

The Diversity Imperative: How to Become a Diverse, Equitable, and Inclusive Nonprofit

May 25, 2021 12:30 - 1:30 PM





Agenda

- Moderator and Presenters
- DEI Basic Terms & Definitions
- Assessing Your Organization
- Becoming An Inclusive Organization
- Legal Considerations
- Mercadien's Experience
- Questions & Answers

Moderator and Presenters



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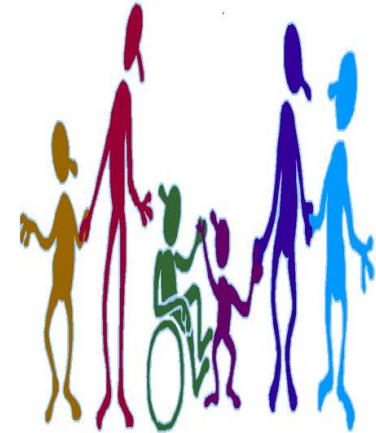
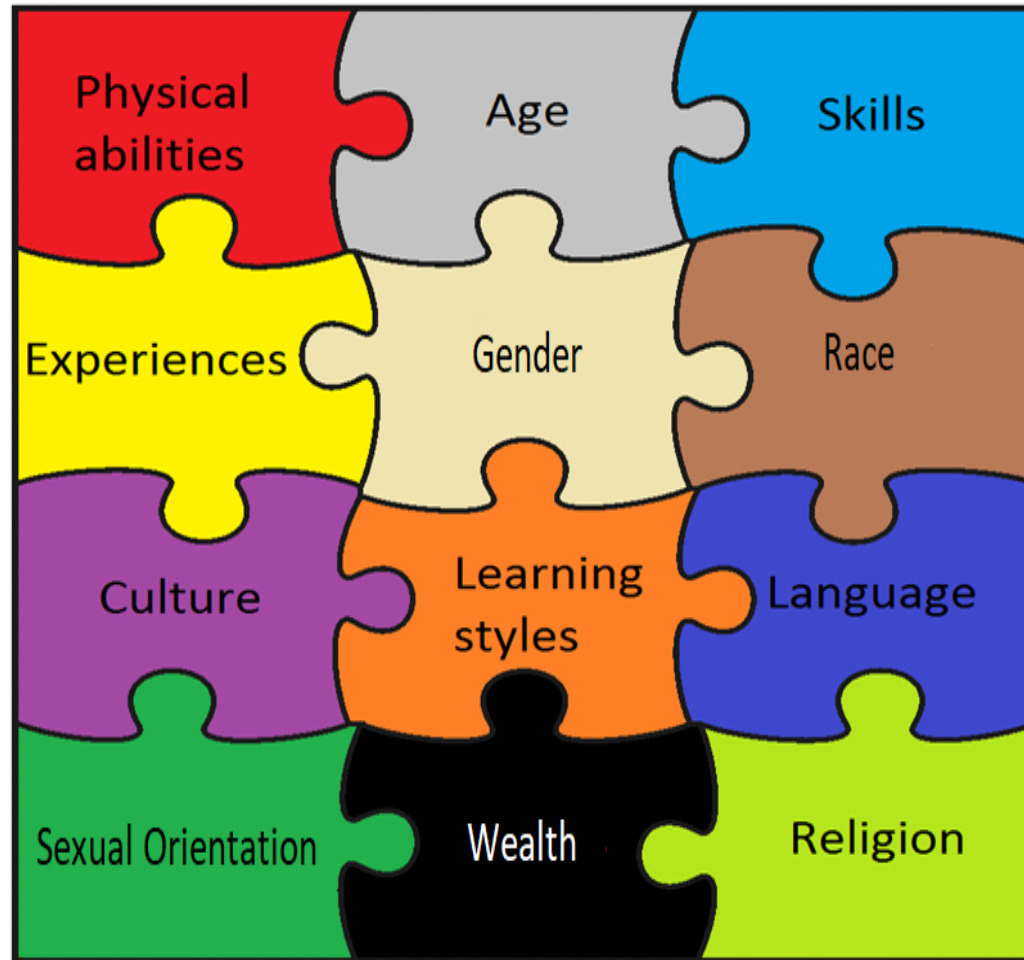


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What Does Diversity Mean?



What Does Diversity Mean?

