

# REALITIES

*A Diversity, Equity, Inclusion & Belonging Talent Management Virtual Education Series for Nonprofits*

## Inclusive Workforce Planning & Diversity

### Practices in Nonprofits

Tuesday, July 28, 2020

2:00 – 3:30 PM ET



[nonprofithr.com/DEInow](https://nonprofithr.com/DEInow)



## AGENDA

- Why Workforce Planning Matters
- Who's On Your Bench?
- Who's Got Next & Why?
- Workforce Planning & Equity: How Do You Achieve It?

## TODAY'S PRESENTER



**Lisa Brown Alexander**

President & CEO  
Nonprofit HR

## Why Workforce Planning Matters



## Workforce Planning

Workforce Planning is a medium- to long-term analysis of how an organization aligns its organizational strategy and business needs to its workforce composition and workload.

## Said Another Way...

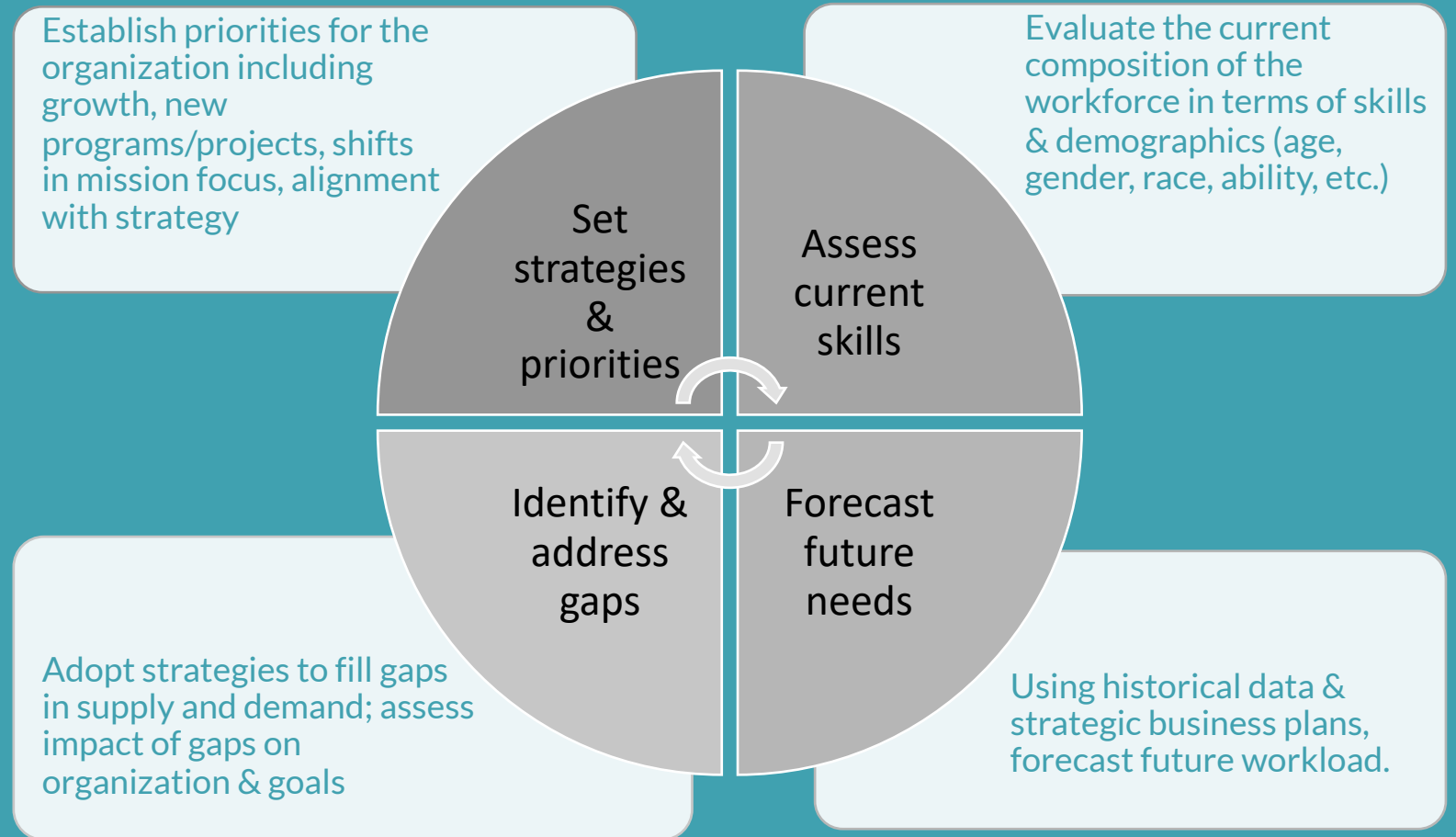
Workforce planning is the process of ensuring the organization has the right number of people with the right skills, in the right place, at the right time to deliver on organizational goals and drive organizational impact.

