

2019 Nonprofit Diversity Practices

SURVEY RESULTS

Nonprofit**HR**

STRENGTHEN YOUR PEOPLE.
ACHIEVE YOUR MISSION.

**Current Diversity
Practices Data**

**Strategy & Practitioner
Insights**

**Demographics for
Survey Respondents**

**Responses from
566+ Organizations**

**20+ Participating
Mission Areas**

**Budget Ranges for
Survey Respondents**

< \$1 Million - > \$40 Million

**Organizations from
44 U.S. States and Canada
Represented**

URGENTSOLVE ISSUES HOT TOPIC CONSUMING
//////////TRENDING SECTORWIDE
ANSERSGETITRIGHTCOMPLIANCE
ENCOMPASSING
BROADERMEDIA//////////
EXPOSUREPRESSURE
SCRUTINYFUNDING//////////
#CHANGE///MICROSCOPICPERSPECTIVE
CRITICAL SENSITIVITY
BOTH SIDES OF

Share the Nonprofit Diversity Practices survey results with your leadership team, staff, and community partners! Download the survey results in presentation format and view the companion webinar recording.



Back to the Basics - Diversity Alone is Still Relevant

Nonprofit HR, for the first time in its history, surveyed nonprofits in North America about their diversity efforts, and here's why. As a leading talent management firm in the social impact sector for nearly 20 years, we have worked with thousands of organizations to help advance their missions through their most important asset, their people.

While the national discussion has moved toward the triad of diversity, equity and inclusion (DEI), we have seen countless examples of unsuccessful attempts to tackle the basic foundation of diversity. Further, the types of challenges we are called on to solve speak to the fact that many nonprofits lack a true "diversity" strategy. Many human resources and senior-most leaders champion diversity on some level. Yet, the results of these efforts are not being captured, quantified and documented in meaningful ways that can be leveraged within their organizations or shared across the sector.

The incongruence of the national dialogue, the current state of diversity revealed by our applied research, and increased efforts to advance equity and inclusion in the sector, prompted us to create this first-time survey. Results from the survey counter some of the narrative of diversity success, and present benchmarking data for decision-makers to incorporate into their future diversity objectives. We took several steps during the survey creation and analysis to gather a wide range of perspectives. Our efforts included multiple discussions with diversity experts on current practices and opportunities to close the data gap for the sector. Second, we engaged Nonprofit HR's consultants in a roundtable discussion about the survey results

to gauge what is happening in the field. Third, we partnered with diversity champions from nonprofit and for-profit organizations to gain further insights and tactics which complement the survey findings. 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 reports produced this year. Similar to the data from our other 2019 surveys, these findings will help nonprofits develop more comprehensive talent management practices.

Wishing you success on your diversity journey!



Lisa Brown Alexander
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Co-Leader, Knowledge Practice
Nonprofit HR
nonprofithr.com

Acknowledgements

In addition to Nonprofit HR consulting practice leaders, we also partnered with diversity champions from nonprofit and for-profit organizations. All report contributors provided insight and tactics which complement the survey findings. The below list of names is of content, insights and advisory contributors.

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Organizations that have a Formal Diversity Statement

Does your organization have formal diversity statement?

Yes No

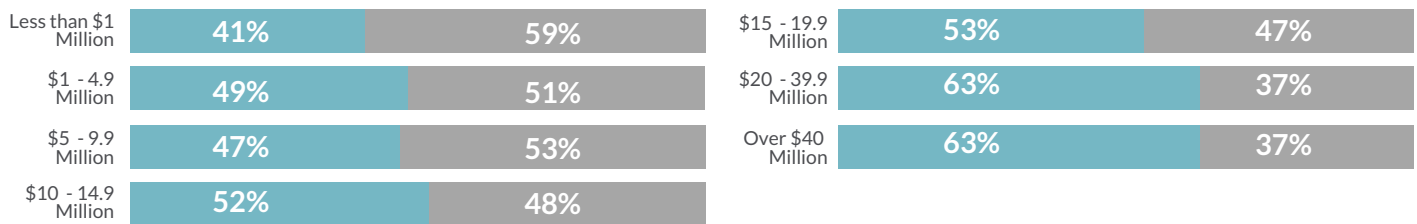
Yes

52%

No

48%

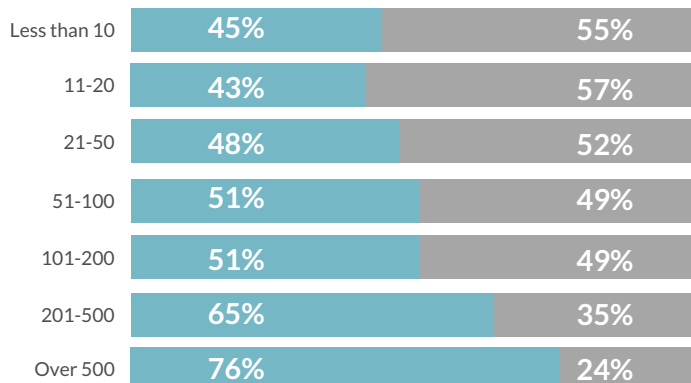
Budget



Mission Type



Size for Respective Charts



nonprofithr.com/2019diversityreport

Defining Diversity in Organizations



Nonprofit HR subscribes to the definition of diversity in the workplace as intentionally recruiting, hiring, developing and retaining employees who may have differing backgrounds, educations and experiences.

We believe that diversity is all encompassing, broad and includes, but is not limited to, race and ethnicity, physical appearance, gender, national origin, religious and political beliefs, education, age, mental and physical abilities, and sexual orientation.

More than half of responders to the diversity practices survey, 52%, reported that their organization has a formal diversity statement. True diversity, however, goes beyond a statement.

Various diversity strategies are covered in the following sections of this publication. Inclusive of strategy, organizations can leverage the survey data to strengthen workforce diversity in four core areas; organizational structure, talent management, community, and suppliers / partners.

Organizational Structure - Networked, hierarchical, and now digitally dispersed organizations are challenged with the need to increase diverse representation at all levels from entry to executive level.

Talent Management - Is recruiting for and developing diverse talent a check-the-box routine or an intentional effort intended to improve and advance organizational outcomes? Further, does your organization include retention and career growth when tracking and advancing diversity?

Community - How reflective is your staff, leadership and board of the communities your organization serves? Tackling each internal and external stakeholder group will contribute toward community building, which ultimately leads to success for your mission.

Suppliers & Partners - As a whole, social-impact organizations have done very little to showcase their strength as a buying partner within diverse communities. Diversity championing organizations such as the National Minority Supplier Development Council (NMSDC), the Women's Business Enterprise National Council (WBENC), specialty incubators and accelerators, federal, state and local certifying organizations represent communities of diverse businesses that can help you to extend your diversity practices beyond your organization.

DIVERSITY IN ORGANIZATIONS



Talk the Talk - Strengthening Your Organization's Diversity Statement

By Aariann Vaughn, JD, Senior Human Resources
Business Partner, Nonprofit HR



A continued trend in diversity is the formulation of formal diversity statements. Based on the survey data, a significant percentage of organizations -- specifically organizations with larger budgets and larger staffs -- have adopted formal diversity statements. The elements of a strong diversity statement and the overall messaging which these statements provide continue to be a very necessary, timely consideration in any diversity initiative.

Recently Ongig analyzed diversity statements across Fortune Magazine's 100 Best Workplaces for Diversity list and did a further analysis of each statement for readability, offensive language, positive and negative words and masculine/feminine words. From this analysis, 10 statements were identified as "awesome" and those statements include the following elements:

- **A main "diversity statement" between 20-75 words.** This provides a succinct and clear statement of the organization's main position as to the role of diversity.
- **Title of the statement as something other than "diversity statement".** This provides the opportunity to message creatively, as candidates and staff may find this compelling before reading more.
- **Readability at the 8th grade level or lower.** Many organizations write to the 11th grade or lower; however, awesome statements seem to have a different readability level and are written with less complexity and with more clarity.
- **The best diversity statements have short sentences.** The shorter the sentences, the higher percentage of comprehension.
- **Includes positive words like commitment, freedom, inclusion, growth which inspire and build.**
- **Includes specific information regarding mission and provides diversity examples that exist within organizations.** This element tends to support building trust and confidence in organizations.

For more, see the

[10 Examples of Awesome Diversity Statements.](#)

Another body of research that provides and substantiates the power of an effective diversity statement is Vanderbilt University's article on [Developing and Writing a Diversity Statement.](#)

Storytelling through Survey Data

The survey data tells a story that the larger the organization's budget and staff, the higher percentage of formal diversity statements adopted. Organizations with smaller staffs and budgets reported less activity, some suggesting via write-in responses that they "don't need to or can't afford to" adopt a formal diversity statement. However, there is clear and convincing data from the corporate sector that challenges this thinking within the social sector.

McKinsey & Company in its 2018 report, [Delivering through Diversity](#), provides findings that gender and ethnic diversity positively correlates to profitability and value creation. If these findings are translated into the nonprofit sector, the message may be that one significant step toward the achievement of programmatic outcomes and the realization of mission impact is valuing diversity and formally recognizing the diversity proposition. This "grow with it" rather than "arrive and then grow" approach may transform how the sector begins to envision diversity and its value to the organization.

Aariann Vaughn is a results-oriented and data-driven HR leader with over 15 years' experience in consulting, employee relations, performance management, staff and leadership development and employee life cycle.

Nonprofit CEOs Must Lead Diversity Efforts

Myra T. Briggs, Executive Search Practice Leader, Nonprofit HR



There has never been a more timely opportunity for social impact leaders to demonstrate their commitment to diversity. CEOs have the unique power to lead through action and example, which can accelerate organizational-, industry- and sector-wide change. A few actions they can take include:

1. Reigniting the diversity discussion by creating or refining their organization's strategy and statement, leading the adoption and implementation of diversity practices, and pinpointing opportunities to measure impact.
2. Initiating training initiatives to ensure that all staff receive some form of learning and development in the area of diversity.
3. Meaningfully investing in resources and materials that staff can refer to in order to increase the application of best practice.
4. Increasing transparency around decision making to foster a culture of inclusion.

Failure to demonstrate commitment to diversity erodes a mission's ability to attract and retain best talent.

A Few Questions to Ask Regarding Preparedness (By Myra T. Briggs)



1. What is our strategy for diversifying the organization at all levels?
2. What has limited our diversity efforts and initiatives? What have we done about it?
3. Have we lost effectiveness or relevance among our constituency due to a lack of diversity?
4. What resources do we have to increase our diversity efforts?
5. How will a more intentional approach to diversity impact and/or advance our mission and result in improved results for those we serve?

Your Diversity Efforts Should Extend to Your Board

The issue of elitism continues exist in social sector leadership. However, this problem is not exclusive to leadership staff; the vast majority of nonprofit organizations lack diversity on their boards, as well. Lack of diversity on nonprofit boards is especially concerning because developing a diverse leadership team, recruiting and retaining a diverse staff, and serving stakeholders with diverse needs and backgrounds are all significantly more challenging with a homogenous board.

In our current political and social climate, it is more important than ever that nonprofit organizations step up to serve those in need and innovate for the health and sustainability of their missions. Developing truly diverse and inclusive boards is a critical step toward achieving these goals.

Not sure where to start? Below are a steps mission-driven organizations can take to diversify their boards:

- **Present a formal case for board diversification.** First, make your existing board members your allies. Compile demographic data about the population your organization serves and the disparities between that group and your board members. Then, present specific recommendations to further board diversity and illustrate the tangible benefits of following those recommendations for your organization and its mission.

Nonprofit CEOs Must Lead Diversity Efforts

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- **Address whether diverse individuals would feel included on your board.**

New board members cannot be expected to simply assimilate to an organizational and board culture that feels unwelcome or uncomfortable. The integration of new board members who do not “fit in” with the existing demographic or psychographic makeup of your board will require a conscious cultural shift from your existing members, and it is the responsibility of every member to strive for inclusivity. Otherwise, when more diverse board members are recruited, they may not choose to stay. Shifting to a more inclusive culture is not a simple process but is one that requires intention, action and to some extent, discomfort on the part of existing board members.

- **Expand your board search beyond your personal circles.** As you develop a pipeline of potential new board members, be open to expanding recruitment to board members of varying backgrounds, perspectives, ethnicities, professions, age groups and socioeconomic statuses. Because many boards exclusively recruit new members by word of mouth, it may be necessary to completely overhaul your organization’s board recruitment strategies to expand outside of its current network. Consider the types of people you’re hoping to recruit, and revisit your board pipeline accordingly. Depending on your board composition goals, you can also utilize a wide array of listing services and match programs to connect with individuals actively seeking board service opportunities like BoardSource, LinkedIn for Nonprofits, Bridgespan and Idealist.