Diversity is “the condition of having or being composed of differing elements : VARIETY especially : the inclusion of different types of people (such as people of different races or cultures) in a group or organization.”

Miriam-Webster On-Line Dictionary

What Does Diversity Mean?

How Does Your Non-Profit Rate On Diversity?

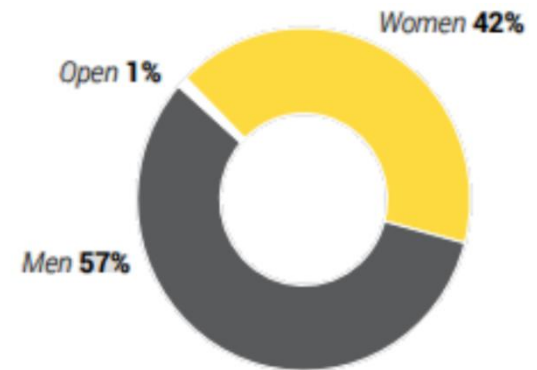
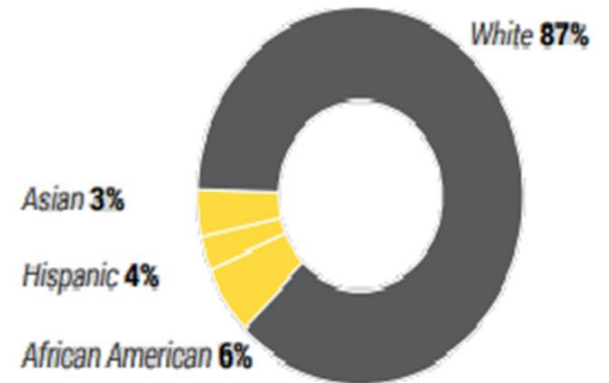
State Of Diversity In Non-Profits

Leading With Intent 2017 National Survey*

- 89% of nonprofit chief executives are white
- 85% of nonprofit board members are white
- 27% of nonprofit boards are entirely white
- 63% of board chairs are male
- 75% of boards do not place a high priority on demographic diversity when they recruit board members

* A Closer Look At Foundation Board Responses To Leading With Intent 2017 <https://leadingwithintent.org/wp-content/uploads/2018/03/LWI2017-Foundations-Report.pdf>