## Why Workforce Planning Matters

Workforce planning is **particularly relevant during times of organizational change**, enabling organizations to be resilient to change as well as face the challenges ahead in a positive and proactive way.

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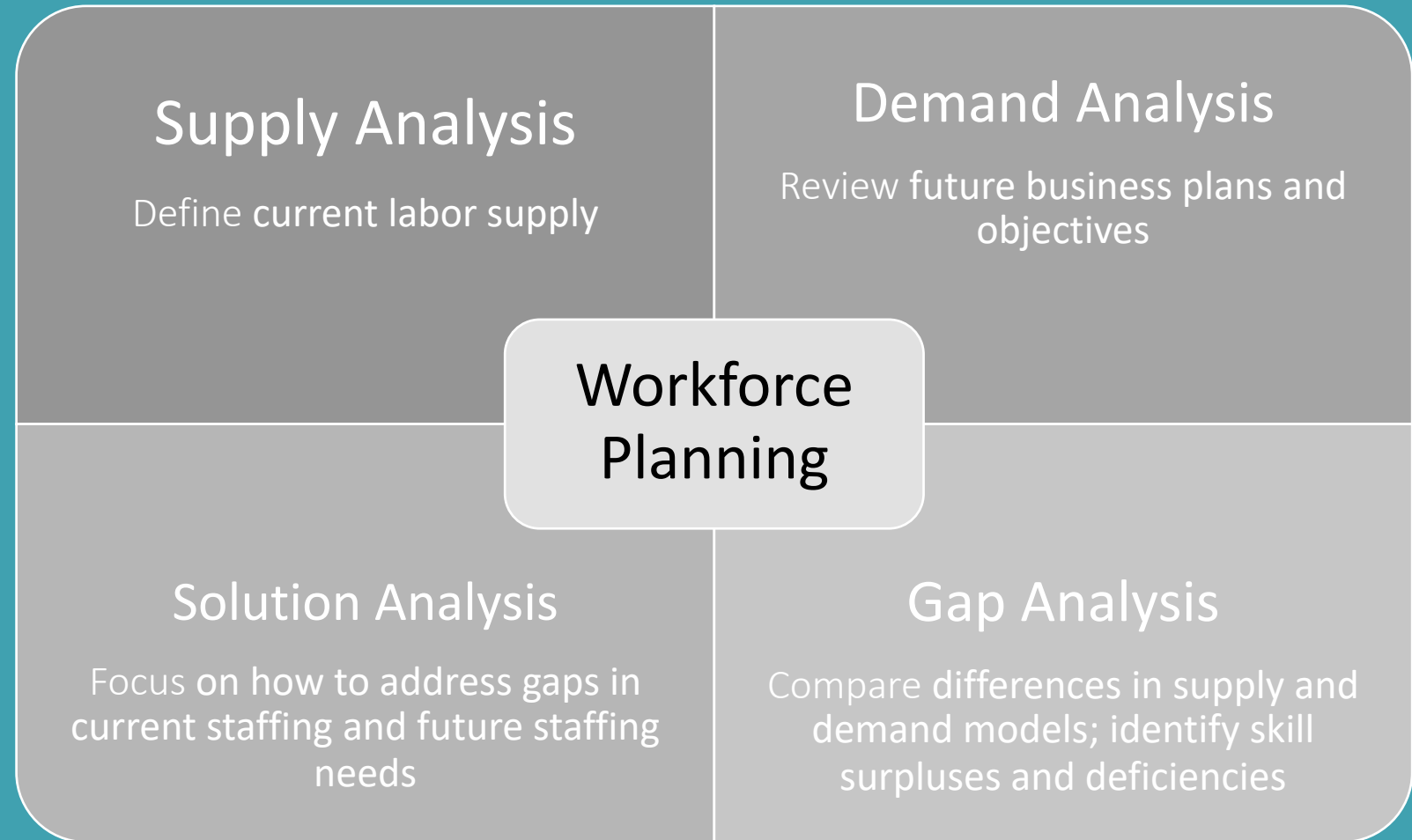
## 4 Key Components of Workforce Planning





