the representation of people of color on the boards of directors (80% compared to 19% of women of color in POC-led organizations); providing training to staff,

These findings indicate that organizations with more diverse leadership tend to have more policies and initiatives related to DEI and a more robust leadership commitment to DEI. Women of color in White-run organizations that are not pursuing DEI initiatives would like to see training, diversity in leadership and a stronger understanding of systemic racism as well as its relation to the organization's work. Finally, women of color view more board diversity and enhanced funding for POC-led organizations as a solution to support the leadership of color.

leadership and board (76% compared to 38% for women of color in POC-led organizations); and addressing ways systemic bias impacts the issues the organization works on (72% for women of color in White-run organizations and 41% for women of color in POC-led organizations).

Finally, the 2019 survey asked respondents to rate sector-wide strategies to increase the diversity of nonprofit leadership and support leaders of color on a scale of potential effectiveness from 1 (not effective at all) to 10 (extremely effective). For women of color—and most respondents—the most popular strategies were increasing the diversity of boards of directors (average of 8.7 out of 10, including 8.7 in POC-led organizations and 8.9 in White-run organizations) and providing more funding to POC-led organizations (average of 8.6, including 9.1 in POC-led organizations and 8.6 in White-run organizations).

Ofronama Biu is a former Senior Research Associate at the Building Movement Project and has over 10 years of experience in higher education and nonprofit organizations. She works on national projects focused on leadership, including BMP's Race to Lead reports, service and social change, and movement building. She is a PhD candidate at the Milano School of International Affairs, Management, and Urban Policy at The New School.
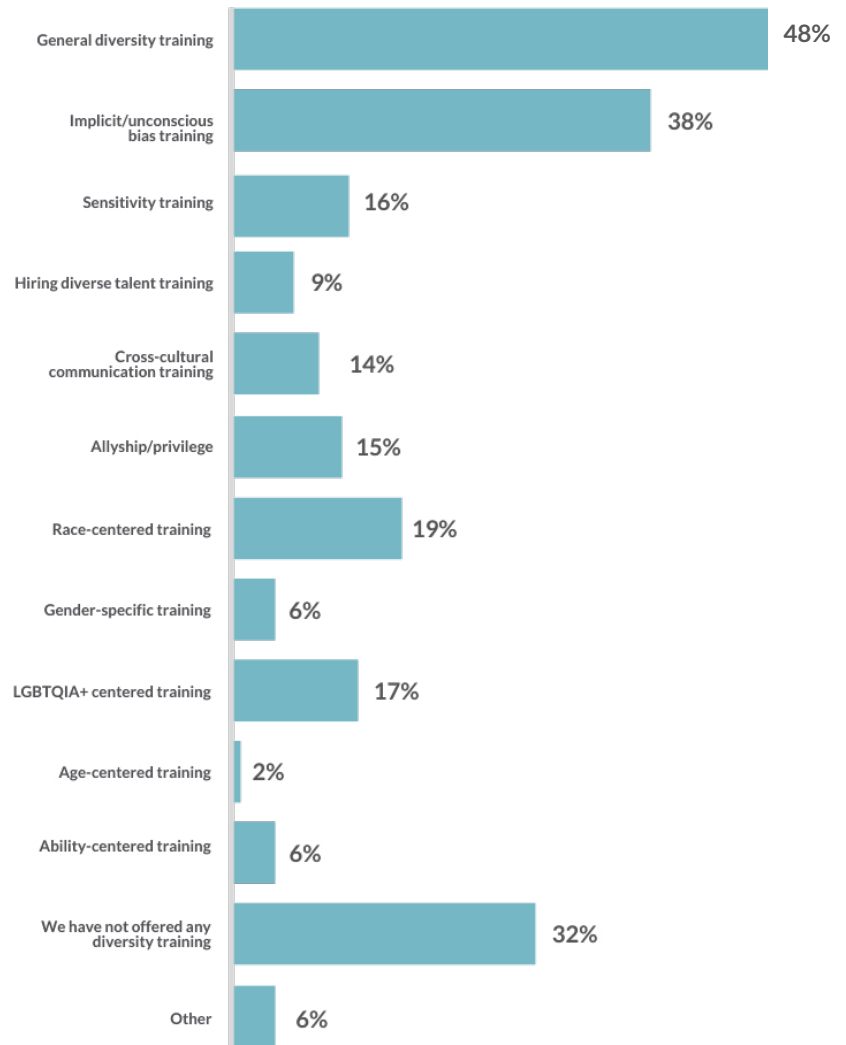
DEI training has come a long way. Increasing requests for training from Nonprofit HR suggest that interest is up, and, based on industry-wide reports, inclusivity in organizations seems to be of greater concern across the sector. In the past, requests for DEI training would trickle in sporadically. General requests for broad training on the topic were also more commonplace. However, as more people become aware of inequalities, there have been more requests for specialized training on topics such as identifying unconscious bias and guidance on how to facilitate challenging conversations on inequities in the workplace.

According to the 2020 Nonprofit Diversity Practices Survey results, nonprofits now seek training to complement diversity efforts that have been underway for a year or longer in their organization. While some nonprofits are still determining where to start, others are responding to the recommendations of task forces that focused on training needs specific to the organization. Topics now span from microaggressions to power and privilege to harassment training and creating inclusive workplace cultures.

Our recent requests for training confirm that an increasing number of nonprofits are taking a more critical look at their internal practices and existing culture through a DEI lens. These requests reflect growing interest in topics on attracting a more diverse candidate pool and confronting implicit bias, which speaks to organizations' aspirations to be more equitable and intentional in hiring and other practices.