2017 Battalia Winston Study Non-profit Leadership



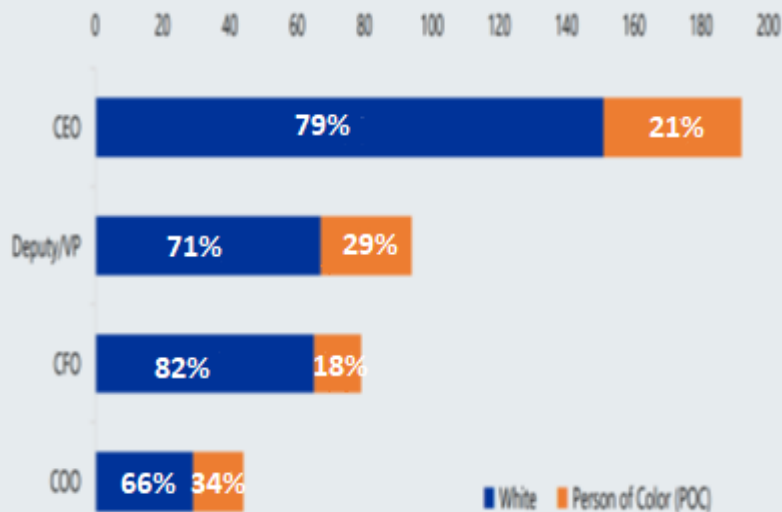
State Of Diversity In Non-Profits

NJ Non-Profit Diversity Report Center for Non-Profits - November 2019

Breakdown by Race of Staff Leadership Positions

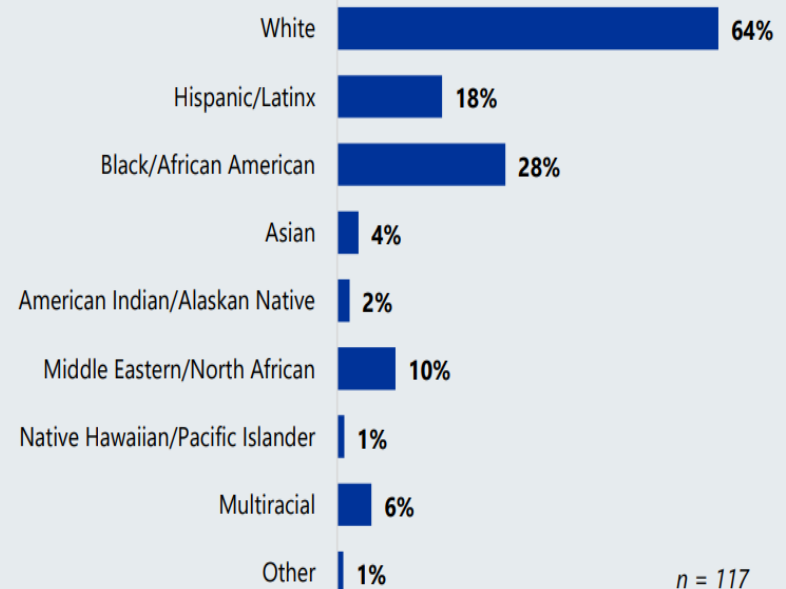
Overwhelmingly Filled by White Individuals

Number of staff and percentage of white/POC in each position



Overall Staff Diversity by Race/Ethnicity

"To the best of your knowledge, indicate the percentage of full-time employees who self-identify as falling into each category."

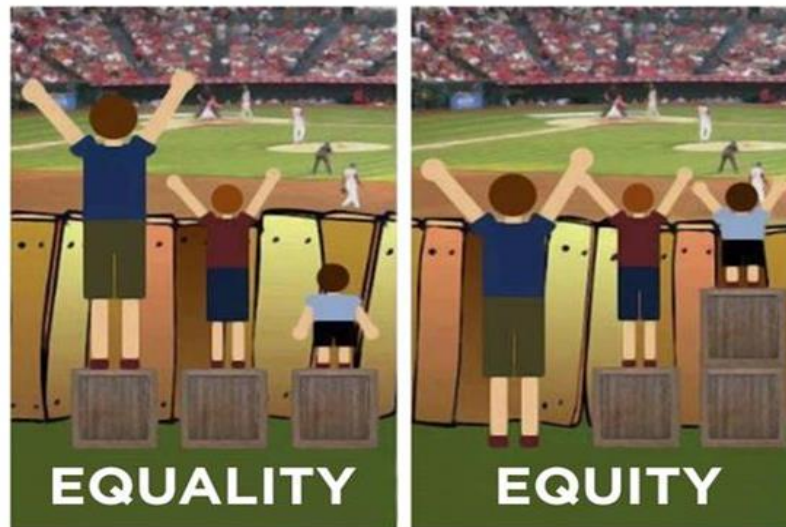


Why Is Diversity Important?

- Provides better connection and understanding of the community that the non-profit serves
- Brings the communities' perspectives, needs, feedback and priorities into critical discussions and decisions by the non-profit
- Different perspectives help to boost the quality of decision-making
- Fosters enhanced innovation to develop unique solutions to issues
- Empowers people to bring their true selves to work results in people being more creative, more diligent, and harder-working

Equity

Equity ensures that all people are treated fairly under the organization's values, policies and practices which recognizes and seeks to correct inequities so that people have the opportunity to grow, contribute and develop equally.



Equality Does Not Equal Equity

Types of Equity



Economic Equity



Social Equity where all people have the same status in respect to civil rights, freedom of speech, property rights, equal access to social goods and services, etc.