- **Establish concrete diversity goals.**

Once your organization chooses to be more deliberate about board diversity outreach, you can draft formal, quantitative goals based on the demographics of the communities you serve. Nonprofit inclusiveness.org’s workbook [Inclusiveness at Work: How to Build Inclusive Nonprofit Organizations](#) suggests examples of diversity goals that can be tweaked for your own organization.

To prevent a sudden, complete board overhaul that could disrupt organizational governance and strategy, you can also opt to gradually work toward broader diversity goals. Through this process, ensure all new board members are not selected merely for demographic reasons but also for the diversity of perspective that they can bring which ultimately will contribute to better results for your organization. Board diversification is a noble goal, but tokenism is not the solution.

Myra T. Briggs serves as Nonprofit HR’s Executive Search Practice Leader. She brings over 12 years of experience to the firm and the clients that she serves. Myra, a results-driven international staffing and recruitment leader, has a proven record of placing senior-most leaders with high-profile social-impact organizations nationwide. She is accomplished in planning and leading comprehensive talent acquisition strategies and teams in support of business goals and objectives.

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- Turnover Data – Voluntary and Involuntary
- Compensation Insight
- Building Engagement
- Leadership and Retention
- Survey Participant Demographic Data

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Organizations that have a Formal Diversity Strategy

Does your organization have a diversity strategy?

Yes No

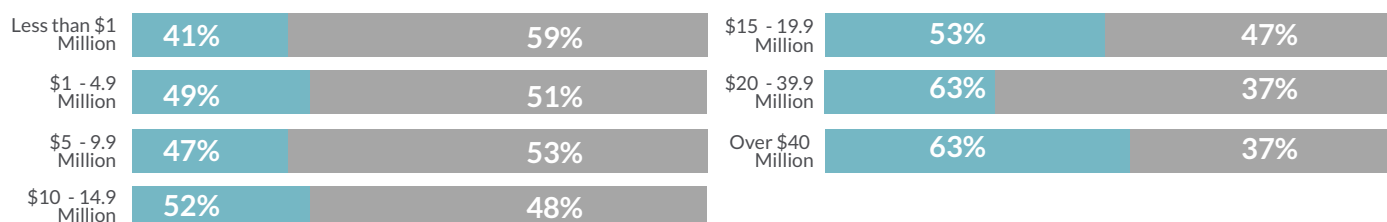
Yes

31%

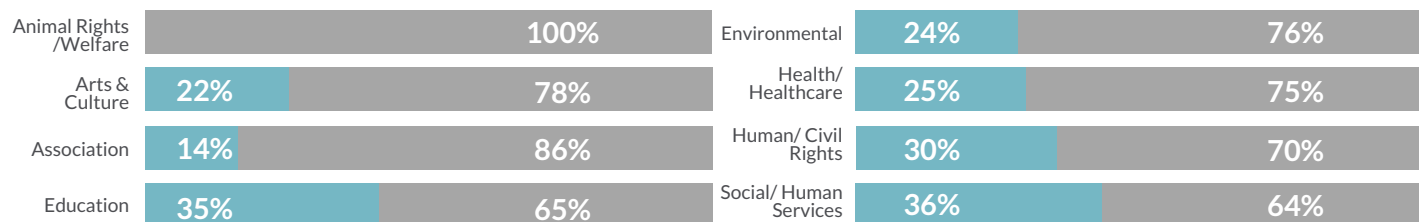
No

69%

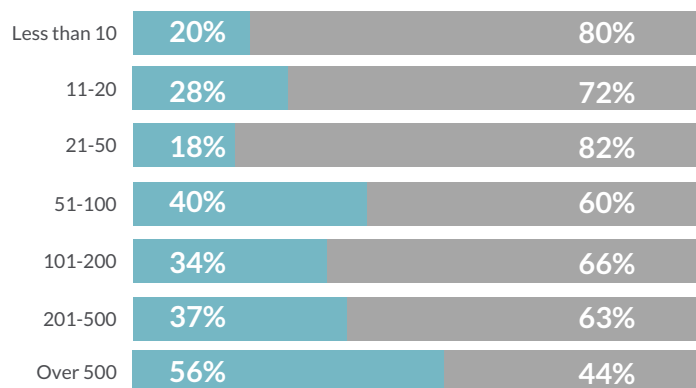
Budget



Mission Type



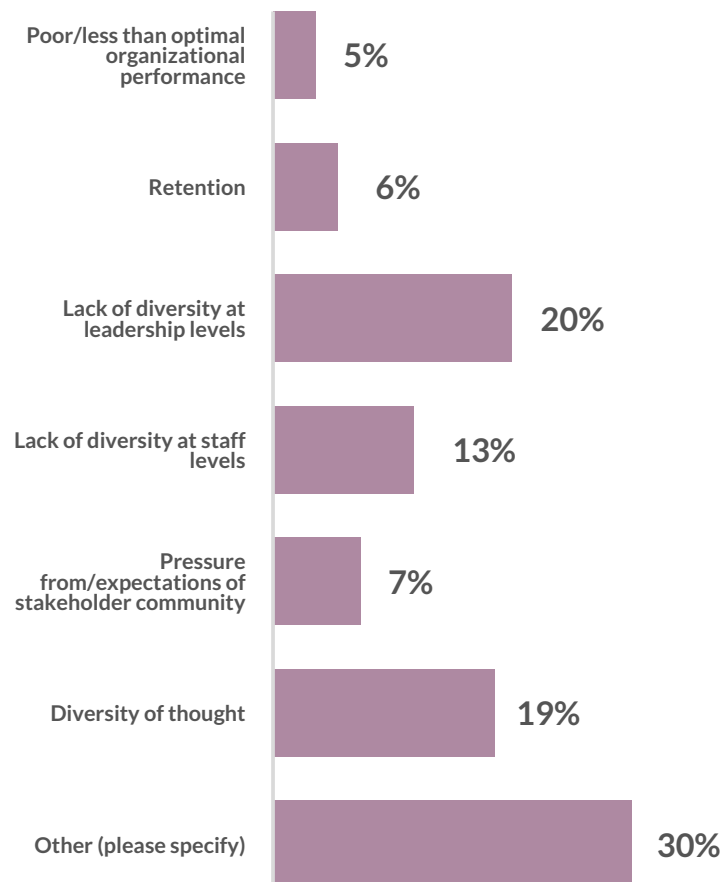
Size for Respective Charts



Get nonprofit talent retention data now!

Organizations that have a Diversity Strategy

Organizations that have a diversity strategy initiated it because...



Resources for Creating a Strategy



[How to Develop a Diversity and Inclusion Initiative](#) (SHRM)

[Developing a Strategic Inclusion & Diversity Action Plan: Lessons Learned from Research & Practice](#) (Utah Valley University)

[Step-by-Step: A Guide to Achieving Diversity and Inclusion in the Workplace](#) (TSNE MissionWorks)

Sample: [The City of Edmonton's Diversity & Inclusion: Framework & Implementation plan](#)

Sample: [The Arc's Diversity Strategic Action Plan 2016-2020](#)

Samples: [The National Archives' Strategic Diversity Plans](#)

Organizations that have a Diversity Strategy

Survey Respondent Share Why They Initiated a Diversity Strategy

- *“Lack of diversity at leadership levels as well as in the industry.”*
- *“To better serve our diverse community. The focus is diversity, inclusion and cultural competence.”*
- *“For membership growth and retention.”*
- *“Alignment with mission.”*
- *“To be/do/say - we do this work in the sector and want to BE it too.”*
- *“Our driver is multidimensional and includes retention, pressure from stakeholder community, desire to have diversity of thought, and to do the right thing.”*
- *“It provides a strategic advantage and is very important to our membership.”*
- *“We experienced a corrosive incident.”*
- *“We’re trying to continue to improve our practices and truly build the power of lower-income residents and people of color.”*
- *“Pressure from staff to talk about race and lack of diversity at all staff levels.”*
- *“To view where we are with our diversity levels and how we can improve.”*
- *“We need to become a national exemplar in all aspects of organizational functioning/operations.”*
- *“Lack of diversity among people attending programs and/or supporting the organization.”*
- *“The need to have more diverse perspectives to solve the complex challenges we are facing.”*
- *“Organizational imperative internally and to model and empower our nonprofit members in their own Diversity, Equity and Inclusion work.”*
- *“To have a work culture and environment where everyone feels they are respected, and can participate and be high-performing, high-contributing employees.”*
- *“Lack of diversity in our grantee pool, and sub-optimal diversity in our outreach programs.”*
- *“Awareness of issues related to staff diversity has been growing.”*
- *“Government funding requirement.”*

Why Pay Attention to Race in Organizations?

By Milagros Phillips, Author, Keynote Speaker, TEDx Talk Presenter Seminar Leader, and Race Coach

While 52% of the organizations that responded to the survey have a formal diversity and inclusion statement, only 22% of organizations have a staff person who is solely responsible for the organization's diversity efforts. Less than a third (31%) of the organizations surveyed have a formal diversity strategy and 42% of respondents cited "Realizing racial and ethnic diversity" as their greatest diversity challenge.

"People of color will become a majority of the American working class by 2032. This estimate is based on long-term labor force projections from the Bureau of Labor Statistics and trends in college completion by race and ethnicity," Valerie Wilson.

This shift is projected to occur 11 years prior to the Census Bureau projection for the overall U.S. population. Given this fact, it is urgent for organizations to create a race literate workforce.

Becoming race literate is essential to creating equity, inclusion, and belonging in an organization. What is race literacy? "Race Literacy is the knowledge and awareness of the history of race, how one is acculturated into a racial caste, the systems and institutions in the nation state that support race as a human divide, and the impact of all of the above on our current events and individual lives." Excerpted from: 11 Reasons To Become Race Literate by Milagros Phillips, Copyright 2016.

This differs from Ethnicity, which refers to belonging to a group with a common nationality and culture. Culture is a broader term referring to language, customs, music, arts, cuisine, religion, clothing, belonging to a specific group. Race literacy is race specific and gets to the nuances

of the subsets within a broader culture. For organizations to thrive in this century of social responsibility and social justice, they will need to be intentional about understanding race, racism and ethnicity and their impact on American work/life. Race and ethnicity training need to be treated as separate subjects under your organization's diversity and inclusion initiatives, allowing topic-specific curricula to be addressed.

As more organizations courageously take on race, and train their employees to be race literate, they will benefit by:

- Better understanding how race and racism impacts the organizations;
- Understanding the difference between race and ethnicity;
- Being able to unravel racial confusion and fragility;
- Identifying biases and how those biases impact established values;
- Creating more cohesive work teams;
- Exploring information that leads beyond diversity and inclusion to belonging;
- Creating more opportunities, leading to greater financial stability; and
- Increasing the strength of their culture, impact on their missions, and credibility of their brand.

Forty-two percent of organizations that responded to Nonprofit HR's survey shared that realizing race and ethnic diversity is their greatest challenge. There is a strong case to be made for organizations moving beyond a written diversity statement, strategy and policy to actively seeking racial literacy. As race continues to be one of the most important challenges of our time, it is essential for organizations to pay

Why Pay Attention to Race in Organizations?

By Milagros Phillips, Author, Keynote Speaker, TEDx Talk Presenter Seminar Leader, and Race Coach

attention to race because a diverse workforce is becoming essential to organizational success. Not only can organizations struggling with this challenge become more intentional about hiring diverse talent, but also retaining, promoting and increasing opportunities for mentoring and professional development.

To set up a successful race awareness and literacy strategy, organizations will need to:

- Understand the business case for race equity and the risks for remaining stagnant;
- If you have an HR department or team, hire an expert to run the diversity and inclusion functions;
- Hire an expert who specializes on the topic of race to facilitate discussions and strategy-building;
- Train diversity and inclusion, and HR professionals on race and racism;
- Do race training more than once a year;
- Create a way for people who are being racially harassed to report what is happening and take appropriate action;
- Start an organization-wide race literacy campaign;
- Encourage open, honest conversations on race;
- Listen to the perspectives of employees of color;
- Set up mentoring programs aimed at the success of employees of color.

When it comes to race, it is better to be proactive than reactive. And, a well-educated workforce is your best reinforcement.

Milagros Phillips is a three times Author, Keynote Speaker, TEDx Talk Presenter Seminar Leader, and Race Coach. She is the founder of Race Healer TV and Race Healer Magazine.