For nonprofits at the beginning of their diversity efforts, there is an obvious need to

Diversity training options organizations offer:

Training Option	Percentage
General diversity training	48%
Implicit/unconscious bias training	38%
Sensitivity training	16%
Hiring diverse talent training	9%
Cross-cultural communication training	14%
Allyship/privilege	15%
Race-centered training	19%
Gender-specific training	6%
LGBTQIA+ centered training	17%
Age-centered training	2%
Ability-centered training	6%
We have not offered any diversity training	32%
Other	6%

Organizations offered diversity training to:

Group	Percentage
Leadership	52%
Staff	59%
Board	18%
All of the above	36%
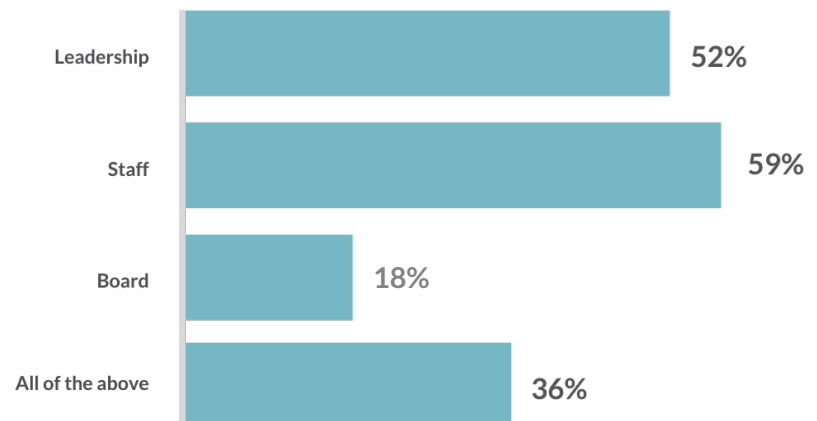
understand the issues that exist within their organizations. In these cases, assessments are necessary tools to help uncover what type, method and duration of training is actually needed. Otherwise, organizations can often start in the wrong place. It is not uncommon for organizations to be oblivious to their training needs, so it is essential to start by laying the groundwork through an assessment. If there are staff requests for training, we should aim to meet the needs of our staff and organizations as a whole versus checking a box because training seems like the right thing to do. Choosing training topics that are popular in the sector, but irrelevant to our culture, is not the way to go.

In all things related to strategic training, intentional decision making comes first. And, being intentional begins with an assessment of the culture. We should talk to our people, deploy a survey to assess where our organization stands and determine the most important training areas to focus on. While training may be an outcome, that is not always the case. When we do find that training is what our organization needs, we need to remember that it is a journey, and trying to deliver training in one fell swoop can be counterproductive. Things do not get better immediately just because we deliver a training module; there is additional work before and after training. We often find that initial training sparks the awareness of other potential training needs.

After an assessment, we set our sights on measuring change and progress that is tied to clear and established objectives. Training is only useful when it is effective. One way to gauge the impact of a training is through pre- and post-training employee surveys. For example, if we are changing hiring practices, training can be focused specifically on identifying and correcting the behaviors that hinder equitable hiring practices.

> The positive effects of diversity training were greater when training was complemented by other diversity initiatives, targeted to both awareness and skills development, and conducted over a significant period of time."
> https://psycnet.apa.org/record/2016-43598-001

Be Ready for Unseen Training Obstacles

By Alicia Schoshinski

Expect challenges and develop a plan to navigate around them. No one foresaw the impact that COVID-19 would have on the way we now work and live. It is easy to forget about training in this current virtual working environment. An "out of sight, out of mind" mentality can leave talent management priorities such as training by the wayside. Many of us are still adjusting to a mostly virtual professional environment. But, let's face it—it is harder to do training virtually. Reading body language, seeing the reactions of others and building bonds without in-person interaction can add an additional level of challenge. We all benefit from exercises that are done live versus online. When conducting online training, it is important to allow attendees to stop for periodic breaks and work through the exercises in their own spaces before discussing in the group.

While method of delivery is one challenge, it is not the only one. The subject matter can add an additional layer of complexity. Educators and trainers have had to re-adjust facilitation methods to successfully deliver impactful virtual trainings—especially on DEI topics. Conversations about racism, privilege and prejudice are difficult enough to navigate in person and can be even more so virtually. Instead, designated facilitators can help keep the conversation moving in the right direction, look for and pick up on virtual clues and provide equitable opportunities for sharing as well as questions and answers.

What we also need to keep top of mind is the fact that individuals process and learn differently and they may also be at different levels of competence on DEI topics. Trainers need to know how to navigate the difference between awareness, passion and interest among each group then use that knowledge to shape training design and delivery. Insight into the identity-based demographics of participants will result in a more significant impact on training development, assessing levels of understanding and experiences and showcase specific needs within your workforce.

For organizations that have a Learning Management System, this is an excellent opportunity to take advantage of it, especially for skill development. Investing in our talent's training, especially during disruptions, shows our employees that we are committed to their learning. Most importantly, DEI is an opportunity to gain deeper understandings of oneself and others, and it is an investment in the skills needed to create sustainable organizational change.

Alicia Schoshinski is Nonprofit HR's Managing Director, Talent and Development and a former Senior HR Business Partner. In her Senior HRBP role, Alicia worked with clients to provide a talent management strategy aligned with their strategic goals and missions.

Metrics organizations implemented to measure progress with diversity efforts/intiatives:

