REALITIES

A Diversity, Equity, Inclusion and Belonging Talent Management Education Series Brought to you by Nonprofit HR and partners!

Talent Attraction and Diverse Recruitment Practices in Nonprofits

WEBINAR TRANSCRIPT

CELEBRATING **20** YEARS

Nonprofit**HR**

REALITIES: TALENT ATTRACTION AND DIVERSE RECRUITMENT PRACTICES IN NONPROFITS

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The 2020 Nonprofit Talent Management Priorities Survey revealed that 45% of respondents are prioritizing "attracting and hiring diverse talent" this year, across all demographics including race. But what will social-impact organizations need to look like to the "woke" jobseeker? And, will nonprofits be able to reflect the cultures of diversity, equity and inclusion that candidates are seeking when evaluating where to lend their time and talents?

Discussion Topics:

- What other organizations are doing to attract and hire high-performers of diverse backgrounds
- How you "show up" as a welcoming and inclusive employer
- How to identify and address racial bias in your screening, interviewing, hiring and onboarding practices
- How to effectively communicate your organization's DEI culture throughout the hiring process

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PANELISTS

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MODERATOR

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Alicia Schoshinski: Hello everyone and welcome. Thank you for joining us this afternoon for a Nonprofit HR Talent Management education series, REALITIES: Diversity, Equity, Inclusion, and Belonging. Today's session is entitled Talent Attraction and Diverse Recruitment Practices in Nonprofits.

My name is Alicia Schoshinski, I'm the co-leader of Nonprofit HR's Knowledge Practice and a Senior HR Business partner. I'll be your moderator for today. We have a lot of great content to cover so let's get started.

But before we do, I'd like to go over a few items to let you know how to best participate in today's event.

So, you've joined the presentation using your computer's speaker system by default, but if you prefer to join by telephone, just select telephone in the audio pane, and the dial in information will be displayed. You'll have the opportunity to submit text questions to today's presenters by typing your questions into the questions pane of the control panel. You may send any questions at any time during our presentation and we will try to address them as we go along, but we will certainly also address additional questions at the end of today's session. Today's webinar is being recorded and you will receive a follow-up e-mail within the next few days with a link to view the recording.

Now I'd like to show you a couple of points about Nonprofit HR who is hosting today's webinar. I'd like to mention that we do provide total lifecycle solutions for talent management. We've been in business for 20 plus years serving the social sector. We are a trusted advisor and thought partner with organizations all across the country with thousands of missions. We are award-winning and we have a highly credentialed staff, so you will hopefully see that in some of the people that are speaking today.

Today's session is going to be hosted by Emily Holthaus. She's the Managing Director of DEI at Nonprofit HR and joining her will be Myra Briggs, who is the Practice Leader of Executive Search, Sophia LaFontant, a Recruitment Business Partner at Nonprofit HR, and Antonia Cortes, a Senior Consultant for DEI at Nonprofit HR.

So, if you're new to Nonprofit HR's DEI practice, Emily and her team provide expert level thought-partnership to social impact organizations to create first equitable and inclusive workforces and workspaces through diversity, strategy, planning, design, and implementation, as well as equity assessments, training, and facilitation.

Our Search practices partner with nonprofits to identify high-impact leaders and staff through Executive Search, Direct Hire, Recruitment, Recruitment Outsourcing, or temporary placements.

So, without further ado, I'm going to hand it over to Emily.

Emily Holthaus: Alright, thank you so much, Alicia. Everyone, welcome to the conversation today. We are excited to host a discussion that we hope will be interactive and informative, but also we're going to have some real talk today about bias and how it potentially creeps into our systems and processes

related to HR, specifically with attraction of talent, interviewing, and onboarding. I have a really awesome panel with me here today and as we jump into the conversation, the first time they speak, they're going to just introduce themselves a little bit to you. As Alicia stated, my name is Emily Holthaus and I'm really excited and jazzed up to begin the conversation. This whole idea of bias within systems we know is real. I think I've worked with hundreds of organizations across the country, and I have not yet met one that hasn't had bias creeping into their systems around HR.

It's just a place in organizations where we see it popping up and happening. So, my first question to the team for this afternoon is this idea of how organizations go about beginning to identify where bias might be creeping into their practices. And so Myra, I'm hoping you might be able to kick us off with that question today.

Myra Briggs: Absolutely. Thanks so much, Emily. My name is Myra Briggs, just as a re-introduction and I am the practice leader of our Search practice here at Nonprofit HR.

One of the things that I think leadership should think about when looking for places where biases are creeping up, is really just open your eyes.