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## 4 Essential Elements of Workforce Planning Analysis



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## Why Workforce Planning Matters

Because **TALENT** is the most important tangible asset of your organization

## Why Workforce Planning Matters

If done well, workforce planning will **increase productivity, cut labor costs, improve financial performance and innovation, and dramatically enhance organizational impact** because you'll have the right number of people, with the right skills, in the right places, at the right time.

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A group of six diverse children, three girls and three boys, are sitting on a blue gym bench in a wooden gymnasium. They are all wearing white tank tops and dark shorts. The child in the center is holding an orange basketball. They are all smiling and looking towards the camera. The background shows a wooden floor with green and red lines, and a brick wall.

Who's On Your Bench?



## Who's On Your Bench?

Understanding your organization's workforce composition is an exercise in risk management.

**Examine both capacity & capability!**

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Who's On Your Bench?

What do you know about the **composition** of your organization's workforce?



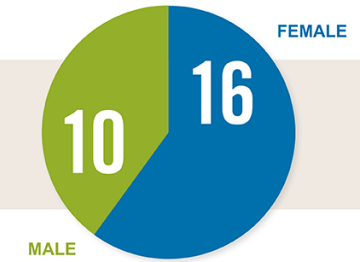
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## Who's On Your Bench?

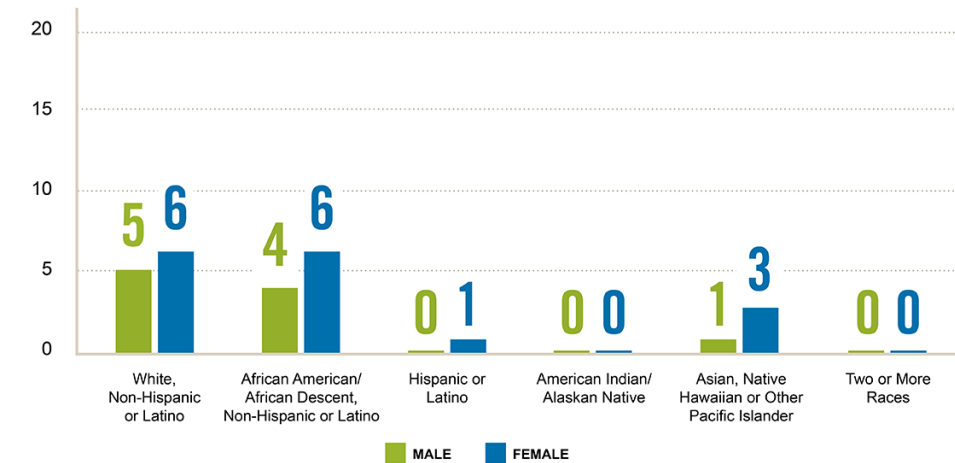
What do you know about the **capabilities** of your organization's workforce?

### Executive/Management Staff

Number of People at This Level



Number of People at This Level Who Consider Themselves:



## Who's On Your Bench?

### Composition/Supply Analysis

- Employee data – demographics, age, gender, race/ethnicity, identity, earnings, employment type, employee retention and distribution
- Turnover and recruitment data – vacancy lengths, recruitment rates and number of applicants during recruitment process
- Internal influence – organizational changes that may influence decisions such as a change in programmatic direction, budget cuts and external pressures
- Current competencies – skills and competencies of current workforce
- Rewards – how are employees being recognized and rewarded for their work
- Competitor analysis – Looking at competitors and comparing their workforce strategy



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## Who's On Your Bench?