Category	Percentage
Race/gender/age and/or diverse ability metrics	42%
Retention metrics (segmented for minority groups)	16%
Pay or reward-based metrics	9%
Inclusion metrics (present within workplace culture/staff satisfaction surveys)	28%
We have not implemented any diversity metrics	44%
Other	5%
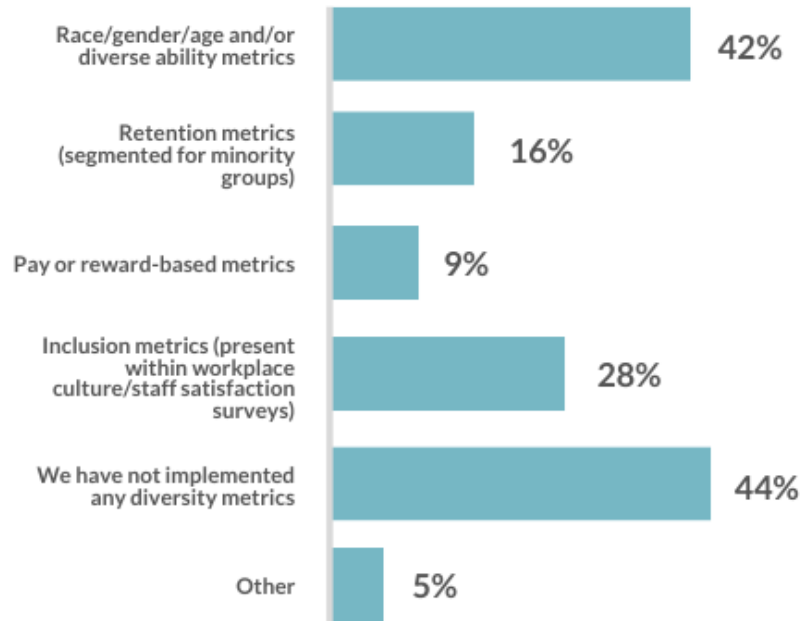
Organizations that implemented metrics share the data with:
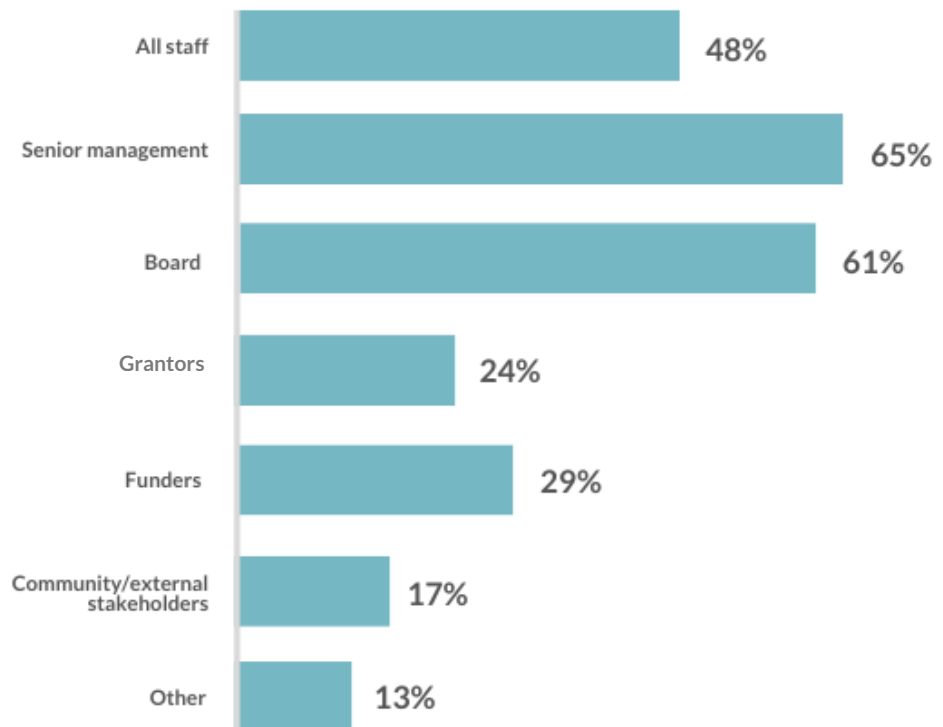
Category	Percentage
All staff	48%
Senior management	65%
Board	61%
Grantors	24%
Funders	29%
Community/external stakeholders	17%
Other	13%

Improving the employee experience is a common goal among organizations that aim to increase staff engagement. But what exactly determines the employee experience? Employee experience is the total of all the touchpoints an employee has with an employer, from being a candidate to being a former employee. Each of these touchpoints influences how an employee perceives an organization. They also shape how a staff member perceives their role, value and acceptance within organizations. Our individual experience and background shape our perceptions. They are subjective and fluid, which may seem to be in opposition to relying on metrics' objectivity to inform DEI efforts. Thinking about the employee experience's subjectivity and the importance of metrics in DEI, I reached out to my colleague Dr. Antonio Cortes at Nonprofit HR to share his insights on DEI, data and the employee experience.

My conversation with Dr. Cortes started with first exploring our philosophies of the role metrics play in organizations' DEI efforts. Dr. Cortes shared that while demographic data can answer questions about diversity, once organizations start to move toward a focus on equity and inclusion, the data need to focus on how systems, processes and structures function. Why? Because together, these inner workings shape attitudes. They impact how people feel and as a result, what they do, from working harder to resigning prematurely.

How can employers get to the bottom of how people feel in the context of work? Start asking qualitative questions across the employment lifecycle (see the text box on the following page for suggestions). One example

shared by Dr. Cortes is based on measuring employee perception of access to professional development. Asking questions like, "Do you feel that you have the same access to professional development opportunities as other coworkers?" or "Is your manager supportive of you pursuing opportunities for professional development?" can help shed light on perceptions of support and access.

Inequities can exist across organizational operations. Dr. Cortes shared an example of a large nonprofit where it was found that the call center team was consistently unable to access the same number and variety of professional development opportunities as other teams. Applicable policies related to call center operations often presented roadblocks for staff members to advance their careers in the organization, which directly contributes to limiting skill development and potential voluntary turnover.

Turnover presents another opportunity to get valuable qualitative data. During the offboarding phase when someone ends their employment, they are often more likely to provide candid feedback about organizational challenges. Offboarding is also likely the last opportunity for an employer to obtain feedback and insights on where the company can improve itself. Additionally, it could be an opportunity to create a final positive experience for an employee. It can also give them a chance to share what they enjoyed about the organization. Many organizations are implementing "stay interviews" that gather insight into staff experiences and can triage situations prior to a staff departure, creating opportunities for staff to feel valued and respected.

What Gets Measured Gets Done: Metrics and the Employee Experience

By Mishka Parkins

Qualitative data collection is part of your total information gathering. Quantitative data still has its place. Knowing the demographics of the board, staff and people that receive services is always important. These objective types of data provide an organizational landscape, and serve as a baseline for goal setting and identify gaps.

As your organization continues to strive towards inclusion, note that the metrics you employ will also need to progress. The use of data will strengthen your organization's DEI initiatives and serve as a business case to further support your organization's investment.

Do's and a Don't

Do: Make data collection a regular and consistent activity. When done over time, metrics allow organizations to measure how they perform at a given time and how things have changed over time.

Do: When assessing sensitive data, like sexual orientation, defer to a third, neutral party for better results.

Do: Customize questions for your organization and sector.

Don't: Never collect information that you do not plan to, or cannot, use. People naturally expect you to do something with the information they share with you at your request.

Categories for Measurement suggested by Dr. Antonio Cortes

- Talent Acquisition/Recruitment
- Employment Brand/Attracting
- Selection/Hiring
- Onboarding
- Workplace Climate
- Professional Development
- Performance Management
- Compensation
- Benefits
- Safety and Health
- Recognition and Promotion
- Employee Relations
- Labor (Union) Relations
- Succession Planning
- Offboarding

Is Your Older Workforce Being Left Behind?