Think about where, and if, everyone across your organization is being treated fairly and equitably. You want to ask questions. You want to immediately ask questions around: Do people feel that they have a fair chance for promotion within? You want to find out if members of your team believe that they feel well represented on the leadership team. You want to talk to your staff and address what you're hearing. The biggest issue that I think most of us come across when we're dealing with issues around biases is that we're afraid to acknowledge that it's there. The fear of acknowledging that they are there really does come from a place of not ever wanting to be labeled a bigot or not ever wanting to be labeled a person who promotes inequity in the workplace. The problem with that is that, without identifying it, you'll never, ever be able to actually work on these issues and begin to create an environment that we most often hope for within our organization.

So, I think the best piece of advice I could give is to open your eyes and acknowledge what you're actually seeing.

If you're looking around your boardroom table and you only see one colored face, we have a problem. If you're looking around your leadership team table and you only see one colored face, you only see a face that is represented by one gender or one of the specific cultural background, we have a problem. If we can go across the organization and everyone is going to the same exact homecoming each year because we're only recruiting from the same school, that's another problem that we might have. These are some things that don't even really require a full assessment of your systems to see or even to be able to identify. So, start there. Open your eyes, take a look around, and start into places where you see huge groupings of just one thing and figuring out how did we get here and how can we mix it up a bit?

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Emily Holthaus: Yeah. Antonio, I wonder if you can jump in a little bit to say, OK, we got there, we know that bias exists, we've listened to our team members that are sharing their experiences and that may be showing up in a way that is not what we're intending in an organization. What other tactical ways can organizations really understand where their starting point is, which I believe you have to do in order to be able to set targets to move or transform your organization.

Antonio Cortes: Definitely. There's a lot of things that organizations can do. I'm Antonio Cortes, a Senior Diversity, Equity, and Inclusion Consultant at Nonprofit HR.

So, organizations can do a variety of things. Even if you have the ability from an HR standpoint, just to look at your own metrics internally, such as pay and distribution of positions across your organization and who holds them. You can actually just look at the hard data to see what's going on there. Are you actually fostering a diverse staff group? And then, how does that actually look across the spectrum of the hierarchy of staff from the front line, all the way up to senior leadership, and even the board? The board is a very important piece of that assessment too.

In understanding if you have a diverse mix of staff, and let's just say that that happened either on purpose or by accident, are they equitably distributed across the organization? One easy way to look at this is if you look at national demographics, you can look at census data to get a sense of who lives in this country, currently. What you'll find, a lot of times, is that a lot of organizations don't really mirror the communities that they're working in. And they definitely don't mirror national demographics of diversity either. So, really looking at your actual organizational information is another great area that

you can do on your own, even without any consultants help. But that also leads into another area where getting another set of eyes in your organization is also a phenomenal way to really uncover things that you might accidentally or unknowingly be biased about. I think that's another area that we can definitely help with too and we'll talk a little bit more about that later.

Emily Holthaus: Yes, thanks. Also, the kind of knowledge to this is different now than it ever has been as we think about what's happening in our world. As were watching the news and seeing everything going on, organizations are going to be held more accountable too.

Antonio, I love that you talked about those who lead the organization and asking if that is reflective of the communities or constituents that they're serving, and if there is a disconnect there or not? And, Sophia, I'm wondering if you can weigh in a little bit too. What do you say to organizations that are really trying to figure out where bias might be creeping?

Sophia LaFontant: I would say that for a person it might be more practical to sit and identify within yourself because I always think that like self-introspection is important. There are biases tests that you can just sit and take it your own, and then you can see, how do I normally approach these interviews as a recruiter? Or, how am I serving in a supervisory role if I already have these biases within me? There's also that point of taking on some accountability and doing some research. You can read books, there are many videos and webinars, like today. But there's also some of your own research that you can do without having to go to your colleagues and ask them, what do we do now? Or, am I wrong when I think this? Or, how do I say this? We're in a day and age where information is literally at your fingertips. If you do have a question about something, take a look at yourself as well, and see what role you can play in making a change on a daily basis.

Emily Holthaus: Yes, thank you. I want to remind our audience that's listening. We want you to be a part of the conversation too.

If you are listening and you have a question that pops up based on what we're talking about, type it into that question box and Alicia will be your voice. She will pop back in and search you in the conversations. I just want to want to let the audience know, we want you to be part of the conversation too.

So, I want to take us back to the beginning because people oftentimes will struggle with leadership diversity and getting people into their organization. Oftentimes, that starts like way back, about what your employment brand says about you. If I had a dollar for every time someone told me, "Emily, no diverse staff apply, we can't find diverse staff." At the end of the day, it starts farther up. In this day and age, before people even apply to your organization, they're going to Google you. They're going to go on Glassdoor and see what people are saying. They're going to look at your website and so, I want us to talk a little bit about that.