To learn more about her work, visit:

MilagrosPhillips.com

Survey Respondents Shared Diversity Challenges

“Getting staff at all levels to understand that if we want to build people up, we have to know what’s holding them down.”

“Pressure from staff to talk about race and lack of diversity at all staff levels.”



Sources:

Valerie Wilson Report, [People of color will be a majority of the American working class in 2032 - What this means for the effort to grow wages and reduce inequality](#), June 9, 2016.

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reality.

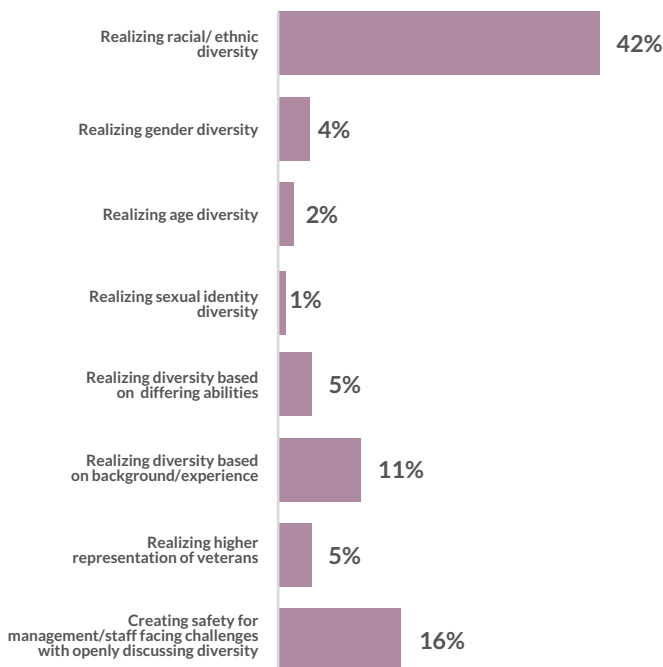
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Organizations' Greatest Diversity Challenges

Organizations' greatest diversity challenges



HR Practitioner Insights: *"In many ways, organizations are substituting compliance with equal opportunity standards for a committed approach to diversity."*

Percentage of organizations NOT impacted by a lack of diversity



Survey Respondent Share Why They Initiated a Diversity Strategy

- "Some staff are still very resistant to addressing these issues as they feel it is too "negative" or uncomfortable."
- "Retaining diverse faculty members and staff."
- "Racial/ethnic diversity at our senior and executive levels."
- "Discrimination based on fraternal affiliation."
- "Minorities only stay for less than 5 years."
- "The majority of our staff is caucasian and our senior staff is not diverse."
- "Realizing diversity for the board of directors."
- "Ours is a geographic challenge due our vast rural state."
- "Lack of interest among stakeholders."
- "Realizing diversity in the profession."
- "Having more diverse individuals interested in the field of work we do."
- "Realizing diversity for senior management in small organization with limited turnover."
- "Efforts to create a racially diverse staff have some success but management and board are persistently "whiter" than staff or our program population, and there are ongoing concerns about racial inequity and how it is perpetuated at work, both among staff and among program participants."
- "Meeting the changing needs of our growing, diverse communities."
- "Getting buy in from senior leadership on resources needed and their role in enhancing our diversity and inclusion practices."
- "Convincing the Board that diversity matters for a high-functioning governance and is an important component of Board member recruitment."



Deeper Dive: Women of Color, Leadership and the Nonprofit Sector

By Ofronama Biu, Senior Research Associate, Building Movement Project



The Building Movement Project (BMP) has been exploring the racial leadership gap in the nonprofit sector for the past few years. BMP launched a national survey of nonprofit staff in 2016 and 5,000 people responded. BMP's research revealed that systemic issues—rather than lack of interest, education, and/or experience—explain the lack of people of color in nonprofit executive leadership and board positions.

The first reports compared people of color and white respondents. More recently, BMP disaggregated the people of color respondents to focus on women of color. We know that the combination of different identities—for example race and gender, gender identity, and/or sexual orientation—has a compounding effect on people's experiences in the workplace. In addition to analyzing survey data from a race and gender perspective, we also held focus groups for women of color, white women, and—in one city—men of color.

Our first finding is that women of color were the most likely to say that race had a negative impact on their careers (more so than men of color) and the most likely to say gender had a negative impact (more so than white women). Women of color described being passed over for promotions and new projects in favor of white women, white men, and men of color—even those with less experience. Many said they were not seen as leaders nor mentored to move up.

The second key finding is that educating and training women of color is not the solution. Women of color are already well prepared. In addition, among those with a master's degree

and above, women of color were most likely to be in line/administrative staff roles and least likely to be in senior management. We also saw salary disparities across gender lines with women earning the least. Women of color were the most likely to express frustrations with inadequate salaries. Moreover, the most common theme in survey write-in responses from women of color was not being paid the same as people doing the same jobs, even when they had more qualifications.

Finally, we observed that the nonprofit landscape is not always supportive of the leadership of women of color. Women of color shared experiences with on one hand being “invisible” and on the other “hypervisible.” Women of color were the least likely to have had mentoring on the job and feedback and performance evaluations. On the other hand, women of color staff, including executives, were constantly under a spotlight—questioned about their decisions and confronted with biased performance evaluations. They also dealt with racism from white staff (both men and women), sexism from men (including men of color), and gendered racism from a variety of groups. These experiences varied for different groups—the full Women of Color report has a special section on themes among transwomen of color, black women, Latinx women, Asian women, and Native American/Indigenous women in the nonprofit sector.

The concept of intersectionality—a term coined by Dr. Kimberlé Crenshaw—is not new. But the nonprofit sector should address how the various “isms” women of color face has a compounding impact on their experiences.

Deeper Dive: Women of Color, Leadership and the Nonprofit Sector

By Ofronama Biu, Senior Research Associate, Building Movement Project



Steps HR Professionals of Nonprofits Can Take

BMP recommends a number of steps that are relevant to HR professionals. For one, ensure that all employees have access to mentoring. Some BMP research participants said they were interested in affinity groups to connect with similar peers. Mentoring and affinity groups can be used to support women of color and are not a replacement for addressing internal organization biases on the basis of both race and gender. Women of color can't advance if decision makers won't allow that to happen. Staff should also know who they can go to with concerns and that organizations will address discrimination in the workplace when it occurs and ensure real consequences for those doing harm. Organizations must also analyze their own salary data to ensure equitable compensation. Organizations can also establish transparency regarding salary and pay scales so staff know if they are being paid fairly and what it takes to reach the next level.

Of utmost concern is systemic change and all nonprofit staff can join in our call for action.

In philanthropy, that means funding more women of color led organizations, asking grantees to share race and gender data, and encouraging nonprofits to address equity. In public policy, that means salary parity laws and increasing funding to government agencies that are supposed to track and address discrimination.

The Building Movement Project released its second Race to Lead Survey in Summer of 2019. The findings from this survey—which includes new questions on organizational dynamics and strategies to address equity—will be released in the Spring of 2020.

Ofronama Biu is a 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. Her research interests include labor market and workforce development policies and racial stratification.



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Make Room for Generation Z

By Atokatha Ashmond Brew, Senior Director, Marketing & Communication, Nonprofit HR



Move over Millennials, or Generation Y as some refer to them! Generation Z (Gen Z); those born between 1996 and 2010, are now entering into the workforce, and many will soon apply for positions in your organization, further complicating your mixed generation workforce and culture. How will your nonprofit focus on not only attracting this new workforce, but also training, integrating them into your culture, and retaining them? One key factor to keep in mind is that research about Gen Z's values systems and motivating factors, especially as they pertain to the social impact sector employment, is still evolving. Your strategy for attracting and retaining this workforce needs to allow room for revelations in that new research.

Incorporating an age diversity metric in your talent strategy is key to organizational sustainability. A variety of sources about Gen Z and their likelihood of being retained by employees focus on remuneration, but the research does not thoroughly compare compensation with the rising cost of living, which is also a key concern of the generation. Further, this group, like Millennials, looks to understand their possible professional trajectory with your organization, versus working and waiting and relying on organic promotion opportunities.

If your organization has already started pursuing this demographic, revisit or create your communication strategy and plan, as this

Make Room for Generation Z

By Atokatha Ashmond Brew, Senior Director, Marketing & Communication, Nonprofit HR

group expects to find extensive information about potential employers online. Publishing that information through your employer branding channels, plus disclosing adequate details about the positions and workplace can increase retention of this group, which by 2020 is expected to make up one fifth of the workforce.

If you foresee Gen Z's as being challenging to attract given your past recruitment programs, go the extra mile by refreshing your employer value proposition, and find opportunities to diversify your recruitment campaign by including instructional videos about the application and hiring process. Help this group easily access critical employer information about your mission. Finally, recognize that while Gen Z is the first group of digital natives, they prefer human interaction to screens during multi-step transactions, especially when they are less familiar with a process. Don't just assume that because they're tech-savvy that they won't appreciate connecting with the human sides of your organization.



Atokatha Ashmond Brew has over 20 years of experience designing, implementing and promoting data-driven marketing best practices across the full range of marketing and communications for nonprofit and for-profit organizations. Atokatha has built tier 1 and tier 2 procurement programs focuses on attracting diverse suppliers and talent. She is the former CEO for Brandbuilder, a full services communication and marketing firm and is a 10-year columnist for MBE magazine. She has an MBA in international business from Trinity University and is a PhD candidate in business psychology at The Chicago School of Professional Psychology. Her research focus is multigenerational workforces, talent retention and organizational commitment.

Sources:

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The LGBTQ Crossroad: Coming together to keep the LGBTQIA+ Movement

By Megan Eimerman-Wallace, PHR, Human Resources Professional

Today's hiring managers sit at a turning point. They can either turn a blind eye to some antiquated hiring practices or they can work to ensure all hiring is based on best practice. Only 1% of organizations that responded to the survey said that "recognizing sexual identity diversity" is one of their greatest challenges. To know where to go from here, organizations must understand how relevant that statistic is for their workforce. Educating oneself on the many challenges facing the LGBTQIA+ -- with the acronym representing lesbian, gay, bisexual, transgender, queer/questioning, intersex, and asexual identities-- community is a good place to begin.

Members of the LGBTQIA+ community often have intersectional identities, meaning that LGBTQIA+ is not the only identity they have. There are women, people of color, immigrants, people with disabilities, transgender people, gender non-conforming people, and those with different socio-economic statuses. The results of the survey can only lead to richer discussions within your organization, and part of those talks should consider all members of your workforce and not just some.

As some organizations seek to increase their diversity efforts, hate crimes have been on the rise across the U.S. At the end of 2018, the Federal Bureau of Investigation (FBI) reported a 17% increase in documented hate crimes in 2017 which represent a spike for three consecutive years. Many groups and communities throughout the United States are impacted. Immigrants, Muslims, people of color, and LGBTQIA+ people are just a few of the groups experiencing increased acts of violence.

When marriage equality was won in 2015, there was chattering among the LGBTQIA+

community, "Now that we've got marriage, the fight is over." However, I urge us all to remember that there are still places where people can be fired for being gay. Several states continue to work to pass bills to restrict trans-people from using the bathroom that corresponds to their gender identity. Eighteen states and the District of Columbia have bans on conversion therapy for LGBTQIA+ youth. Violence against trans women of color is increasing at an alarming rate. And the list goes on. Marriage equality is not the only thing that the LGBTQIA+ movement is combating and organizations can help make the difference by increasing sexual identity training.

Many people are jaded by the LGBTQIA+ movement. Many leaders of LGBTQIA+ movement have not done a good job of acknowledging intersectionality and inviting everyone to the table; people of color and trans members of our community are frequently excluded. Until now, the faces at the forefront of LGBTQIA+ rights have been white, cisgender people.

Learn to be a good ally

"You don't need to be a voice for the voiceless. Just pass the mic." --Dr. Su'ad Abdul Khabeer

Let's Talk About Privilege

As a white, lesbian, feminine-of-center woman, I know that my past experiences with hiring managers greatly differs from that of a person of color. I know that there are people out there who will listen to me and grant an interview over someone else because of the color of my skin or name. This is a privilege, whether I like it or not. Nonprofit hiring managers must also recognize this same notion and acknowledge its existence. It is important to remember that just being part

The LGBTQ Crossroad: Coming together to keep the LGBTQIA+ Movement

By Megan Eimerman-Wallace, PHR, Human Resources Professional

of one marginalized community does not mean that you are a good ally to other marginalized communities. Part of being a good ally is educating yourself. Read literature about civil rights and current issues written by trans people, people of color, people with disabilities, and immigrants. Educate yourself on diverse aspects of America's history. Learn more about the Civil Rights Movement and how it lives today.