By Dr. Antonio Cortes, Senior Consultant, Diversity, Equity and Inclusion

The U.S. Department of Labor reports that people aged 55 and over make up roughly 25% of today's workforce. At Nonprofit HR, we refer to late-career employees as encore professionals. It is expected that encore professionals will remain engaged in the coming years despite becoming eligible for retirement. The trends contributing to this are multifaceted, such as longer life expectancy, having more highly-productive years later in life, changes in the social security retirement age, financial considerations, simply enjoying the work they are engaged in or bringing their expertise to a second and sometimes third career. Regardless of the reason, the fact remains that they are an active and essential component of the labor force, and organizations could be doing more to ensure they are maximizing the benefit they continue to offer.

Organizations are prioritizing talent attraction, retention, and engagement of the following identity groups:

Identity group	Percent
Race	87%
Age	31%
Gender	44%
LGBTQIA+	44%
Diverse abilities	45%
Veteran status	21%
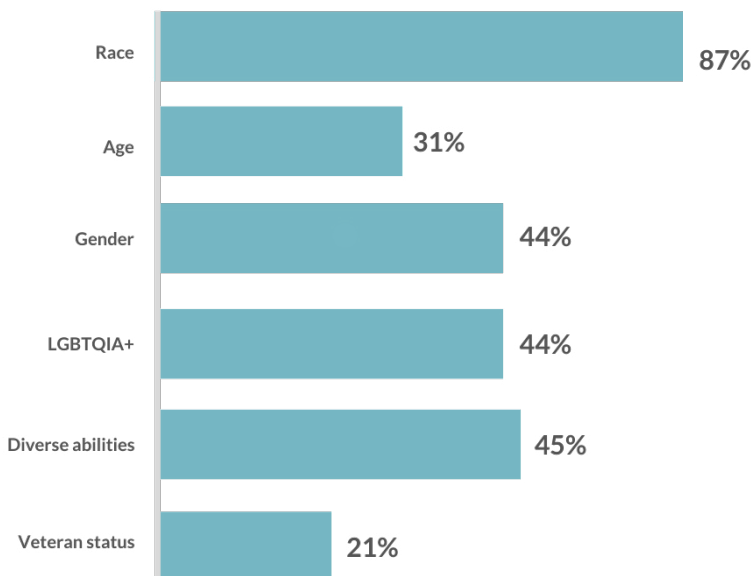
A potential organizational and mission benefit of encore professionals is their experience and insights that have been amassed over the span of their career. For some, this comes in the form of institutional knowledge that can be leveraged for day-to-day organizational effectiveness or to bridge knowledge gaps with emerging professionals. Institutional knowledge can also prevent organizations from communicating misinformation about the organization.

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Case in Point

Consider one example where a large nonprofit invested millions of dollars in resources and staff time to develop a suite of professional development training. When reaching the late stages of the project, feedback was solicited from a seasoned late-career professional who identified significant similarities with a project that had been undertaken decades earlier. They experienced the proverbial "re-creation of the wheel" by not leveraging persons with institutional knowledge. Beyond this, there is also the likelihood of this workforce segment having unmatched industry or sector-wide knowledge that simply cannot be recreated.

For these reasons, and many more, encore professionals represent goldmines of potential impact if organizations can identify how to incorporate their profound insights and lived experience in meaningful ways. Regarding professional development, especially related to DEI efforts, there may be questions raised about the return on investment with encore professionals. This is an important opportunity to contemplate the implications beyond the organization. Consider: What spheres of influence might these valuable professionals have outside of the organization, and how will they engage with their colleagues and peers beyond the workplace? If societal change is an ultimate objective of an organization's DEI efforts, reflect on the total impact, including how people will leverage learning outside of the workplace and even after their careers. This could be an opportunity to influence systems well beyond the organization, which makes including encore professionals a societal imperative.

Source:

https://www.ishn.com/articles/105313-why-more-people-ages-55-are-working

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How diverse is your talent acquisition strategy? If race, ethnicity and gender are the highlights, then there's room for expansion, especially for persons with diverse abilities.

For persons with disabilities, the already difficult task of finding employment is often unjustly compounded by their disability status. Barriers in communication, social stigmas and business hiring hesitations have resulted in an unemployment rate twice that of their peers without disabilities. Unemployment negatively impacts taxpayers, economic growth and opportunity for able and ready job seekers. In some situations, people with disabilities may be underemployed, meaning that they are not finding fulfilling roles that meet their skill level. For example, a person could have a master's in mathematics but cannot find a job in mathematics. As a result, she is now working in her local grocery store. Her skill set is not being utilized in this current role, which has many implications, including a lower salary and she is filling a role that someone else could be doing that would be a better match of skill sets.

Creating accessible websites, processes for ADA accommodation requests and inclusive hiring practices are great examples of building an infrastructure ready for a talented pool of candidates. Still, the question remains: How does an organization move from doing what is required by law to advancing equity within the disability community? The answer arrives when organizations commit to a culture that openly celebrates disability and views its members as assets, valued for their skills. Providing paths for growth and elevating disabled employees into decision-making roles, organizations and communities will have a measurable positive impact.

Case in Point

Sarah was a participant in CIL Jacksonville's Careers 360 Program. At the age of 15, Sarah began planning her career to become a Pharmacist. After years of education and volunteering, she couldn't find anyone who would hire her. Employers could not see past her wheelchair, and many doors for opportunities were closed. With the help of Careers 360 at CIL Jacksonville, Sarah obtained a position as a Pharmacist and continues to break the stigma for people with disabilities in the workforce. The Careers 360 Program is supported by The Able Trust, Administration for Community Living and Department of Vocational Rehabilitation.

Tyler Morris is the Executive Director of the Center for Independent Living Jacksonville. He began working with people with disabilities in 1996, at the Caribbean Christian Center for the Deaf. Morris' passion is rooted in studying, understanding and building nonprofits to better serve the community.

One thing is for sure, 2020 revealed we are no longer operating as business as usual. So, the question most people ponder is where should we "grow" from here?

We can start with acknowledging the giant elephant in the room. We must become serious about addressing the inequities in our organizations that are microcosms of larger societal inequities. The best way to gain perspective is to invite the most marginalized groups to the table, moving beyond race, ethnicity and gender to also include leaders of all LBGTQIA+[1] communities. This endeavor requires deep listening, intentional reflection and commitment to change. As talent management professionals, this type of engagement is tied to our unique work, but to transform our organizations, it has to become a part of the overall culture. This means that for our DEI efforts to be impactful,

we need to apply a lens of intersectionality throughout our work.

