Using Strategic HR Management to Address Diversity, Equity and Inclusion

Presented by:

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ABOUT NONPROFIT HR

Since 2000, Nonprofit HR has worked with thousands of associations and nonprofits, partnering with them to maximize the potential of their people and increase their impact.

Our practice areas include:

- HR Outsourcing
- Audit & Compliance
- Education & Training
- Compensation & Benefits
- Learning & Development
- Performance Management
- Culture & Engagement
- Talent Acquisition
- Executive Search
ABOUT YOUR FACILITATORS

Lisa Brown Morton
• President & CEO, Nonprofit HR; founded in 2000
• 26 years experience in HR in nonprofit and for-profit sectors
• Focus expertise on culture, engagement and aligning HR strategy with organizational strategy
• Former VP, HR & Administration with American Association of Homes & Services for the Aging (now Leading Age)

Pratichi Shah
• President and CEO, Flourish Talent Management Solutions
• 23 years experience in HR, OD, strategy, and coaching in for-profit and nonprofit arenas
• Works exclusively with the nonprofit community on talent strategy, culture alignment, training, coaching, and OD
• Former Chief Talent Officer for Independent Sector
TODAY’S AGENDA

- Definitions
- Where You are Today
- Where You Want to Be
- Getting to Your Future State
- What Others are Doing
- Where to Start
- Your Questions and Best Practices
WHAT WE MEAN WHEN WE SAY DEI
THE DEFINITIONS

**Diversity**
The demographic mix of a specific collection of people, taking into account elements of human difference.

**Equity**
Improving equity is to promote justice, impartiality and fairness within the procedures, processes, and distribution of resources by institutions or systems.

**Inclusion**
The degree to which diverse individuals are able to participate fully in the decision-making processes within an organization or group.

From: D5 Coalition (www.d5coalition.org/tools/dei/)
THE FUTURE DEPENDS ON WHAT WE DO IN THE PRESENT.

-- MAHATMA GANDHI
KNOW WHERE YOU ARE
ASSESSING YOUR ORGANIZATION

Leadership (including Board)  Talent Processes
Infrastructure  Culture
Internal/External Alignment
LEADERSHIP

- Transparency re: leadership criteria and responsibilities
- Leadership team diversity
- Board diversity
- Leadership accountability around DEI
- Leadership accessibility
TALENT PROCESSES

- Outreach/Recruiting
- Orientation/Onboarding
- Policies
- Professional Development
- Rewards
- Explicit commitment and metrics

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INFRASTRUCTURE

- Vendor analysis
- Office set-up
- Accessibility of all operational systems
- Clarity of internal processes
CULTURE

- Values (safety, empowerment, trust, respect)
- Value proposition (for staff, volunteers)
- Explicit conversations re: DEI
- Internal communications
- Unwritten rules
INTERNAL/EXTERNAL ALIGNMENT

- Alignment with services, programs, role in community
- Outreach to constituents
- Programmatic decisions
- Funder or grantee analysis and considerations
KNOW WHERE YOU WANT TO BE
DEFINING FUTURE STATE

What Do We Want to Change about Current State?

DEI Goals

Results

Metrics

Vision

Values
CURRENT TO FUTURE STATE

Assess/Audit
- Your assessment/analysis
- Leader input
- Staff input
- Board input
- Safe space to be honest
- Gather info via surveys, focus groups, interviews

Strategize
- Prioritize
- Build strategies
- Translate to tactics
- Assign responsibilities
- Understand and plan for change implications

Monitor and Communicate
- Monitor progress
- Communicate with staff, leaders, board
- Ensure ongoing commitment
- Keep conversation and skill-building going
WHAT ARE OTHER ORGANIZATIONS DOING?
Adapting HR Policies
Moving away from traditional definitions of “family” and “relative”
Offering greater flexibility and access for different abilities

Building Skills
Providing training that addresses bias, micro-aggressions, acknowledging intersectionality

Being Publicly Accountable
GuideStar now publishing diversity data on nonprofits

Making Explicit Statements
Adopting and publishing DEI values statements

Having Tough Conversations
Holding facilitated conversations to surface issues, define their “future state,” and acknowledge the journey

Changing Outreach
Rethinking how they recruit, involve volunteers, staff, members
WHERE SHOULD I START?
THINK ABOUT…

- Assessment and understanding of issues
- Understanding internal/external alignment
- Recruiting (staff, volunteers, board)
- Onboarding
- Skill-building around conversations, bias
MORE INFORMATION

- A Nonprofit Diversity Step-by-Step Guide:  
  tsne.org/achieving-diversity-nonprofit-workplace-step-step-guide

- Racial Equity Resource Guide:  
  www.racialequityresourceguide.org/profile/about-this-guide

- Annie E. Casey Foundation Race, Equity, and Inclusion Guide:  
  www.aecf.org/m/resourcedoc/AECF_EmbracingEquity7Steps-2014.pdf

- BoardSource Diversity and Inclusivity:  
  blog.boardsource.org/blog/topic/board-diversity-inclusivity

- D5 Coalition Organization Self-Assessment:  
MORE INFORMATION

- Website accessibility for all populations: www.w3.org/WAI/intro/accessibility.php
- Current diversity statistics: www.guidestar.org
- Defining and understanding equity for our sector: ssir.org/articles/entry/what_the_heck_does_equity_mean?
  utm_source=Enews&utm_medium=Email&utm_campaign=SSIR Now&utm_content=Title
- Independent Sector DEI Focus Area (curated with ProInspire): www.independentsector.org/focus_areas/diversity
QUESTIONS?

PRACTICES TO SHARE?
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