When seeking to increase support for any minority segment within your organization, meet people where they are, not where you are. Do not just invite them to your events, invite them to the table. Listen! Just listen to people. Let them share their stories and perspectives, and take it all in. It is a privilege to be able to hear those stories and perspectives.

The Road Ahead

The operative word here is work. Work on building and rebuilding bridges and prepare for a hard road ahead. Work on accurate representation in your own organizations. Become an advocate for every staff person's success and be there for your colleagues when they need your expertise and guidance.

This excerpt has been updated and is represented in full in the Boston Pride Guide 2017.

Throughout her career, Megan Eimerman-Wallace has helped organizations build more efficient HR practices in a variety of areas and her passion for advocacy shines through in all the work she does. Megan has worked with a variety of organizations, including immigration rights, disability advocacy, women's rights, and LGBTQIA+ advocacy.



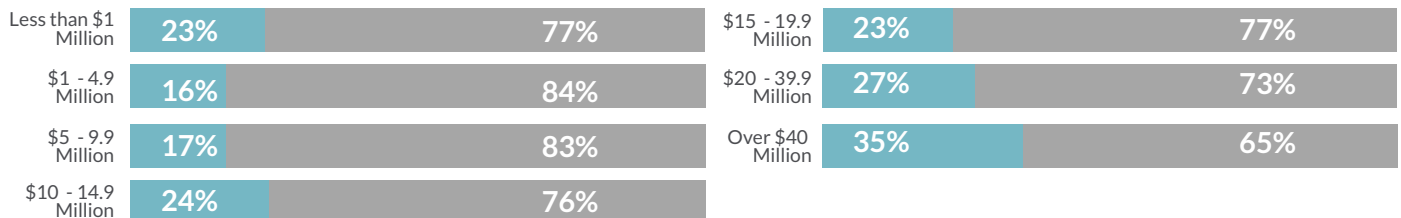
Organizations that have a Person Solely Responsible for Diversity Efforts

Organizations that have a staff person solely responsible for its diversity efforts

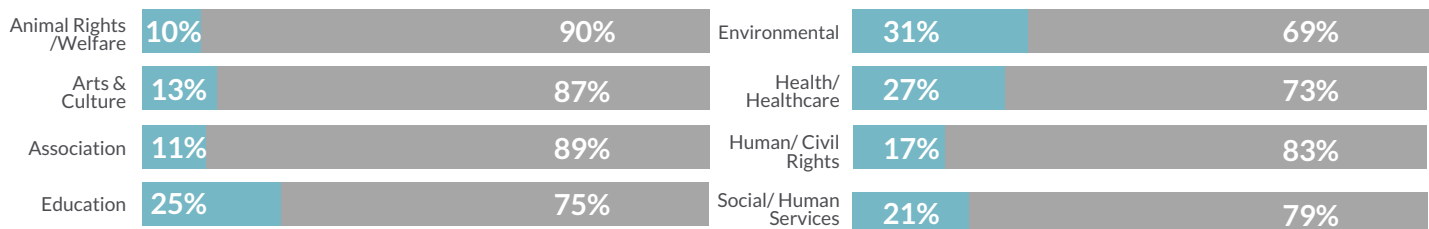
Yes No



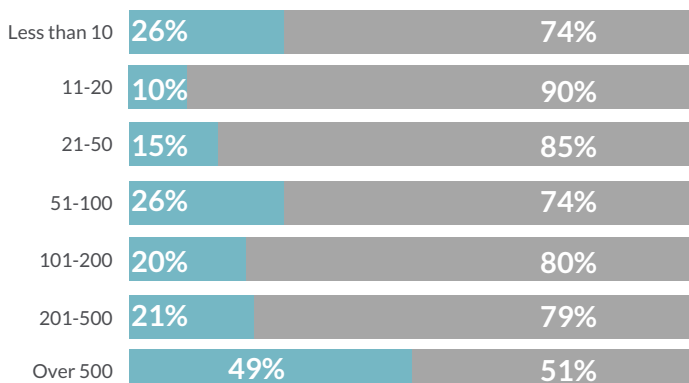
Budget



Mission Type



Size for Respective Charts



nonprofithr.com/2019diversityreport

Whose Job is Diversity, Anyway?

By Ariann Vaughn, JD, Senior Human Resources Business Partner, Nonprofit HR



Successful diversity **initiatives** require a **champion** - someone who understands the transformative power and benefit of diversity to an organization, its people, and culture. Champions insist that the organization become the best that it possibly can by leading by example, inspiring others, and moving the needle forward methodically and with intention. As you consider the results from this survey and the state of your organization's diversity efforts, challenge who owns it, ensure that their role is clear and concise, and empower them to lead.

If an organization makes the strategic decision to utilize an external diversity resource, how does that external resource function and what is it the desired outcome of their role? If an organization makes the strategic decision to hire an internal resource with the primary responsibility of leading diversity, how does the internal resource single-handedly make diversity a reality without cooperation, collaboration and incorporation into the strategic initiatives of the organization? Questions such as these continue to test our resolve and our understanding of how diversity continues to impact leadership, organizational development, and mission and business imperatives.

When considering how the role of champion is filled within your organization, look for someone who has the following attributes:

1. High emotional intelligence
2. Entrepreneurial mindset
3. Champion of purpose-driven strategy and culture
4. Lifelong learner

(Source: Anne Loehr, Trends Shape Future Leadership, 2016)

Beyond any attributes, job descriptions or consulting agreements, also think about the nature of what the diversity champion is tasked with accomplishing and what is needed to accomplish those tasks (i.e. budget, decision making authority, a "seat at the table", and staff).

Based on the diversity survey, organizations with the largest budgets and highest number of employees have either dedicated internal diversity staff or have utilized an external diversity coach. This is significant because if diversity is in fact a transformative imperative for your organization, having someone "own" the work and be responsible for tracking progress can add critical value. Likewise, progress must be monitored to determine the need for strategic shifts and the timing for celebration of measured success.

Whether there is an internal or external diversity resource, each leader and employee must begin to see their role in moving diversity forward. Yes, there is most certainly a need for a champion. There is also a need for the supporters and allies that support and walk alongside the champion to accomplish the goal. Regardless of the vantage point, entry point or area of responsibility, organizations that thrive in the diversity space do so because individual teams and team members make diversity a part of their daily operation, function and approach.

Consider how your organization is valuing diversity through the champion that you charge with this transformative work - whether internal or external. Remember this is the person who does not give up, who understands that significance and benefit of the process and outcomes, and who insists that the organization become the best it can be.

Related Survey Insight: 28% of survey respondents have retained an external diversity coach or consultant.



Organizations that have a Person Solely Responsible for Diversity Efforts

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

Yes No

Yes

22%

No

78%

Does your organization have a team or task force focused on diversity?

Yes, with a senior leadership advocate

41%

Yes, but no senior leadership advocate

5%

No

54%

Has your organization retained an external diversity coach or consultant?

Yes

28%

No, but we have considered it

19%

No, we have not

53%

Organizations with Diversity of Staff Reflective of Community

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

Yes

57%

No

43%

Why Supplier Diversity is Relevant to Nonprofits

Daryl Hodnett, Director-Supplier Diversity & Inclusion, The Office of Diversity and Inclusion at Aurora Health

Diversity does not stop with talent attraction and retention, but also with service delivery and working with partners. Just as the HR practitioner and hiring manager sources for diverse talent, so too must employees spending nonprofit dollars include diverse suppliers in their vendor selection processes. Doing so amplifies the impact of the mission. If looking to uplift the impact of a community, why not seek to do business in that community as well, and not just serve or fund it?

Consider your footprint and where you serve your communities. Are you doing business with entities in those areas or implementing solutions from providers from outside of the area? Could you deliver better solutions by doing more local business and working with suppliers that complement your mission.

If nonprofits want to succeed in the new economy, talent acquisition is only part of the equation. Just as you can't afford to not recruit the right talent, your organization can also not afford to not utilize diverse suppliers and community partners.

Here are four quick ways to win big!

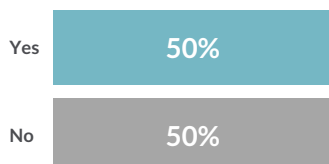


1. Draw a connection between the communities served and dollars spent in those communities, which builds a business case and education for your board, staff and membership
2. Look at companies that are in your sector, see who's doing well, and benchmark them
3. Align with diverse business-building communities for access to vetted companies
4. Research and hire diversity consultants who have a proven track record in the diversity space

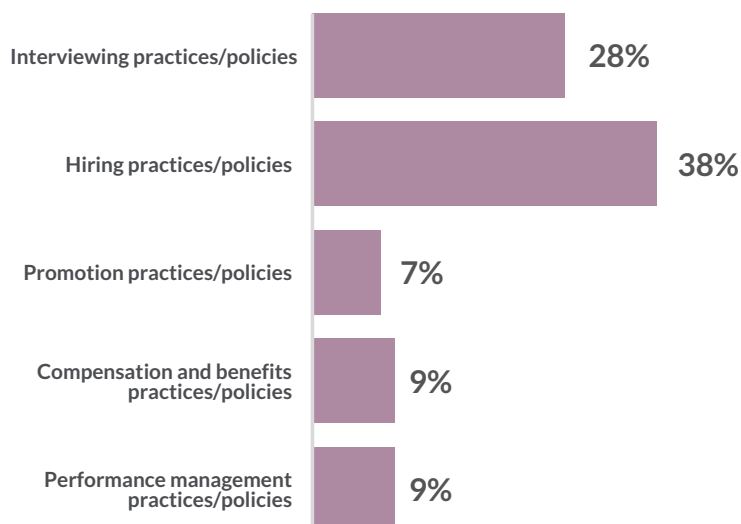
D.M. (Daryl) Hodnett serves as the System Director, Supplier Diversity and Inclusion for Advocate Aurora Health, the 10th largest health system in America, based in Milwaukee, WI., and Downers Grove, IL. Mr. Hodnett is leading and growing a supplier diversity effort as well as part of the diversity & inclusion leadership for the organization. During his two years in the role for Aurora Health Care, Mr. Hodnett helped lead Aurora to \$30 million dollars in measured spending during CY 2017, a +44 % increase versus 2016 spending. Aurora has been awarded the 2018 Premier Inc. Supplier Diversity Company of the Year Award and the 2018 The Business Council award. Mr. Hodnett was awarded the NAMC-WI Golden Shovel Award in 2019.

Organizations that Changed HR / Talent Management Practices.

Did your organization change its HR/Talent Management practices last year in an effort to realize greater organizational diversity?



HR/Talent Management practices changed to realize greater organizational diversity:



Danny Vargas is President of VARCom Solutions, LLC. He is the Chairman of Friends of the National Museum of the American Latino - which advances the efforts to create a new museum within the Smithsonian Institution complex - and a member of the Virginia State Advisory Committee, US Commission on Civil Rights. He is past Chairman of the Virginia Board of Workforce Development and the Dulles Regional Chamber of Commerce. An advocate for Latino workforce initiatives, Vargas is also a service-disabled veteran of the U.S. Air Force.

Dramatic Demographic Shifts, Future Talent Pools & Your Recruitment Program

By Danny Vargas, President, VARCom Solutions, LLC

As the nation's largest minority group, Latinos play a vital role in our economy and our workforce. At nearly 60 million people, Latinos make up approximately 18% of America's population. This proportion of the population continues to grow and represents nearly \$2 trillion in purchasing power. Latinos comprised about half of the country's population growth in the period from 2000 – 2010.

What's your plan for tapping into this growing workforce?

The U.S. Census Bureau tells us that Latinos will make up 30% of the population by 2060. However, today, Latinos already represent 38% of the population under the age of 21. According to the Bureau of Labor Statistics, the Hispanic labor force has grown more than 6 times larger over the past 40 years, from 4.3 million people in 1976 to 26.8 million in 2016. In contrast, the overall labor force, comprising all other groups combined, grew by less than half—from about 92 million in 1976 to 132 million in 2016. The Hispanic share of the labor force is projected to increase more than that of any race or ethnic group by 2026. Latinos are also a significantly younger population. The median age of Latinos in America is 28, while it is 38 among the general population. Certainly these numbers will impact how your organization looks tomorrow.

These dramatic demographic shifts are impacting every major industry in the country and as one of the nation's leading employers, nonprofits need to lead the way in terms of recruiting, retaining and developing the growing Latino workforce.