How did you get where you are?

How are the **systems and people** in your organization contributing to your current workforce composition and capabilities?





Who's Got Next & Why?

## Who's Got Next?

### Key Questions for Consideration?

- Who are your key players?
- Who do you see as capable of leading? Filling future opportunities?
- What criteria have you established for who sits in what seat?
- What organizational practices and systems are helping you identify promise and potential?
- What organizational practices and systems are limiting how you identify promise and potential?

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## Who's Got Next & Why?

### Key Questions for Consideration

- **Why** have you identified the key players that you have?
- **Why** do you see certain individuals as leaders and not others?
- **Why** have you established the criteria that you have for who sits in what seat? What limiting beliefs or organizational biases might exist that prevent certain groups from advancing their careers?
- **Why** are you engaging the systems that you to help you identify promise and potential?



# Workforce Planning & Equity:



How Do You Achieve It?

## Workplace Equity

An approach that recognizes unique disparities and provides relevant support systems for overcoming barriers; that supports those in the room having the things *they need* to thrive





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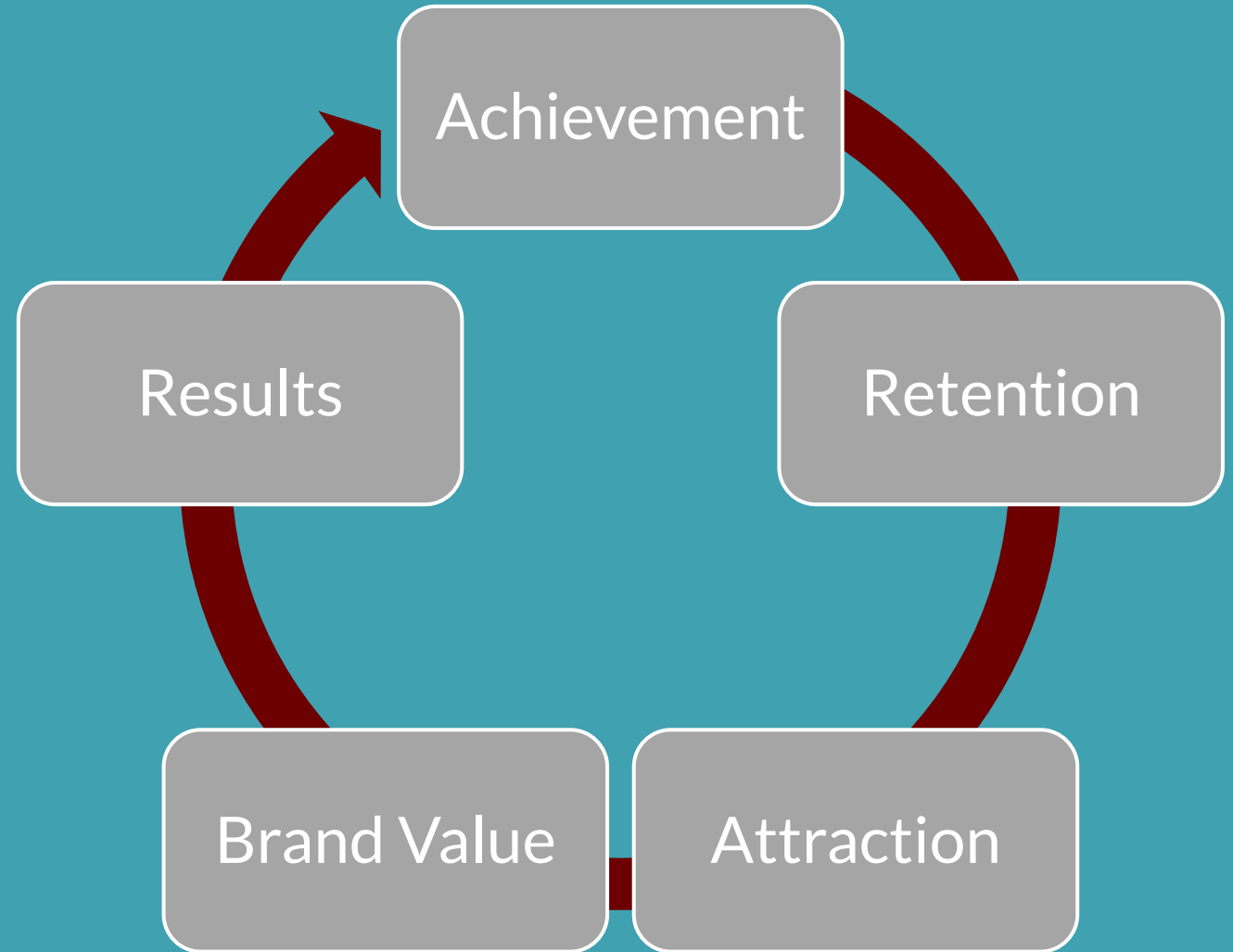
## Workplace Equity