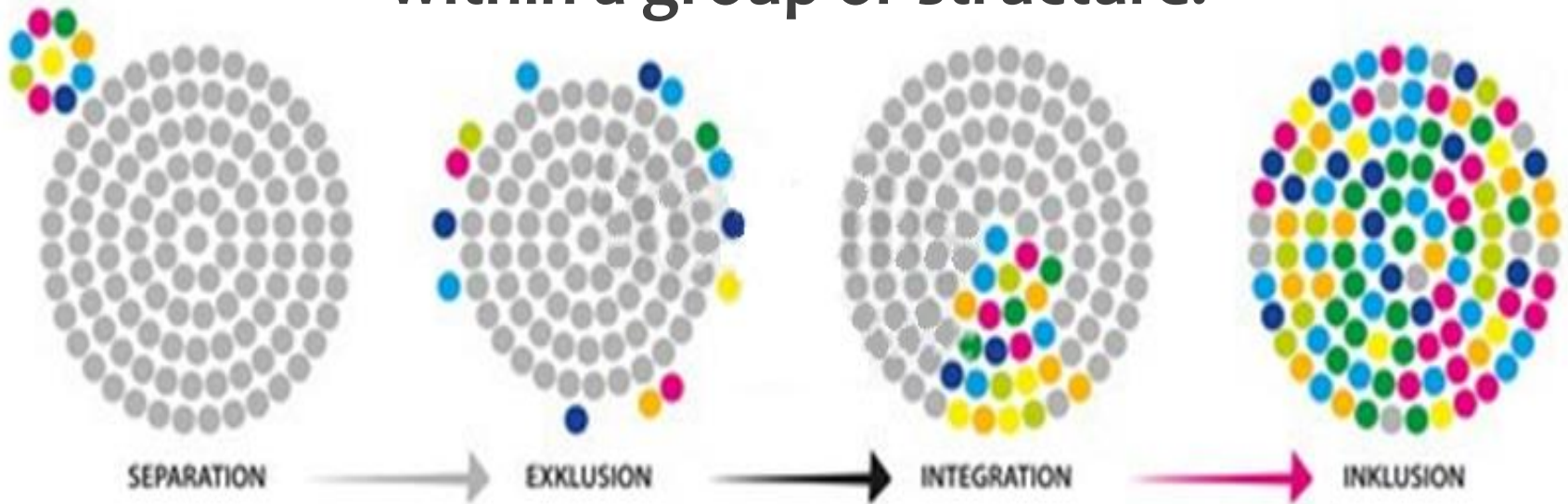
Gender Equity



Racial Equity

Inclusion

The action or state of including or of being included within a group or structure.



Diversity	vs.	Inclusion
Count		Value
Speak		Listen
Differences		Equity

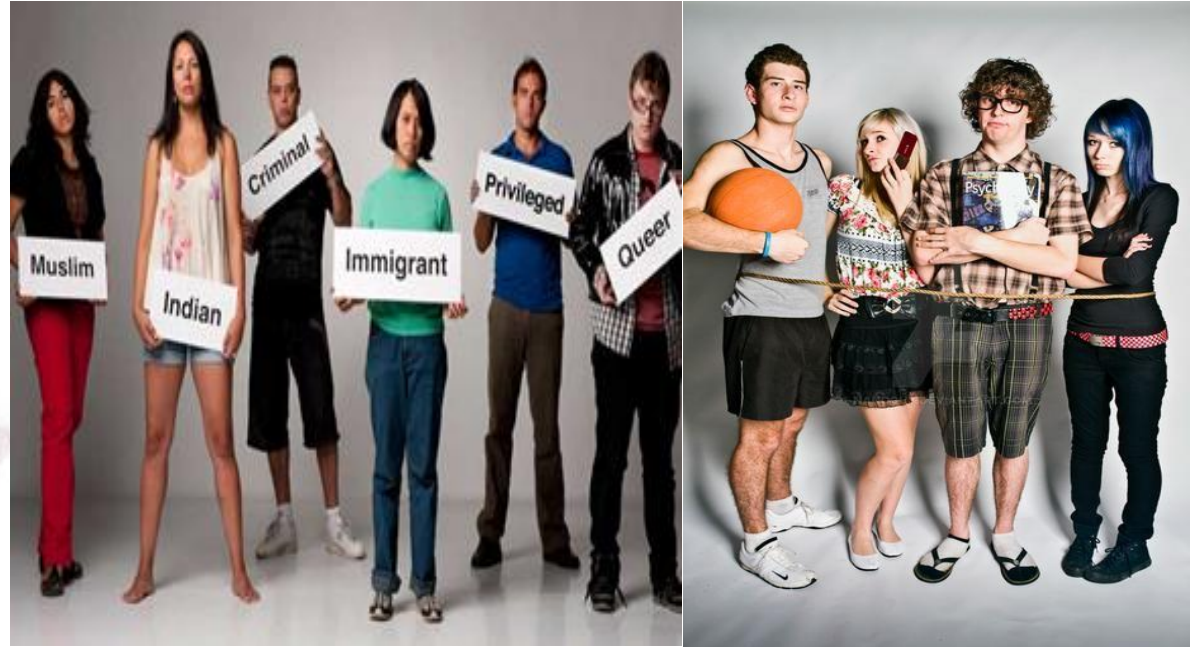
Bias

Prejudice in favor of or against one thing, person, or group compared with another, usually in a way considered to be unfair.