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Beyond Accommodations - Expanding Your Diversity Talent Pool

Mishka Parkins, MS, Marketing and Communications Manager,
Nonprofit HR and Aariann Vaughn, JD, Senior HR Business Partner, Nonprofit HR



People with disabilities are the nation's largest minority group. [Over 60 million individuals, or 26% of adults in the United States have a disability.](#) The ADA National Network defines disability as a [“physical or mental impairment that substantially limits one or more major life activities, a record of such an impairment, or being regarded as having such an impairment.”](#)

It is also an inherent part of diversity even though many do not consider disability when approaching diversity. Nonprofits aspiring to attain greater diversity cannot only ensure people with disabilities are represented in their workforce. They must also take it a step further and move toward inclusion by removing the barriers, physical and otherwise, for disabled persons entering, remaining in and developing in the workplace.

The [Inclusion@Work Framework](#), a multimedia policy tool, outlines the following seven core components of a disability-inclusive workplace:

- Leadership that leads by example when looking to establish an inclusive business culture;
- Targeted outreach and recruitment that builds a pipeline of applicants with disabilities;
- Policies and processes across the employment lifecycle that facilitate, not hinder, the hiring, retention and advancement of individuals with disabilities;
- Willingness to provide “reasonable accommodations” to perform the essential functions of a job;
- Effective internal and external communication regarding the commitment to employing individuals with disabilities;
- Knowledge of how technology can impede and assist disabled employees and candidates; and

- Accountability measures that help to ensure the effective implementation of the inclusion strategy.

For more information, along with a menu of strategies for achieving a disability-inclusive workplace, see [here](#).

Disabled Veterans

A unique category of the disabled population are disabled veterans. [According to the ADA National Network](#), nearly a third (29.6% or 3.5 million) of the 12 million veterans ages 21-64 report having a disability:

- 12.4% (1,495,000) report only a Service-connected (SC) disability;
- 10.5% report a Census Bureau's American Community Survey (ACS) disability only; and
- 6.7% report both an ACS and a SC disability



“SC” disabilities are a disease or injury determined to have occurred during military service. The Veterans' Administration assigns a disability rating as a percentage from 0% -100% disabled.

“ACS” disabilities are a difficulty with one or more of the following: hearing, vision, cognitive, ambulatory, self-care and independent living. Please note that an ACS disability may or may not be acquired during military service.

[Source: Employment Data for Veterans With Disabilities](#)

As the employment for veterans and disabled veterans continues to be considerably lower than the employment rate of the civilian population, employers continue to express the following concerns about hiring disabled veterans:

Beyond Accommodations - Expanding Your Diversity Talent Pool

Mishka Parkins, MS, Marketing and Communications Manager,
Nonprofit HR and Aariann Vaughn, JD, Senior HR Business Partner, Nonprofit HR



- Struggle with accommodating veterans with the signature disabilities of PTSD, TBI and depression;
- Are confused about resources related to recruiting or accommodating veterans with disabilities and therefore are not using these effectively; and
- Do not understand the disability disclosure rights of veterans with disabilities.

A couple of valuable tools are [Essential Skills Veterans Gain During Professional Military Training; A Resource for Leaders and Hiring Managers](#) and [Essential Nontechnical Skills Service Members Gain During On-the-Job Experience; A Resource for Leaders and Hiring Managers](#). These tools are both derived from research by Rand Corporation and help provide insight to prospective employers about transferrable skills veterans gain during military training and on-the-job experience that can be used and transferred into civilian jobs. Both tools target leaders and hiring managers and frame a paradigm shift in supporting employment opportunities for all categories of veterans—including disabled veterans. For a similar resource, see [Ten Tips for Employers: Tapping into the Talents of Veterans with Disabilities](#) from the ADA National Network.

The intersection of the data provided above, the growing number of disabled veterans that have many “working years” remaining upon their return and the confusion around resources to address the needs of the disabled veterans are evidence that there is a need to be intentional and strategic as employers if there is to be movement forward for this particular segment of our workforce.

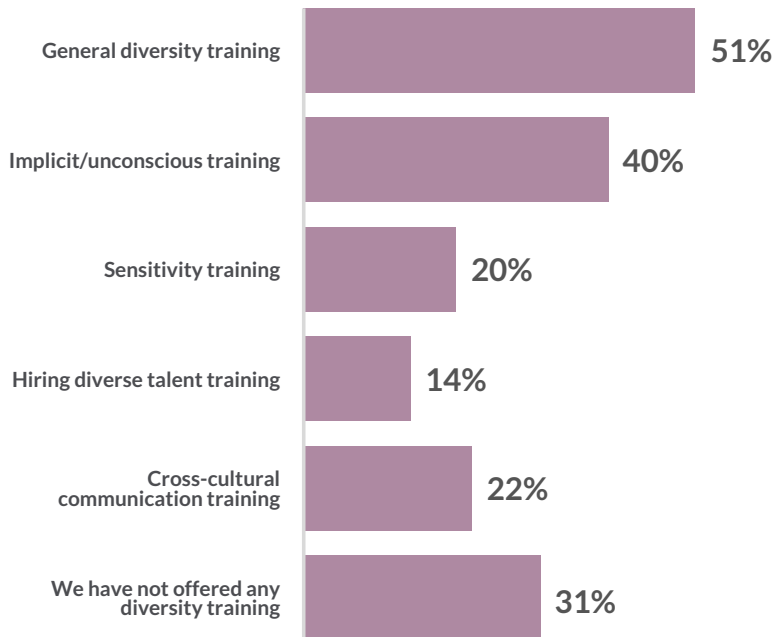


Survey Respondent Shares Diversity Challenge

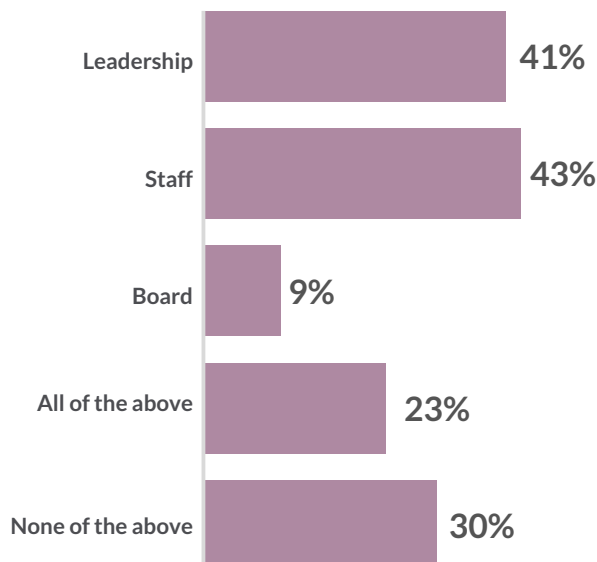
“Finding qualified candidates that are either Deaf, or have Deaf culture advanced awareness and are fluent in American Sign Language.”

Diversity Training Options Organizations Offer

Diversity training options organizations offer:



Organizations offered diversity training to:



Why Invest in Diversity Training

By Mishka Parkins, Marketing and Communications Manager, Nonprofit HR

Nonprofits and for-profits alike are realizing the benefits of having a diverse workforce. However, building and maintaining a diverse workforce requires training to educate employees and uncover unconscious biases that may exist within, and adversely impact, an organization. Training helps employees to be more aware of their day-to-day interactions with colleagues and help managers be more mindful of how they interact with their direct reports. Ultimately, diversity training raises awareness of different races, cultures, belief systems, and perspectives. Increased awareness then strengthens cultural competency, uncovers unconscious bias, and cultivates sensitivity in the workplace.

The approach to diversity training is unique to each organization. The type of training needed will vary based on budget, organizational commitment, and where a nonprofit falls in their diversity efforts. Luckily, there are many options for missions to choose from. Diversity training can include videos with discussion guides, partial- to multi-day workshops, conferences and so much more.

“Getting it right vs. getting it done.”

Many well-meaning leaders approach diversity with a lot of excitement and energy. And while the intent is often pure, the approach could be detrimental to desired results. When it comes to training, leaders should be cognizant of the type or topic of training and how it will be received by some identity groups. Simply put, consider the experience of people of color in diversity training efforts. For example, having all employees sit through a video on white privilege could be very

Diversity Training Options Organization Offer

uncomfortable and upsetting for non-white employees to watch because they typically live the experience every day.

Also, keep in mind the power dynamics that exist within your organization. Younger employees may be uncomfortable opening up in workshop-style training sessions if their supervisors or leadership are present. In some cases, it may be necessary to approach training through identity caucusing. The idea of caucuses could appear separatist but various groups deal with issues that may be dealt with others that are similar before, or while dealing with a larger group. As the Race Equity Tools website puts it, “white people and people of color each have work to do separately and together.”

Ongoing commitment from the top for diversity training is a must. The CEO and all levels of management must have buy in. Leaders should be role models and set the expectations for an inclusive culture through continuous learning. Also, leadership-centered diversity training offered exclusively to senior management and the board, will help to reinforce to an employer’s commitment to diversity. Finally remember that training needs to be ongoing because while diversity can be “attained,” inclusion is a journey of learning, course correcting, and growing.

Survey Respondents Shared

“Developing ongoing training/education and resources for staff at all levels to keep diversity, equity and inclusion at the forefront of our work, internally and externally.”

Mishka Parkins, Manager of Communications with Nonprofit HR, has over eight years experience developing content, targeted messaging, and graphics for organizations. Throughout her career she led and amplified various member education and network engagement efforts. Mishka has managed research, training, and technical assistance projects. She has also authored and designed publications on a wide range of economic development, small business, and entrepreneurship topics.

Components of Effective Diversity Training Programs

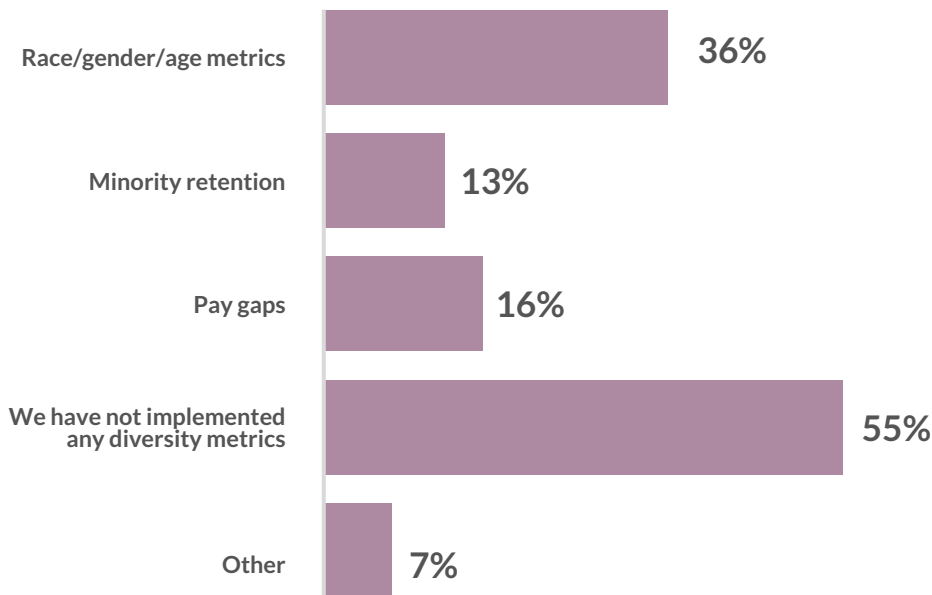


Excerpt from [Diversity Best Practices: Diversity Primer, Chapter 9](#)

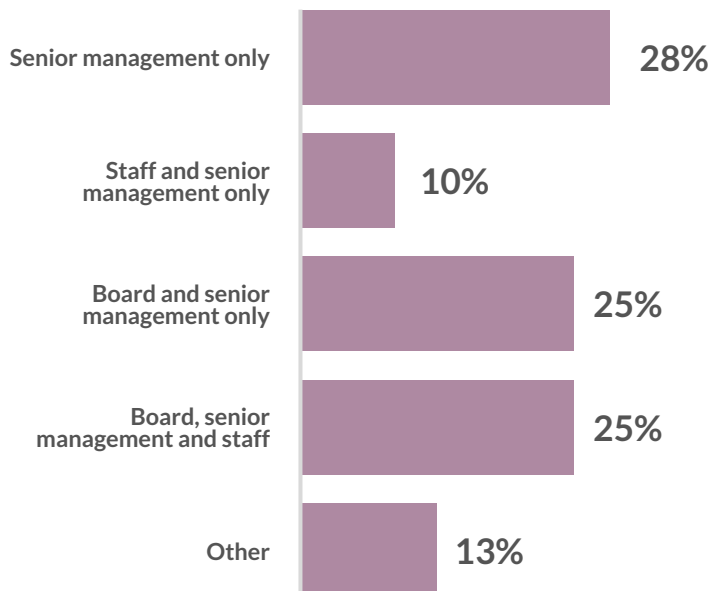
1. Training for the sake of training provides no real benefits. Training has a fundamental importance as one of the many facets of a comprehensive diversity strategy. Almost every functional aspect of a diversity initiative requires some type of training, education, or preparation on the part of the organization in order to help drive the organization’s business objectives.
2. Training programs should be tailored to meet the unique and individual needs of the organization. Conduct a needs assessment before conducting training. This ensures critical areas of concern are addressed appropriately and prioritized effectively. Additionally, the training should complement the organizational culture and climate.
3. Integrate with other initiatives. There may be complementary programs currently established where aspects of diversity training have a natural fit. This is not to dilute or soft step diversity, but, rather, a way to enhance the overall impact and facilitate internalization.