Equitable workplace cultures demonstrate behaviors that value and respect individuals and groups with different backgrounds, and recognize the specific challenges and circumstances experienced by these different groups.



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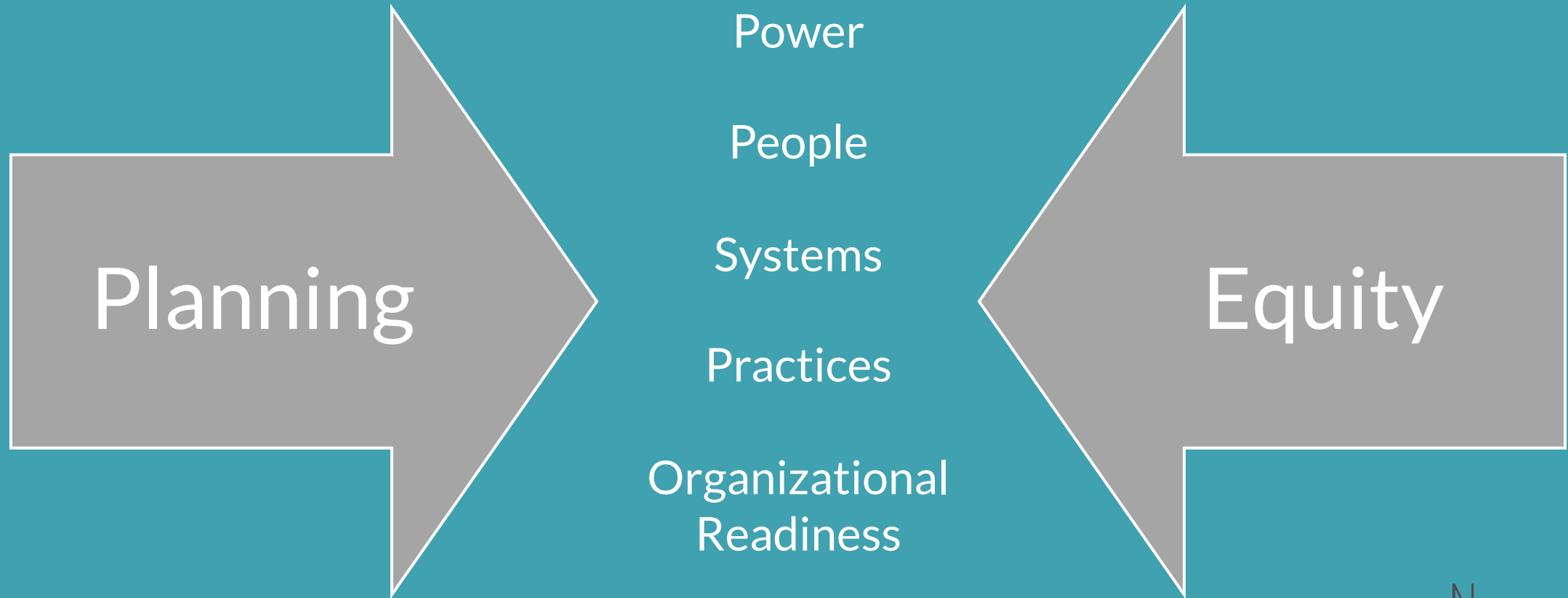
## Benefits of Workplace Equity



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## Workplace Equity & Workforce Planning



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## Workplace Equity & Workforce Planning

How do your current **systems** support the equitable use of talent?