There are over 175 different biases that have been identified so far!!!!!!

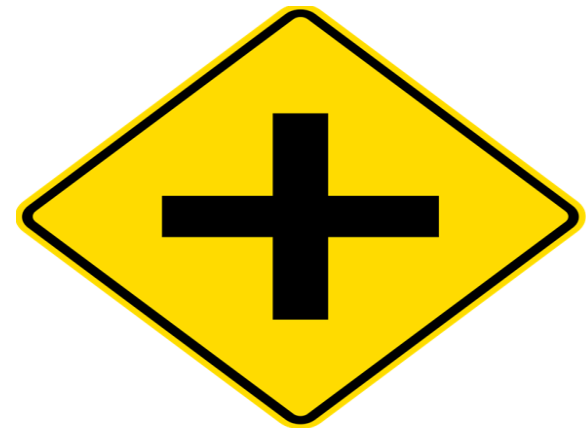
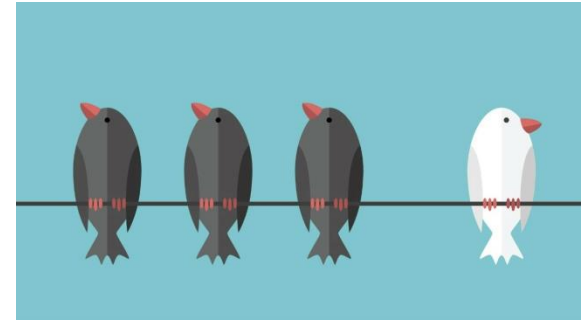
Bias Types - Stereotypes



A **stereotype** is an over-generalized belief about a particular category of people. It is an expectation that people might have about every person of a particular group. Wikipedia

Bias Types

- **Unconscious Bias** (or implicit bias) - is often defined as stereotypes about certain groups of people without the individual being aware of it.
- **Intersectionality** - a person or group of people are impacted by multiple sources of bias (i.e., race, gender, religion, age and other specific identity characteristics). Example - African American women being paid less than African American men or White women.



Intersectionality

Bias Types

- Race/Ethnicity/Ancestry
 - Religion
 - Sexual Orientation
 - Disability
 - Gender
 - Gender Identity
 - Language\Speech Patterns
 - Immigration Status
 - Physical Characteristics
 - Age
 - Rank\Status
 - Military Status
 - Etc., etc. etc.
- Project Implicit is a non-profit organization investigating thoughts and feelings that are largely outside of conscious awareness and control including understanding attitudes, stereotypes and other hidden biases that influence perception, judgment, and action.
 - Project Implicit offers 14 implicit bias tests (Skin-tone, Native American, Sexuality, Gender-Science, Presidents, Asian American, Religion, Disability, Transgender, Arab-Muslim, Race, Weapons, Gender–Career, Weight)
 - <https://implicit.harvard.edu/implicit/selectatest.html>

Other Diversity Terms

Microaggression: “The everyday slights, indignities, put downs and insults that people of color, women, LGBT populations or those who are marginalized experiences in their day-to-day interactions with people.” - Derald W. Sue

<https://youtu.be/BJL2PoJsAS4>

Micro-Assaults - Displaying of symbols with definite negative connotations (swastikas, nooses, confederate flags)

Micro-Insults - Black executives and/or women are presumed to be support staff.

Micro-Invalidations - I don't see you as black, Hispanic, etc. Everyone is diverse.

Other Diversity Terms

PRIVILEGE - A right that only some people have access or availability to because of their social group memberships (dominants). *Source: National Conference for Community and Justice—St. Louis Region.— Unpublished handout used in the Dismantling Racism Institute program. (Source for 1st Part)*

WHITE PRIVILEGE - Unquestioned and unearned set of advantages, entitlements, benefits and choices bestowed on people solely because they are white.

OPPRESSION - The systemic and pervasive nature of social inequality woven throughout social institutions as well as embedded within individual consciousness.

Source: Peggy McIntosh, “White Privilege and Male Privilege: A Personal Account of Coming to See Correspondences Through Work in Women Studies.”