Intersectionality, a term coined by Kimberle Crenshaw, acknowledges how systems of oppression (e.g. racism, sexism) interact and overlap to differentially impact individuals and communities based on prejudices and bias. With this in mind, it is critical for companies committed to advancing DEI initiatives and organizational change to broaden beyond diversity differences in their well-intentioned strategies to make progress within organizations. By utilizing an intersectional approach, organizations will cast their inclusion net wider and solve complex issues within the workplace and society.

LGBTQIA+ Intersectionality in the 21st Century

By Jace Smith

Healing in the Psychologically Safe Environment

Rich discussion paired with intentional reflection equals deeper learning that can lead to healing. Part of healing is creating emotionally or psychologically safe work environments.

Here is a quick story that illustrates the risk of not creating a psychologically safe environment for DEI training, focusing solely on racial differences and onboarding that does not incorporate an intersectionality lens.

The HR Element

"Working at this company was a complicated experience for me as a non-binary and queer person. On my first day of work, I found out that all my work accounts had been set up under my legal name, even though our HR department had confirmed that my accounts would be under my chosen name. It took a couple of weeks for that issue to get figured out, and even 1.5 years into the job, I would still find the usage of this name in random places like our organization's 'Happy Birthday!' board, where HR would post the names of people having birthdays that month.

During my first six months at this organization, I was the only LGBTQIA+ person I knew. That made for a pretty alienating experience, especially because I did not have queer friends to share my experience with. I remember one time I had a new supervisor, and he was really out of touch with LGBTQIA+ identities. He called me into his office, sat me down, looked me dead in the face and said: "I just have to

know. Are you transgender?" I fumbled through something about being non-binary, and he let me go after telling me he did not "get" they/them pronouns. I walked out of his office dumbfounded, but I did not know who to turn to for support.

Honoring and Protecting Staff Confidentiality: Holding Yourself and Your Organization Accountable

Consider adopting these administrative precautions to protect staff confidentiality and avoid any potential disclosing missteps:

1. Review the features in your applicant tracking systems and add name and inclusive pronouns to all hiring/onboarding and IT paperwork.

2. Check all systems, and report data to ensure they reflect the name/pronouns before the new hire's official start date.

3. For existing staff, repeat the above process but specifically ask, "How can HR and your direct supervisor support you to ensure this is a seamless, affirming process?

4. Ask if there are any areas of concern you would want us to address, such as: "How do you envision disclosing your identity with your colleagues?"

5. Create specific training opportunities for your organization around intersectionality.

6. Utilize experts to lead and provide resources to staff.

7. Consider what parts of your organization's culture may need an assessment, and focus your efforts on creating a more inclusive affirming environment, for all.

LGBTQIA+ Intersectionality in the 21st Century

By Jace Smith

Having Empathy for "The Only"

The experience of being "The Only" means that a person is the only person of color, the only woman or the only queer person in the room, to name a few. Being the "only" in the room, especially in organizations that struggle with DEI-related issues, can increase anxiety, pressure and fear of making a mistake or confirming negative stereotypes. Overall, this challenge can create feelings of separation in the workplace. One way to begin this work is to use an intersectional identity-based lens to develop learning paths for marginalized staff that include professional development, mentorship, affinity spaces and engagement/exposure opportunities to key senior leaders. Revise your organization-wide training offerings to include intersectionality, stay abreast of the issues that directly affect your staff and create affirming partnerships.

Be an Ally

Although this article has given some guidance, using an intersectional approach takes consistent work, and it can be fluid depending on the community. To broaden our lens of inclusion, intersectionality must be the barometer. As talent managers, we must also remember to stay curious and educate ourselves on the privileges we all enjoy to better understand members of marginalized communities' experiences that differ from our own.

Throughout his 15-year career, Jace Smith has helped organizations optimize organizational excellence, and facilitate developmental, cultural and social activities to create inclusive and affirming environments. His work centers values alignment, organizational culture and key business objectives.

[1] LGBTQ+ is often used to encompass all of the communities included in the "LGBTTTQQIAA": Lesbian, Gay, Bisexual, Transgender, Transsexual, 2/Two-Spirit, Queer, Questioning, Intersex, Asexual, Ally.

Additional Media Resources:

Psychological Safety:
Google's "Project Aristotle"
youtu.be/hHIikHJV9fI

The LGBTQIA+ experiences at work
youtube.com/watch?v=UVLKS-mzH1Q

Sources:
Edmondson, A. (1999). Psychological Safety and Learning Behavior in Work Teams. Administrative Science Quarterly, 44 (2): 350–383.

Missouri Trauma Roundtable through the Department of Mental Health. (2017). **hrpolicyguidancetraumainformed.pdf.**

What Equity and Anti-Racism Ask of Us

By Emily Holthaus, Managing Director, Diversity, Equity and Inclusion

We live in a time when we are called to act on our values in small and huge ways; in each of these moments, we choose nothing less than to undo or uphold racism.

There is no neutrality in racism. To act in accordance with an American culture that is built on and steeped in racism is to further legitimize the systemically inequitable practices and structures. To be a force for equity, we are called to embrace disruption, to act against the grain.

In nonprofit work, we must be the standard-bearers. Our work is to provide service to society in the spaces where commerce and government fall short. When we fail to embody equity, society has fewer places to turn. This leaves us with specific actions to take. The suggestions below are meant to spark ideas about what each of us can do, but only we will know in our body the moments when we are called to speak and act to disrupt the relentless nature of racism. This work is hard and requires a steadfast commitment. We are undoing our history, our ways of life and what we are taught about how we should regard and relate to each other. It requires us to unlearn, learn and relearn as needed. When our bodies feel the greatest threat for speaking up are the times when our actions will have the most impact. When we have the most to lose are the moments when we have the most to win for an equitable sector and society.

We often describe these bodily responses as moments of fight, flight or freeze. Risking our comfort, livelihood and life to undo the most prevalent evils of our society is what equity demands. And in these actions, our bodies will tell us that we have lived our values.

> *"All values are bodily values."* Philosopher Norman O. Brown wrote these words 60 years ago, and they are critically relevant today.

What Equity and Anti-Racism Ask of Us

By Emily Holthaus

Seek out marginalized perspectives. While it isn't anyone's job to educate you, inviting someone to share their perspective or lived experience is often welcome. Being intentional about getting in proximity to people who experience the world differently than you is critical. Genuinely caring about the perspective of another person is a kind gesture that many people will appreciate.