Forecasting & assessment

Succession  
Planning

Leadership  
Development

Recruiting

Retention

Redeployment

Retirement



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## Workplace Equity & Workforce Planning

How do your current **practices** support (or not support) the equitable use of talent?

Performance Management

Career pathing

Key backfills

Competency matching

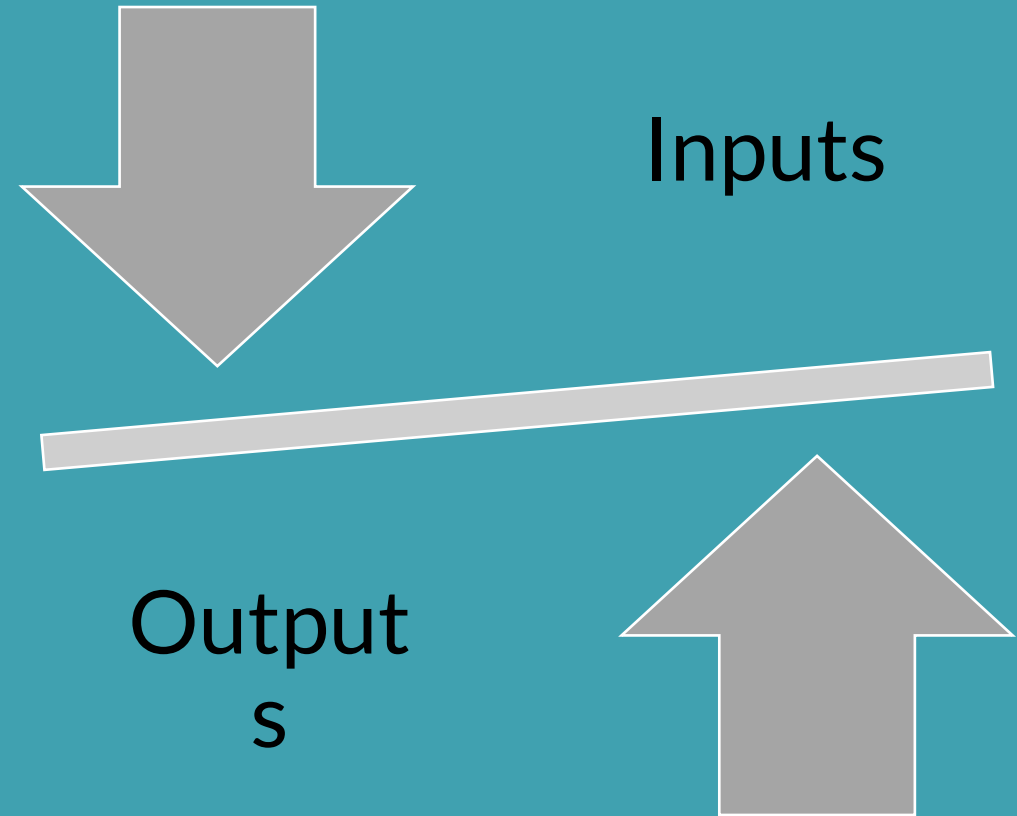
Internal placement

Metrics

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## Workplace Equity & Workforce Planning

What are staff perceptions, feelings and experiences regarding your organization's workplace equity practices?



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## Workplace Equity & Workforce Planning

### 7 Steps to Developing Equitable Workforce Planning Practices

1. Do not talk about workplace equity without addressing your what and your why
2. Explore and seek to understand your organization's history with bias and discrimination
3. Use data to drive decision making and uncover inequities
4. Commit to redesigning your workforce planning strategy/practices with equity at the center
5. Seek buy-in from the full demographic representation of your leadership and workforce
6. Prioritize internal equity in workforce planning and all talent management practices
7. Lead by example and action

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## Q&A



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