Other Diversity Terms

Protected Classes



Race, Color, Religion or Creed, National Origin or Ancestry, Sex, Age, Physical or Mental Disability, Veteran Status, Genetic Information and Citizenship

Other Diversity Terms



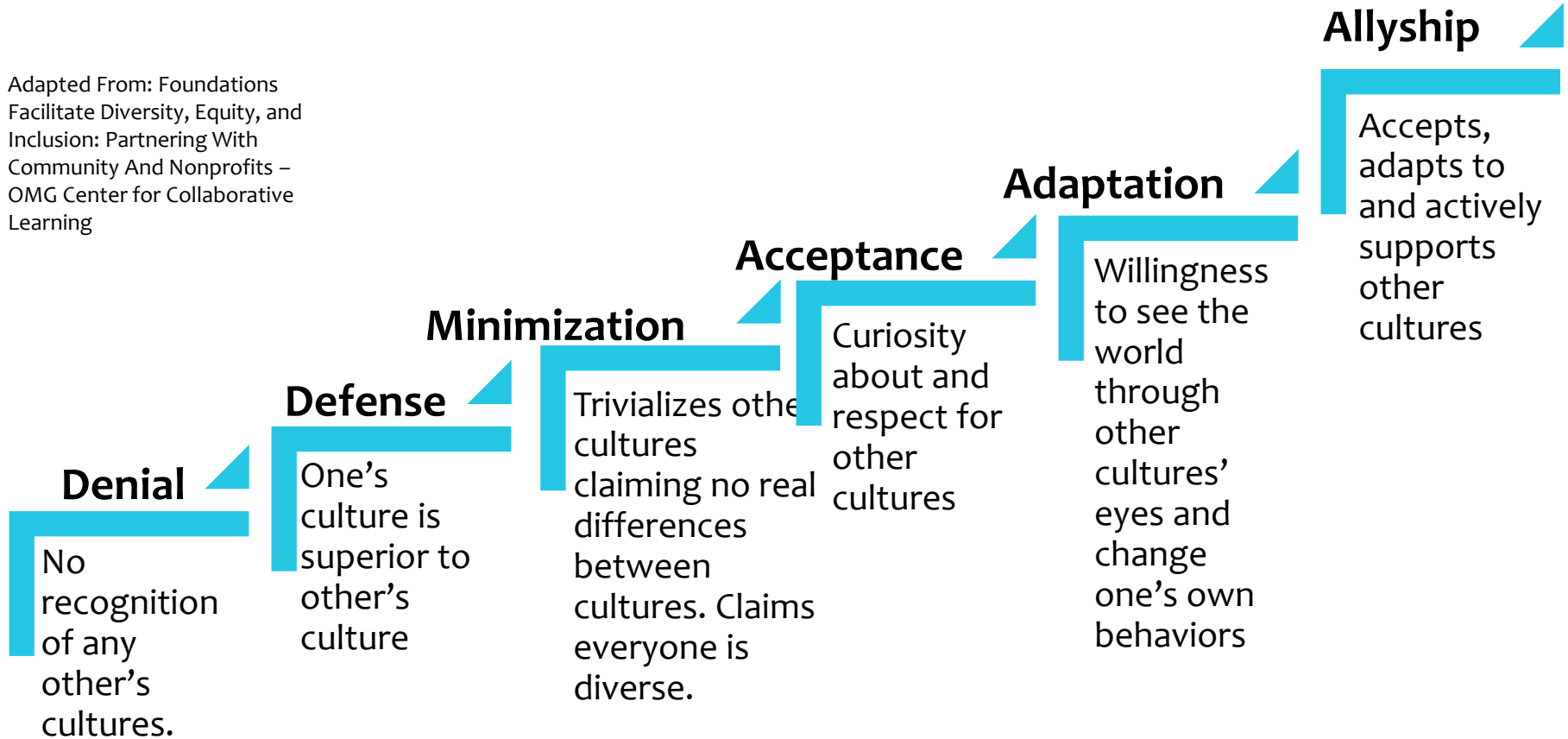
Cultural Appropriation – adopting parts of a culture (i.e., clothing, hairstyles, or accessories) while still being biased against its people.

Cultural Appreciation – learning about and understanding different cultures and honoring those cultures by including parts of those cultures in your personal life style.