Metrics Organizations Implemented to Measure Progress with Diversity Efforts/Initiatives

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



Organizations that implemented metrics share the data with:



A Review of a Global Firm's Continued Diversity & Inclusion Efforts

Nonprofits and for-profits share many things in common, including a need to create diverse, inclusive and equitable experiences for their employees. The following story about one of the world's most recognized for-profit brands' diversity journey provides insight on how challenging but hopeful the task of diversity championing is. Whether or not your nonprofit has strong local or global recognition, there will always be an opportunity to do more. Sometimes, the needle may not seem to move very far, but stay the course knowing that DEI work is a marathon and not a sprint. Understanding what the nonprofit and for-profit sectors are doing in the area of diversity is key to benchmarking and growth.



Driving Diversity

By Bernard Coleman, III, Global Head of Inclusion Engagement, Uber

Often when people begin diversity work, it can feel like a daunting task to figure out where to start. There are so many articles and resources promoting best practices that it could make one's head spin. To figure out the best approach, it comes down to understanding where the organization is and where it is willing to go. Essentially, it is a qualitative and quantitative readiness assessment that calls for talking to folks, looking at culture/pulse surveys, attrition data, exit interviews, promotional rates and any other meaningful data points — because understanding the data tells the story and the subsequent actions that should be taken.

Once you fully understand the organizational capacity, you can get to work on designing and implementing the strategy. When I arrived at Uber in early 2017, the diversity and inclusion efforts were largely employee resource group driven events and the company was at the earliest stages of organizational readiness. As I worked my way through all the data available to me, the strategy came down to four pillars:

1. **Individual:** We want employees to feel an increased sense of belonging and be able to take actions of inclusion.
2. **Systems:** We want to create systems that decrease bias and improve fairness and equitable treatment.
3. **Leadership:** We want leaders at every level to understand why diversity matters and become the champions for progress.
4. **Citizenship:** Fostering meaningful work by encouraging positive contribution to society.

Along with the pillars, I also focused on and introduced the term intersectionality to the company. The theory coined by Kimberlé Crenshaw looks at the, “cumulative way in which the effects of multiple forms of discrimination (such as racism, sexism, and classism) intersect, especially in the experiences of marginalized people or groups instead of viewing those experiences as isolated and/or distinct.”

The foundation was set and we began the formative programmatic work. From there, we aligned all actions as well as goals to the varying lines of business as this helps folks take ownership and accountability.

If you are the only diversity and inclusion leader in an organization, it is important to enlist help. Folks who can assist may vary from hiring a team, leaning on employee resource group leaders or forming a Diversity and Inclusion Council/Committee. At the end of the day, the responsibility and success of any Diversity and Inclusion program rests on everyone's shoulders of all employees.

Bernard is the Global Head of Inclusive Engagement at Uber where he drives the D&I programs through meaningful engagement. Before Uber, Bernard led Hillary for America's HR and D&I efforts, and was the first ever Chief Diversity and HR Officer in U.S. history for any presidential campaign. His insights have appeared in The New York Times, TIME, TechCrunch and USA Today and countless other national and international publications.

What Gets Measured Gets Done!

By Mishka Parkins, MS, Marketing and Communications Manager, Nonprofit HR

We have heard the saying “what gets measured, gets done” time and time again. In many ways it is true, and the RIGHT metrics have many useful applications when it comes to diversity. Keeping track of diversity metrics helps organizations assess if they are achieving the cultural and engagement goals across the various demographic segments within their organizations. Similar to monitoring general staff key performance indicators (KPIs) and overall organizational impact, diversity metrics help you assess your nonprofit’s organization’s HR efficiency, effectiveness and impact across different groups.

It has been proven that organizations with [more diverse workforces perform better financially](#).

So, tracking diversity metrics also help ensure overall sustainability in the long run as diversity leads to more successful organizations. You can track your nonprofit’s proficiency in diversity using quantitative and qualitative metrics, the same way you would track metrics for your other organizational goals.

If you are unsure about where to start with diversity metrics, Include-Empower.com offers that organizations [select metrics for three different purposes](#):

1. To diagnose risks and find opportunities for improvement. While many organizations put systems in place to engage, empower and retain talent, baked-in biases of generic templates and processed can lead to blind spots. For example, an organization may have a favorable retention rate across the board but low retention of specific groups. Similarly, performance measurement practices can impact some

groups negatively if unconscious biases exist within management. These biases can then impact the promotion and compensation of certain employee segments. After having a better understanding of blind spots, nonprofits can then develop or prioritize initiatives accordingly. For a list of metrics to diagnose problems, see the text box below.

2. To track the progress. After using data gathered from metrics as a baseline, nonprofits can then begin to monitor progression. Time is key to tracking progress. Being realistic about how quickly goals can be accomplished based on your cycles, systems and operations. If an organization has a goal to have more people of color in leadership, your progress will likely depend on whether your finances can support new hires and also the time it will take to train or develop existing employees into leaders. Setting milestones and using overlapping diversity initiatives will be helpful in seeing incremental changes with initiatives that will take time.

3. To measure impact on organizational performance. Diverse organizations perform better financially because of greater diversity of thought and perspectives. Diverse perspectives lead to greater innovation and novel ways to solve problems or improve processes. In this case, link diversity to the level of innovation within your organization. If voluntary turnover of minority employees is an issue, track the cost saving of retaining those employees. Also, tracking the return on investment of diversity is particularly important in instances where board support for investing in diversity work.

What Gets Measured Gets Done!

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While tracking metrics is helpful to measure progress, be mindful of your approach. Be sure to be focused in your approach. You cannot and should not over-measure. Identify what exactly needs to be monitored, ideally as it aligns with larger goals. On the other hand, do not under-measure and rely on easy to acquire metrics like age, gender and race without segmenting or applying them to various situations.

Finally, do not allow the data collected to sit idly. Review metrics regularly to see improvements and sometimes to see where they may need to be adapted or to incorporate stretch goals as your efforts improves, your constituents change and as business goals change.

Sample Diversity Metrics



Talent recruitment and acquisition:

- Diversity of applicants for open positions.
- Diversity of individuals actually selected for open positions (here, pay particular attention to difference in junior and senior positions)

Retention:

- Percentage of employees from minority groups
- Tenure of employees from minority groups
- Promotions/advancement by group
- Compensation by group
- Employment engagement scores by group
- discrimination grievances and complaints
- Voluntary and involuntary attrition rates by identity group

Separation:

- Feedback by identity groups

External Diversity:

- Diversity of clients, grantees and suppliers/vendors

Sources: [Include-Empower.com](https://include-empower.com/), [Workforce Diversity Network](https://workforcediversitynetwork.org/), [Project Include](https://projectinclude.org/)





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How We Work

Our Commitment to Diversity, Inclusion & Difference

It is a high priority for us to foster and maintain an environment where diversity and inclusion are valued and realized to the benefit of you and the clients that we serve.

We believe strongly in treating everyone fairly and value the full diversity of our colleagues, clients, partners and vendors. Inclusion is how we live our commitment to fairness and diversity. It shapes how we honor the perspectives, abilities and identities of our colleagues; how we listen to, engage and respond to our clients; and how we connect to and appreciate each other and those we serve. We define diversity as differences that influence and affect our firm, our workplace culture, and the communities and clients we engage in the following areas: race, color, ethnicity, national origin, socioeconomic status, pay and benefits, ability, military service,

age, faith, gender, sexual identity, personal appearance, pregnancy, and political views. Our commitment to inclusion doesn't mean that we must agree on everything nor does it mean that those who do not agree cannot be part of a community. What our commitment does mean is that our differences require that we be inclusive, respectful of each other, and that we take seriously the responsibility that we have—both legally and ethically—to honor each other's right to be different.

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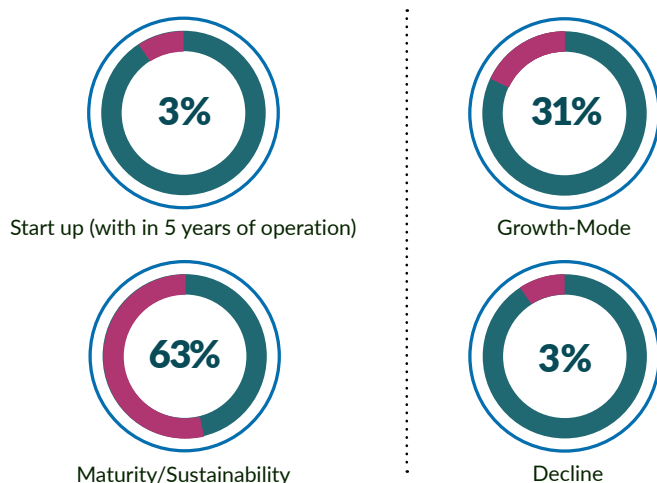
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Survey Participant Demographic Data

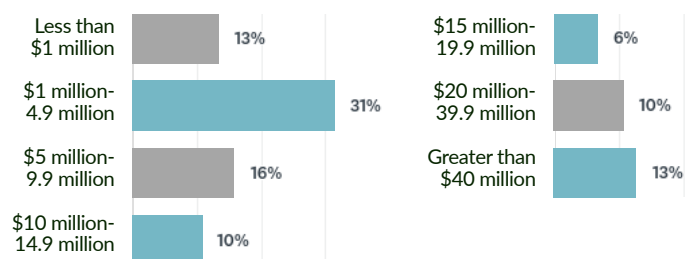
In what U.S. state, territory or other North American country is your organization headquartered?



Stage in organizational life cycle:



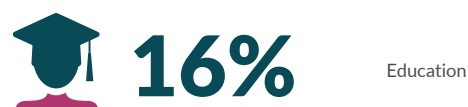
Participant budget size:



Number of Employees for Survey Respondents:



Organization mission-types that participated in the survey:



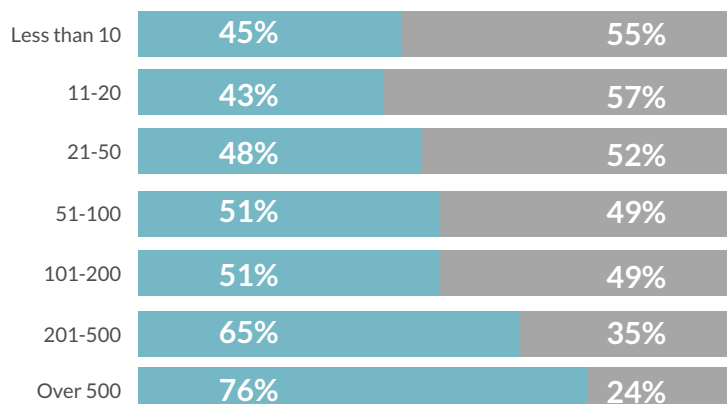
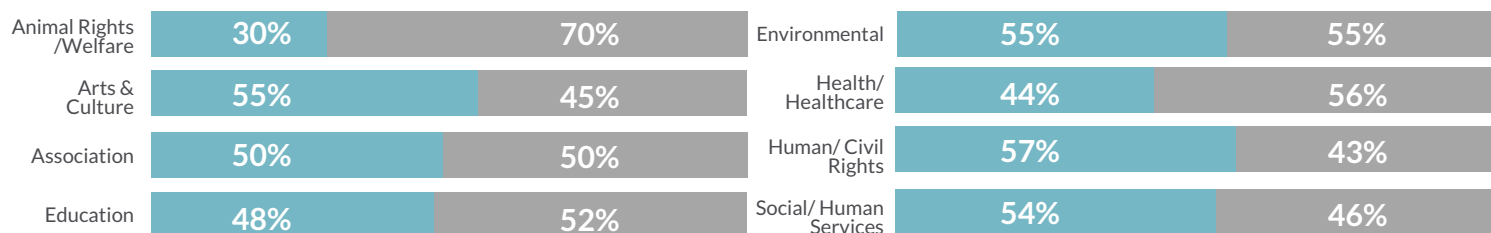
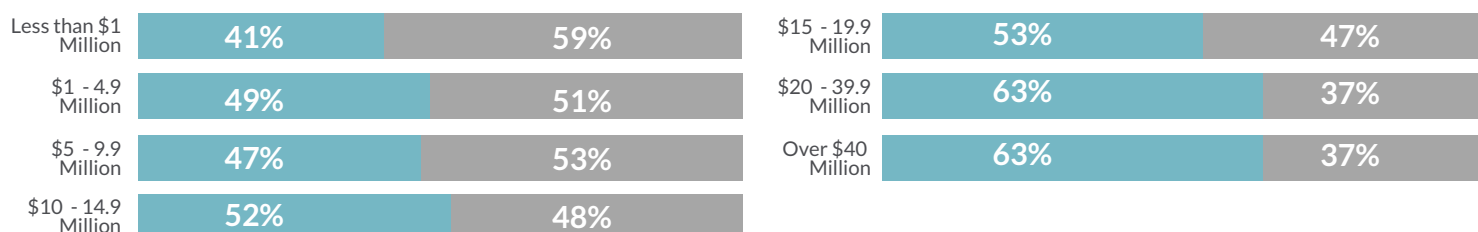
Survey Respondents Shared