Actively practice diversity and inclusion personally and in the workplace. Social networks are often sources of opportunity and on average, the social networks of White Americans are 91% White. This results in trapping wealth, power, in-networks and opportunities that are not accessible to people of color. If you find your network to be limited, you might ask yourself what creates the homogeneity and what you might be missing.

Speak up when we see injustice, especially when it's uncomfortable. If achieving equity or fighting racism were easy, the work would be done. We each need to carry our part.

Understand our own biases and recognize our own spaces of privilege. When we find ourselves making assumptions or judgments about other people based on observations, be curious about where those ideas come from.

Read up on the histories of social issues impacting communities. The state of impoverished communities and wealth inequities was designed by decades of policy and racism. Understanding these mechanisms is key to devising solutions.

Transfer the benefits of privilege to those who lack it to combat inequities. If you find yourself with access that others don't have, look for ways to invite them in or to have them replace you in that position.

Be willing to take risks and make mistakes. Often, White Americans express feeling unsure of what to say or do for fear of being perceived as racist. Everyone makes mistakes, which are the moments when we learn. Don't allow the fear of making mistakes or the quest for perfection prevent you from being an active equity leader.

Stay in the game over the long term, even when things are difficult. There are so many avenues for each of us to work toward equity in every area of our lives. A wise friend once told me, "Pick a lane and go hard." Find the space where you can be most effective. You might find your passion there. Once you find it, stay in the game even when personal and professional stakes are high.

Work to identify and restructure institutional systems within their workplace/community that contribute to inequity. Asking questions about what prevents your colleagues of color from advancing in the workplace often uncovers tips on how to promote equity.

We Thought Partner with Social Impact Organizations to Create Diverse, Equitable and Inclusive Workforces and Workplaces

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Ways our DEI Practice services mission-driven organizations:

- Comprehensive equity assessments

- Diversity strategy planning, development, design and implementation

- Customized DEI and racial justice centered training (board, leadership & staff) & facilitation

- DEI-centered executive coaching

- Equity lens implementation to support HR systems such as compensation, culture and HR assessments

- Diversity prioritization within retained search

- Interim equity officer, DEI outsourcing and advisory on demand engagements

Nonprofit HR's DEI experts are awake, aware, alert and ready to help you customize a solution that addresses what is important to your organization and its workforce!

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We look forward to hearing from you about

this report and welcome an opportunity to

speak with you about the findings and how

they relate to your organization's DEI priorities.

Connect with Nonprofit HR to review your
organization's DEI objectives and hear how we can help!
Email Sidney Abrams at sidneya@nonprofithr.com **or**
schedule a mini-consult via calendly.com/sidneyabrams

Appendix

Budget

Less than $1 Million	12%
$1 - 4.9 Million	31%
$5 - 9.9 Million	18%
$10 - 14.9 Million	11%
$15 - 19.9 Million	7%
$20 - 39.9 Million	13%
Over $40 Million	10%

Focus of mission

Animal Rights/Welfare	2%
Arts & Culture	5%
Association	7%
Education	14%
Environmental	7%
Foundation	2%
Health/Healthcare	12%
Human/Civil Rights	4%
NGO	2%
Public Policy/Advocacy	4%
Social/Human Services	26%
Other	15%

Headcount/Employees

Less than 10	14%
11-20	14%
21-50	22%
51-100	19%
101-200	14%
201-500	11%
Over 500	7%

Lifecycle

Start-Up	2%
Growth-Mode	27%
Maturity/Sustainability	68%
Decline	3%

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How has your organization approached diversity?

Category	Percentage
Formal diversity statement	45%
Formal diversity strategy	21%
Explicitly stated "diversity" (or "equity" or "inclusion") as one of organization's core values	43%
Diversity, equity, and inclusion are addressed in organization's overall strategic plan	45%
Formal budget for diversity initiatives, goals, and/or objectives	19%
Do not have diversity strategy, statement, or budget	28%

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What was the primary driver for creating a formal diversity strategy?

Category	Percentage
Seeking improved organizational results	23%
Improving talent retention	3%
Needing to improve diversity at leadership levels	10%
Needing to improve diversity at staff levels	11%
Expectations of stakeholder community	10%
Need to improve internal diversity of thought	7%
No diversity strategy	3%
Not applicable	25%
Other	8%

Who has accountability for your organizations' diversity strategy/initiatives?
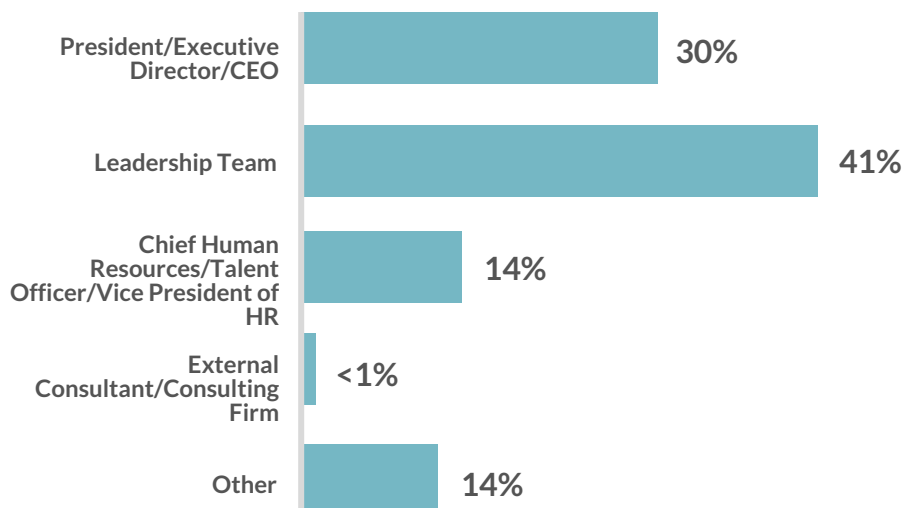
Category	Percentage
President/Executive Director/CEO	30%
Leadership Team	41%
Chief Human Resources/Talent Officer/Vice President of HR	14%
External Consultant/Consulting Firm	<1%
Other	14%

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Does your organization have a staff person solely responsible for its diversity efforts?

Yes **21%**   No **79%**

Has lack of diversity impacted your organization?