Other Diversity Terms

Adapted From: Foundations
Facilitate Diversity, Equity, and
Inclusion: Partnering With
Community And Nonprofits –
OMG Center for Collaborative
Learning

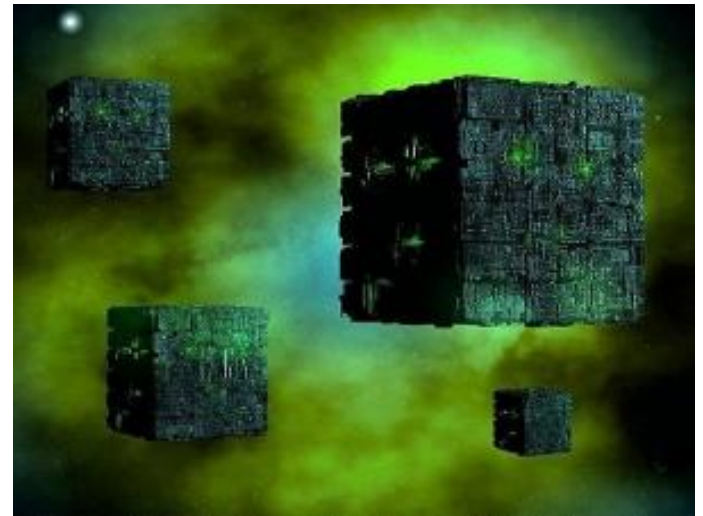
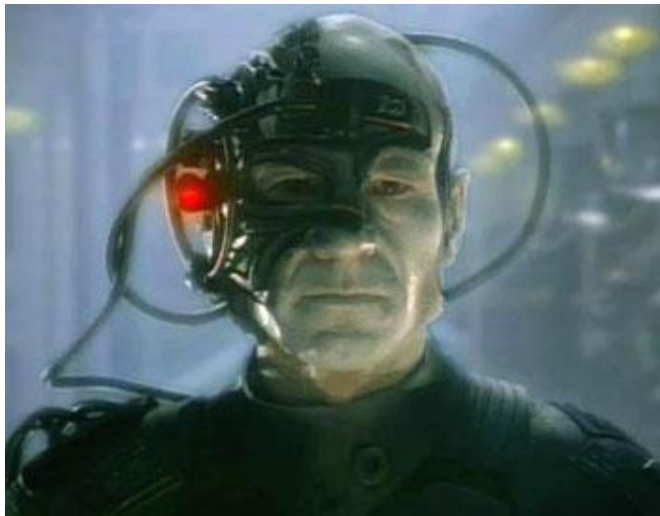


BIAS



ALLY

Diversity & Inclusion Does Not Mean



Assimilation

Getting to a State of Diversity

1. Assess Your Organization
2. Determine the gaps
3. Develop an implementation plan
4. Create buy-in among senior management
5. Policies and Procedures
6. Changing The Culture
7. How can diversity support organizational goals?
8. Implementing the program
9. Communicate, Communicate, Communicate
10. Review and Adjust
11. Sustaining and maintaining a diverse organization

Assessing Your Organization

How Diverse Is Your Organization?

- Board
 - Leadership (Senior and Middle Management)
 - Departments
 - Staff
 - Volunteers
-
- How representative is your organization of:
 - The General Population?
 - Your Local Community?
 - The People You Serve?



Assessing Your Organization

How Inclined Is Your Organization To Diversity?

- Commitment
- Leadership
- Hiring Practices
- Employees
- Human Resources
- Training
- Partnerships

Your Diversity Team

- Chief Diversity Officer or Diversity Champion
- Board Members
- Senior Managers
- Middle Managers
- Staff
- Clients
- Stakeholders



Getting Started

- Mandatory training for all senior people and diversity team.
- Start with the basics
 - What is diversity?
 - What is equity?
 - What is inclusion?
 - Why it is important?
- Review results from Diversity Assessment.
- Small groups discuss issues and strategies for organization to become diverse.

Reviewing the Assessment

- Do a high-level review of demographics such as age, sex and race representation, and then continue to drill down by location, department, position, etc.
- Some things to look for
 - Is management full of older white males?
 - Are clerical and support staff positions primarily female?
 - Where are underrepresented groups relative to early, mid-career, senior level?
 - What are employee attitudes on culture and diversity?
 - Non-responses that may indicate lack of trust or other issues.
 - etc.