- *"We have not been able to achieve greater conversations within various cultural communities, thus under-represent those impacted within the ethnic communities themselves."*
- *"Higher than desired staff turnover and less retention of women of color in the organization is possibly impacting grant funding."*
- *"Approaches to problem-solving, and application of creative ideas."*
- *"We have been criticized by our state's agency for lack of diversity at the staff and Board level. Our parent organization is extremely diverse."*
- *"External view of organization is seen differently than what our mission/vision intend us to do."*
- *"We have experienced a distrust in leadership when we were led by an all-white senior leadership team. We have also had difficulty recruiting racial/ethnic populations when there aren't any on staff to begin with. It has been difficult to engage certain racial and ethnic groups because of the lack of representation that exists within the organization."*
- *"Only that it is primarily caucasian, and some members feel that it's a lopsided representation of our membership. Now, whether it's by design or that the majority of members are white, nonetheless, leadership in the past has not done a good job of bringing people along."*
- *"Experiencing lack of professional growth, keeping up with programmatic systems, and staying relatable."*
- *"I think it has made us appear tone deaf and kept us from doing very important work in service of our mission."*
- *"We estimate that our lack of diversity in our staff and leadership limits us in our outreach efforts: when we look at our membership, we can see that we are only reaching a fraction of the Canadian population."*
- *"Even though our board has tended to be half persons of color for a number of years, the more vocal board members tend to be White."*
- *"Lack of retention of great employees of color because the environment used to be non-inclusive and mostly white. We are taking steps to improve equity and inclusivity, rather than just focusing on diversity."*
- *"Whiteness" of management and Board contribute to mistrust between staff of color and white staff."*
- *Our senior leadership team is very white. Foundations in our space are clamoring to make statements about DEI and race equity when they aren't actually interested in doing the work or diversifying and retaining staff of color. Any discussion about these topics makes people uncomfortable and is ultimately shelved or watered down to the point where the only action items are all HR focused with no accountability for anyone else in the organization.*
- *"Struggling to have our staff, demographically, mirror the people we serve."*
- *"Those from diverse groups often do not feel heard or included. There is a general idea that diversity is important, but making effective change has been slow."*
- *"It certainly limits our volunteer base."*
- *"Our reputation within certain communities."*
- *"Board and staff diversity does not represent communities we serve."*
- *"Lack of trust with donors of color."*
- *"We attract a limited set of supporters."*
- *"The organization is so White and has been very white for our history that it's hard to assess the impact."*
- *"Losing relevance because we do not represent the market we serve."*

Yes No

Does your organization have a formal diversity statement?



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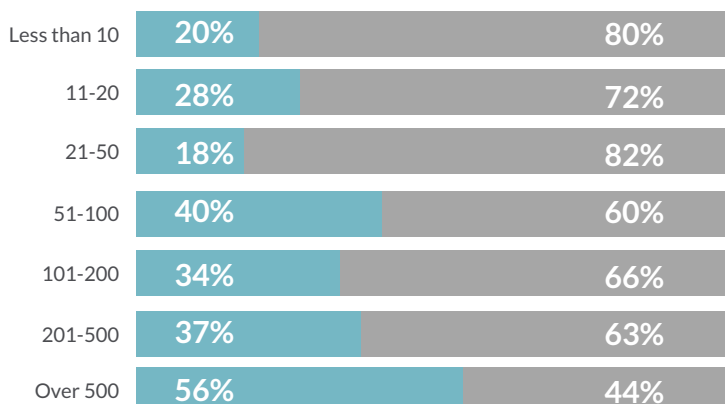
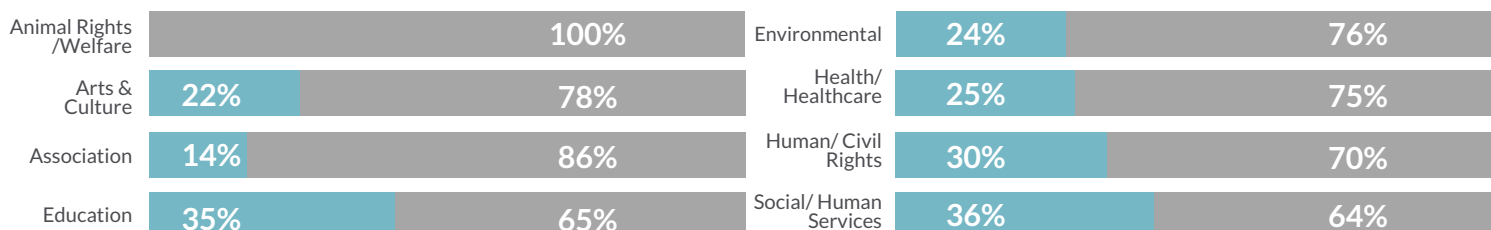
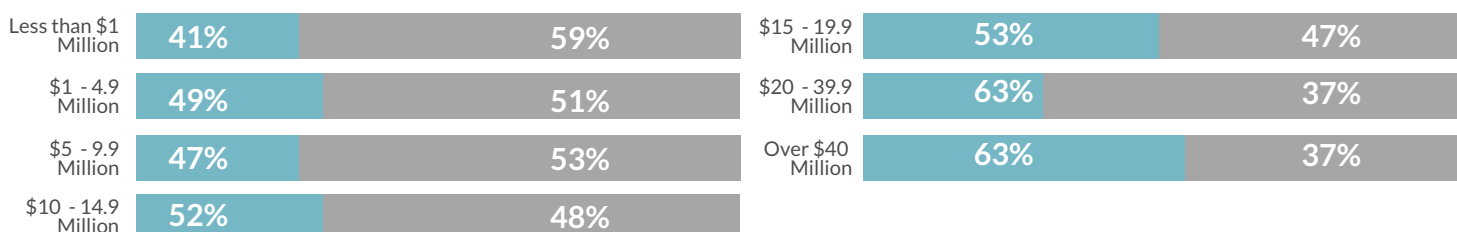
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2019 Nonprofit Diversity Practices

SURVEY RESULTS

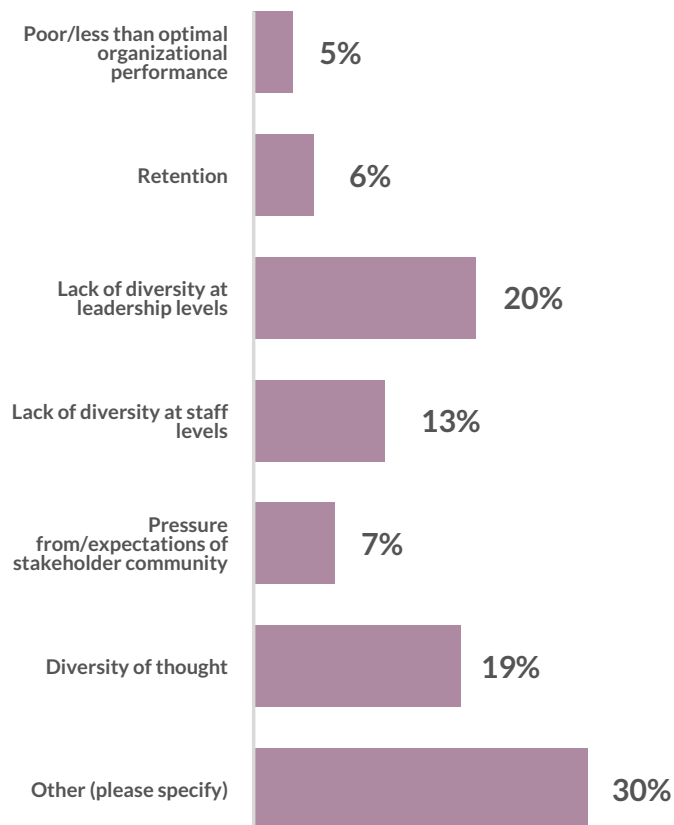
Yes No

Does your organization have a diversity strategy?



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Organizations that have a diversity strategy initiated it because...

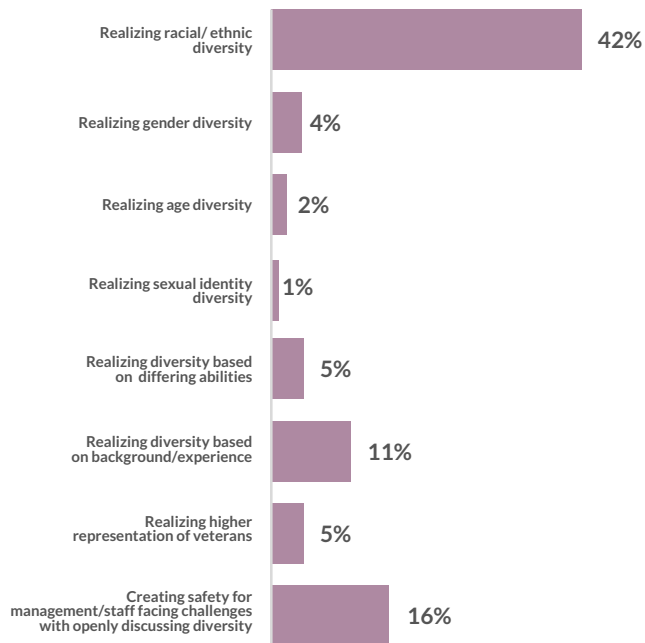


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Organizations' greatest diversity challenges



Percentage of organizations NOT impacted by a lack of diversity

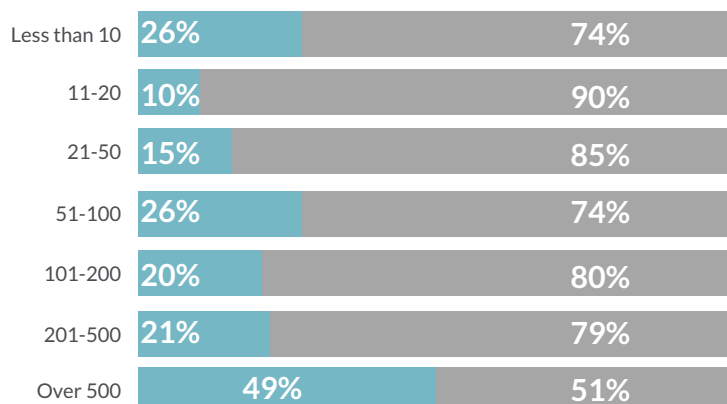
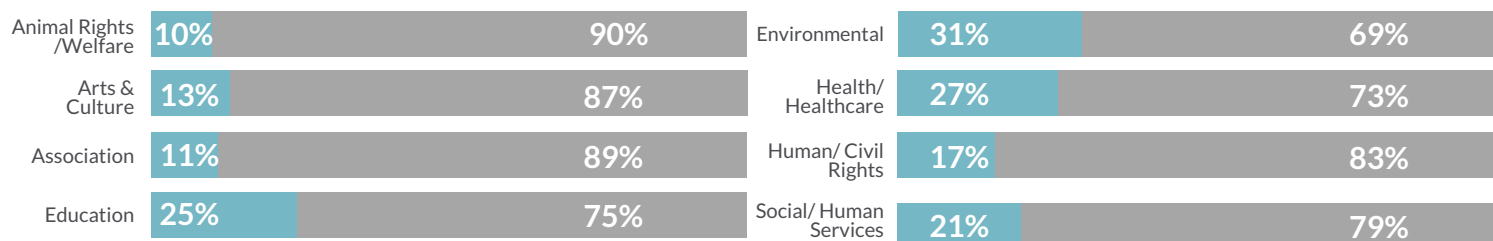
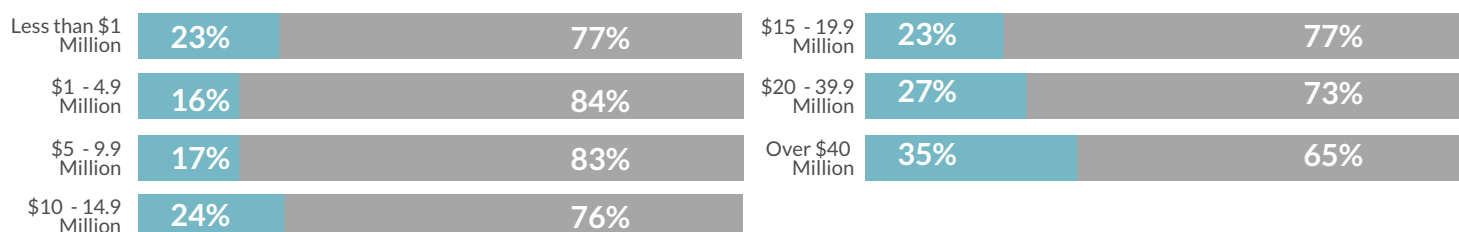