Yes **66%**

No **16%**

Not applicable, my organization is diverse **19%**
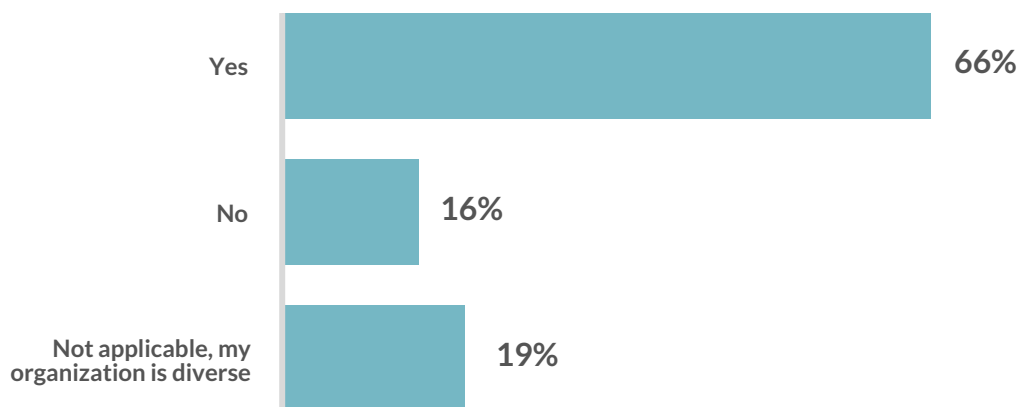
Metrics organizations implemented to measure progress with diversity efforts/initiatives:

Race/gender/age and/or diverse ability metrics **43%**

Retention metrics (segmented for minority groups) **17%**

Pay or reward-based metrics **9%**

Inclusion metrics (present within workplace culture/staff satisfaction surveys) **28%**

We have not implemented any diversity metrics **44%**

Other **5%**

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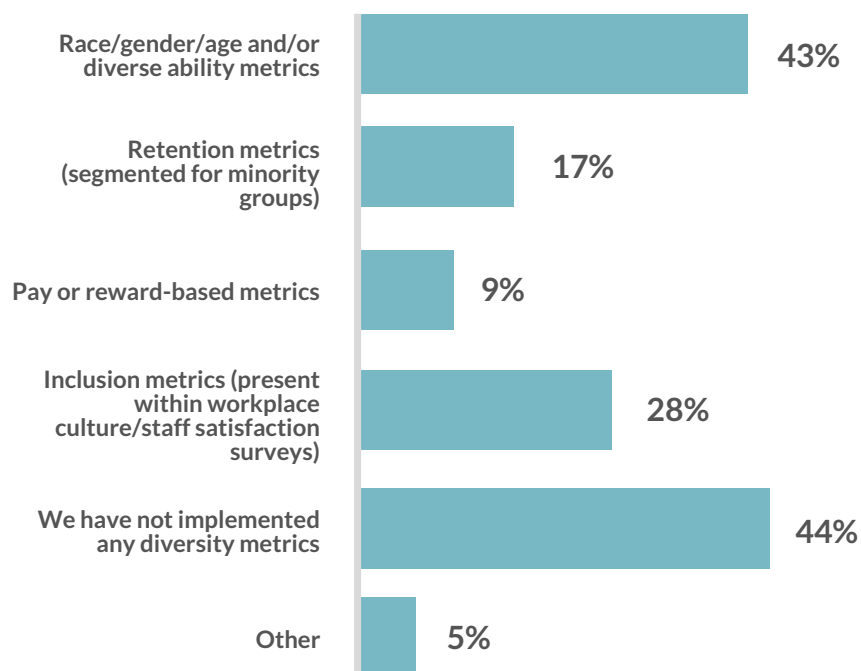
The data gathered from metrics are shared with:

Category	Percent
All staff	48%
Senior management	65%
Board	62%
Grantors	25%
Funders	30%
Community/external stakeholders	17%
Other	13%
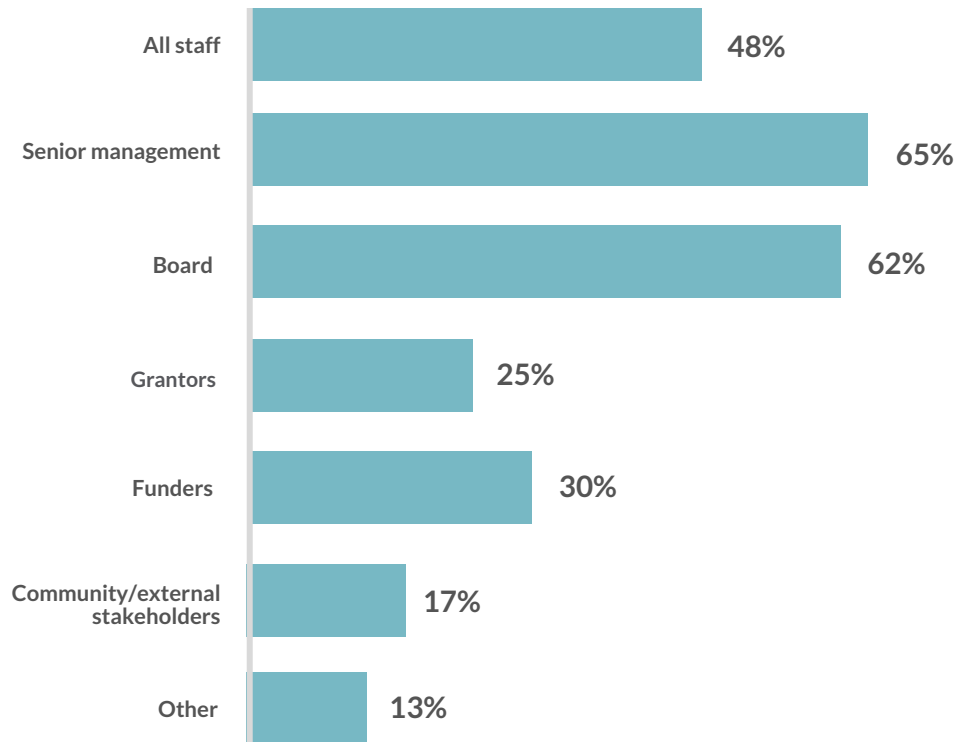
Which of the following diversity challenge(s) apply to your organization's talent management function?