Develop An Implementation Plan

- Ensure that policies and procedures support Diversity, Equity & Inclusion.
- Build diversity into the organization's by-laws.
- Gain management's buy in to changing the organization.
- Make diversity goals a key part of the overall strategic plan.
- Develop SMART and accountable initiatives for creating the organization's Diversity, Equity & Inclusion culture.
- Change the organization's culture.

Develop An Implementation Plan

- Ensure recruitment, selection, hiring processes are transparent and unbiased.
- Create a fair and equitable process for compensation and career growth.
- Establish a Zero Tolerance Policy for discrimination.
- Create diversity committees with representatives from all levels and groupings and provide access to senior management!!!

Implementing the Plan

- Commit to action.
- Create a DEI committee and task it with formulating and achieving key objectives.
- Articulate DEI goals.
- Put people in charge of delivering results and provide them with the necessary resources!!!
- Create accountability.
- Require regular progress reports.
- Set up and listen to employee diversity groups.
- Continuously review metrics and adjust as needed.

Communicate, Communicate, Communicate

- Senior & Middle Management must engage with staff in ongoing conversations on Diversity, Equity & Inclusion (DEI).
- Design appropriate messaging for the organization's different stakeholders to inform, educate, engage and/or empower stakeholders as appropriate on DEI efforts.
- Promote DEI training and events to bring awareness to DEI in the workplace.
- Communicate the results and positive impact of the DEI efforts to all levels of the organization and to the organization's stakeholders.
- Use multiple communication tools including infographics, staff memos, press releases, website videos, etc.

Review and Adjust

- Set benchmarks and goals.
- Periodic review of DEI initiatives and goals.
- Audit your organization's environment & efforts.
- Regularly survey the organization's employees on company's DEI efforts.
- Review status of DEI benchmarks and goals and employee surveys. As necessary revise the DEI initiatives, activities and goals.
- If needed, go back and redo the organization's initial DEI assessment to refocus the organization's DEI efforts.
- Keep organization aware of the status of the DEI efforts.

Common Pitfalls

- Meets quotas without addressing underlying issues.
- Dependence on consultants with no internal champions nor support for champions.
- Flavor of the week.
- Lack of open dialogue.
- Leaders aren't invested. Waiting on someone else to lead. Usually a minority staff member.
- Benchmarks for success don't reflect the true numbers of potential minority professionals available.
- Focusing on the short term successes.

Sustaining And Maintaining A Diverse Organization

- Build Diversity, Equity & Inclusion into your organization's vision, mission and core values.
- Regularly reinforce messaging on empathy, respect and sensitivity
- Constantly seek talent from diverse groups
- Focus hiring on skills and talents
- Set up and listen to employee diversity groups
- Regularly monitor whether your organization is meeting its diversity goals



DEI Legal Considerations

Turning Plans into Action

- Diversity is good
- “Major American businesses have made clear that the skills needed in today’s increasingly global marketplace can only be developed through exposure to widely diverse people, cultures, ideas, and viewpoints.”

Grutter v. Bollinger, 539 U.S. 306, 330 (2003)

Promoting DEI

- For DEI initiatives to succeed, need senior level buy-in and support
- Diversity starts at the top – CEO & Board
- How to get buy-in?
- Senior management must understand the business case for DEI initiatives, with direct links to the organization's strategic goals

DEI Revisions to the Bylaws

- Bylaws
 - Aspirational language to increase Board diversity
- Selection of Directors
- Qualifications of Directors
- Increase access to diverse candidates through remote meetings
 - Appoint Diversity Officer
- Conduct Annual DEI Audit

DEI Committee

- Promote training and events to increase awareness of DEI in the workplace
- Engaging co-workers in DEI conversations and trainings
- Reviewing and developing policies and procedures that will promote workplace DEI

Corporate Policies

- Review/Update Policies and Procedures
 - Are they transparent?
 - Opportunities and steps for advancement known to everyone
 - Succession Plans aimed at increasing diversity
 - Consistency in performance evaluations
 - Updated job descriptions

Ongoing DEI Maintenance

- Review and Adjust
 - DEI initiatives are not static - ongoing review of the workforce and a response to changing needs are necessary
 - Must establish procedures for periodic review of DEI initiatives and goals
 - Survey employees regarding their perceptions of the organization's efforts – before and after implementation

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Questions?