2019 Nonprofit Diversity Practices

SURVEY RESULTS

Yes No

Organizations that have a staff person solely responsible for its diversity efforts



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2019 Nonprofit Diversity Practices

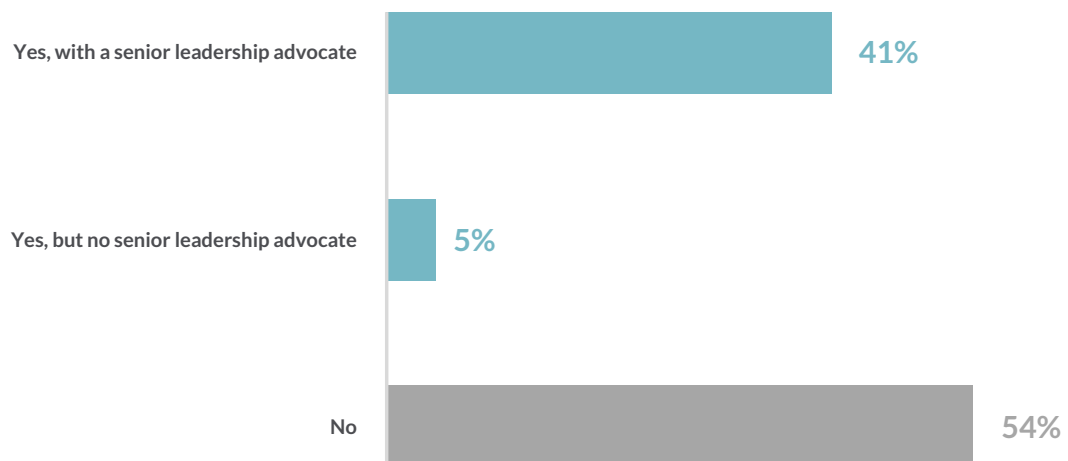
SURVEY RESULTS

Yes No

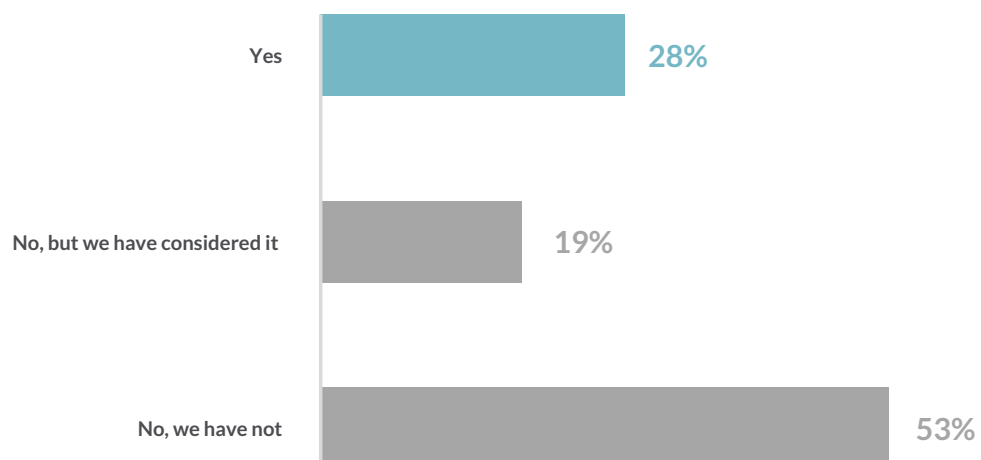
Does your organization have a staff person solely responsible for its diversity efforts?



Does your organization have a team or task force focused on diversity?



Has your organization retained an external diversity coach or consultant?



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

Yes

57%

No

43%

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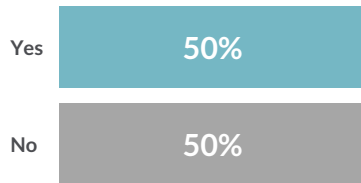
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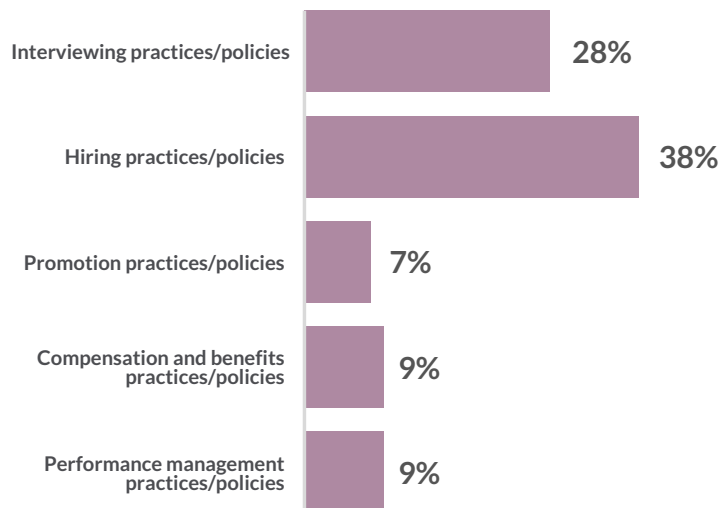
2019 Nonprofit Diversity Practices

SURVEY RESULTS

Did your organization change its HR/Talent Management practices last year in an effort to realize greater organizational diversity?

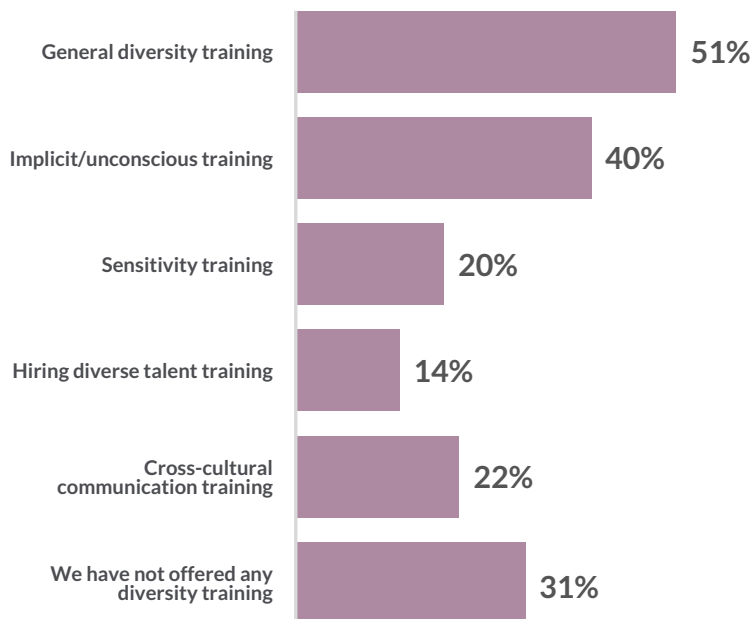


HR/Talent Management practices changed to realize greater organizational diversity:

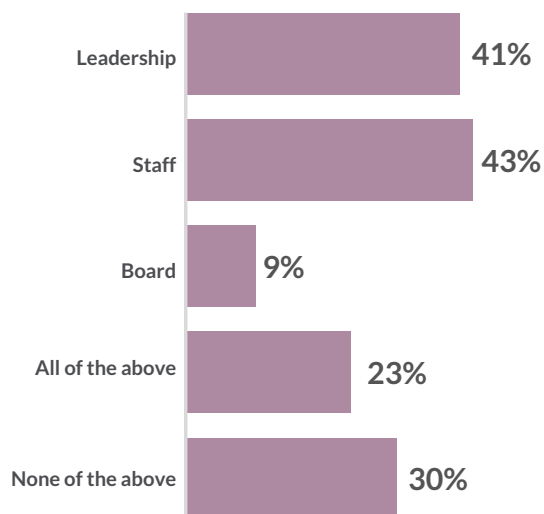


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Diversity training options organizations offer:



Organizations offered diversity training to:

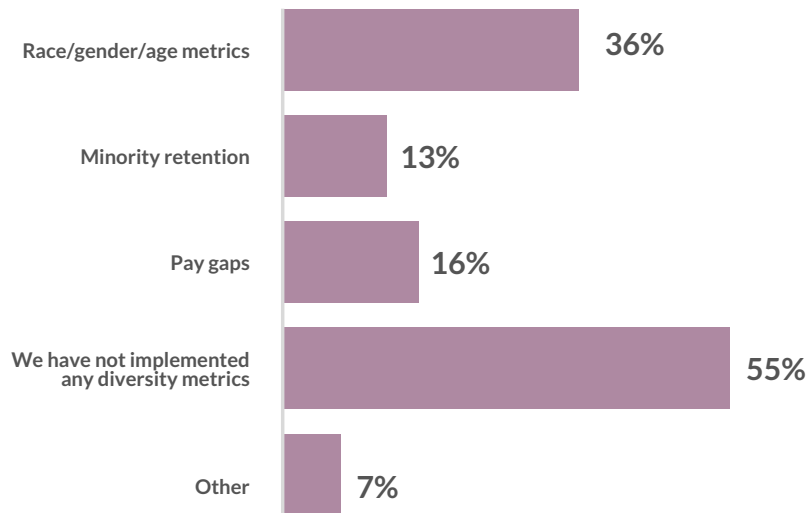


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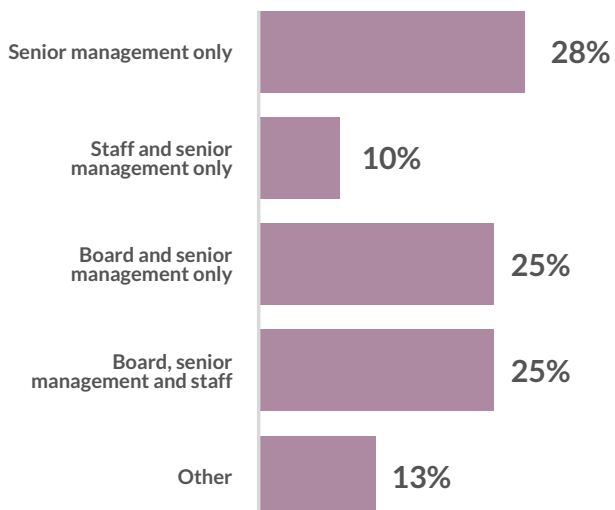
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Metrics organizations implemented to measure progress with diversity efforts/initiatives:



Organizations that implemented metrics share the data with:



URGENTSOLVE ISSUES HOTTOPIC CONSUMING
//////////TRENDING SECTORWID
ANSERSGETITRIGHTCOMPL
ENCOMPASSING
BROADERMEDIA//////////
EXPOSUREPRESSUR
SCRUTINYFUNDING//////////
#CHANGE///MICROSCOPICPERSPECT
CRITICAL
MINORITIESNEEDINGTOLEVELU
CONFORMITYGEOGRAPH
STRONGFEELING
CULTURES RECEPTIVENESSCONVEYINGMESSA
AVOIDANCEWORKCOAXI
BROWBEATINGPROVOK//////////

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