Category	Percent
Attracting a diverse pool of candidates	66%
Retaining minority groups on staff/retaining a diverse staff	38%
Implementing engagement practices for a diverse staff	49%
Creating and/or maintaining a culture of inclusiveness among all staff	60%
We do not have any diversity challenges when it comes to talent management	8%

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My organization is prioritizing talent attraction, retention and engagement of the following identity groups:

Identity Group	Percentage
Race	87%
Age	31%
Gender	44%
LGBTQIA+	44%
Diverse abilities	45%
Veteran status	21%

Which of the following diversity challenge(s) apply to your organization's structure?

Challenge	Percentage
Obtaining and/or maintaining diversity at senior leadership levels	68%
Obtaining and/or maintaining diversity on the board	68%
Establishing accountability for diversity objectives, initiatives, or programs	54%
Obtaining leadership buy-in on the importance of diversity	23%
We do not have any diversity challenges when it comes to organizational structure	7%

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Is your organization's diversity of staff reflective of the community it serves?

Yes **53%**   No **47%**

Which of the following diversity training options has your organization offered?

Training Option	Percentage
General diversity training	47%
Implicit/unconscious bias training	38%
Sensitivity training	16%
Hiring diverse talent training	9%
Cross-cultural communication training	14%
Allyship/privilege	15%
Race-centered training	19%
Gender-specific training	6%
LGBTQIA+ centered training	17%
Age-centered training	2%
Ability-centered training	6%
We have not offered any diversity training	32%
Other	6%

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My organization has offered diversity training to:

Category	Percentage
Leadership	52%
Staff	59%
Board	19%
All of the above	36%

My organization has changed its HR/talent management practices within the last year to realize greater:

Category	Percentage
Diversity - "includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another." (racialequitytools.org, Glossary 2019)	44%
Equity - "is the fair treatment, access, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups." (University of Washington, Office of Diversity, Equity and Inclusion)	44%
Inclusion - "is authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policymaking In a way that shares power." (University of Pennsylvania, Wharton Business School, 2019)	40%
Belonging - "means that people can bring their full selves to work, and not feel like they're a different person there than at home."	33%
None of the above	37%

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What HR/talent management practices and policies have you changed?

Practice	Percentage
Interviewing/hiring	63%
Promotion	24%
Compensation and benefits	34%
Performance management	30%
Engagement and retention practices	37%
Leadership development practices	39%
Succession planning	20%
Mentoring and other peer learning practices	27%
Other	5%
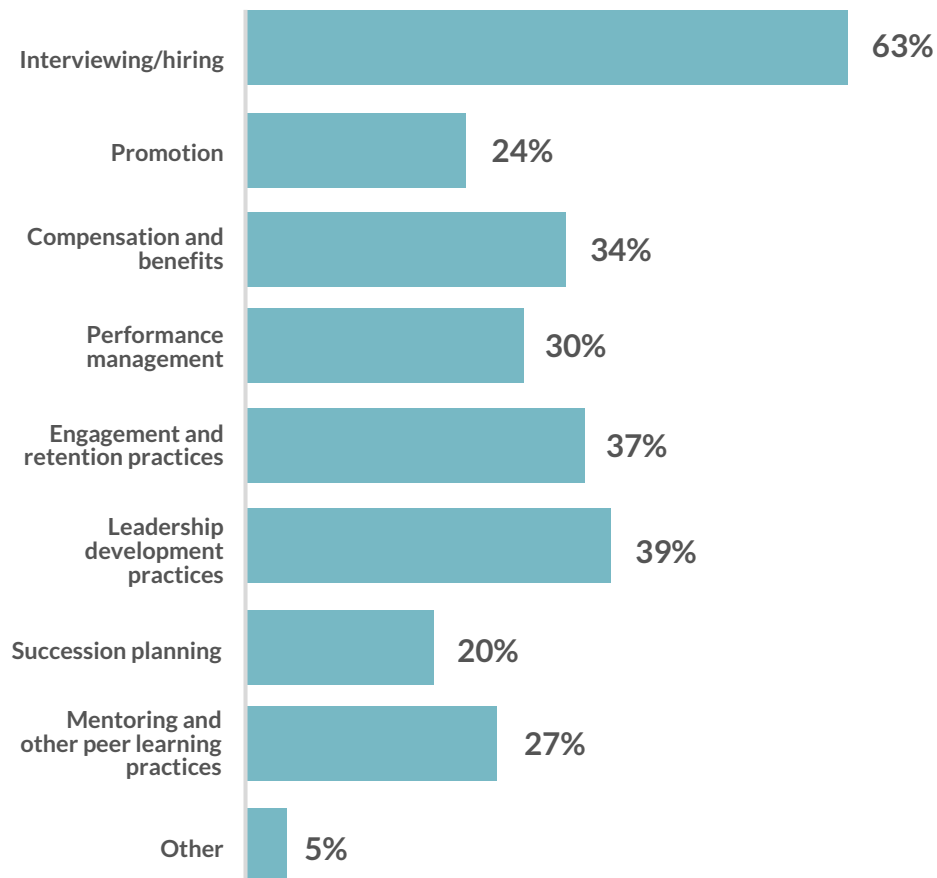
Has your organization formed a work team or task force focused on diversity?

Response	Percentage
Yes, with a senior leadership advocate	49%
Yes, but no senior leadership advocate	7%
No	44%

Considering the COVID-19 crisis, organizations:

Have, or expect to, reduce their diversity budget — **4%**

Have, or expect to, increase their diversity budget — **14%**

Have made adjustments to prioritize/reprioritize diversity objectives, programs and/or initiatives — **38%**

Have de-prioritized their diversity objectives, programs, and/or initiatives — **3%**

Have not adjusted their approach, the COVID-19 pandemic has not impacted their approach toward diversity — **53%**

Considering recent Black Lives Matter responses, organizations:

Have, or expect to, reduce their diversity budget — **<1%**

Have, or expect to, increase their diversity budget — **28%**

Have made adjustments to prioritize/reprioritize diversity objectives, programs and/or initiatives — **63%**

Have de-prioritized their diversity objectives, programs, and/or initiatives — **<1%**

Have not adjusted our approach. Recent race events have not impacted my organization's approach toward diversity. — **28%**

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If you are prioritizing diversity due to recent racial events, who from your staff is leading those efforts?

Junior staff	25%
Senior leadership staff	81%
Other	15%

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