Myra, I'm going to ask you this one. When organizations are developing their employment brand, what do you believe is most important for them to consider as it relates to equity, inclusion, and who they're interacting with?

Myra Briggs: The first thing I would say is start now. Don't wait for the plan to be fully baked.

Don't wait for a number of testimonials that you can put out there to prove that you have a diverse and equitable workplace. You need to start now, be honest about where you are and be honest about the fact that you have aspirations to be a more equitable organization. Especially if there are things out in the media or in the marketplace otherwise. However, if there isn't anything out there that says otherwise, it's even easier to start now because you don't really even have to undo a perception.

What you really have to do is be an evangelist for the culture that you hope to create from the podium that you have as a leader within your organization. Begin to preach, so to speak, what it is that you hope for that branding to become.

One of the things that I tell clients is that the very first person that you hire under this new world order doesn't know anything different within your organization. So now, you've got one person who has already bought into the new culture that you're trying to set. The next person that you hire, you bring them in, and now you've got two people that have already bought into and don't have to undo the culture. If you continue over time to evangelize from the podium, so to speak, I learned that from a very good friend, you will eventually create that, along with the intentional steps. Antonio made an amazing point, that you do need to bring in an external consultant to take a look at what steps you really need to be making to make what you're preaching the truth.

But, while you are working internally to create that type of culture, you have to start now. You really have to begin taking the steps to create that diverse and equitable workplace. A lot of organizations try to wait until the process has been completely baked. They try to wait until the consultancy has completed and they have the professional recommendations. All of those things are coming, but you should not be waiting for that final deliverable before you actually begin to change and undergird your viewing out in the marketplace as a fair and equitable employer.

So, if I have anything to say it is start now. You make the decision today and everything that you should be doing from now on should be speaking to that. You should be working with your marketing team and interweaving DEI into every conversation. The lens should be on, that's why we call it the DEI lens, because you really should see every single thing that you're looking at in your organization through the lens of diversity, equity, and inclusion — and your branding will follow.

Emily Holthaus: Yeah. Also, to back up to something you said at the very beginning there, this idea that what you say must align with what you do. Employment brand can't just be a statement out there and some good photos on the website because people will expose the fact if there is that disconnect.

I would love to hear either Antonio or Sophia, whoever wants to jump in, what are some things that organizations can do to avoid having that disconnect within their employment brand.

Antonio Cortes: Yes, I can chime in here. One of the things that I think an eager organization does, and they can get ahead of themselves sometimes, is they recognize that there's a call for action. Then, they

take action without really thinking about the ramifications of it. As an example, maybe I adopted diversity and inclusion statement as an organization, but I haven't really circulated and socialized it internally, but it's now public. That's potentially a big disconnect because now the employees that actually work in your organization may not be familiar with it, they may not necessarily understand or even agree with it if they weren't part of the process of crafting it. To make sure that there are no disconnects, you have to make sure that you've done the work internally in your organization, to actually begin to foster a culture that allows diversity to thrive. Even if I brought in 100 diverse candidates to apply to an organization, if your organization isn't ready to accommodate what that means practically, they may come, they may decide to drop out of the process, or they may decide to stay for a little bit and then leave shortly after. So, we want to make sure that we're setting up organizations for success, that way they can both attract and retain diverse staff, and then maximize the value that they are able to obtain from that.

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- Antonio Cortes, Nonprofit HR

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Emily Holthaus: Yes, and I think you talked about value, which all of us in the HR space know. It's that idea of the cost to an organization when someone comes in for a short time and leaves, and then we have to go back to the beginning and start again. So, there definitely is that business case for doing a good job on the front end to make sure you're representing your organization well, getting diverse candidates, and then, like you said, having that environment where folks will stay with the organization and feel like they are included and belonging.

Sophia, what have you seen that works for an organization that helps them to make a good impression with new and potential leaders coming in?

Sophia LaFontant: From the recruitment perspective, it's immediately jumping in with the job posting. The language that you use in that job posting is something that a new employee is going to see before they even get the opportunity to meet you and what would make them want to apply.

You want to make the language inclusive. You don't want it to sound very gendered. Using like verbs of ambitious or guru can make a certain demographic not feel comfortable in applying for the role.

A lot of people stray away from including salary but think about what Antonio and what everyone has said, specifically Myra, in practicing what you preach. Being inclusive about what you do on the inside and including salary in that job description actually gives that transparency and shows, for you as an employer, that you're intending to make sure that your pay equity within your organization also matches what you announce outside to new employees.

So, if you're staying away from including the salary because you know that what you're paying new employees may not match what you're already paying current employees, that is a reflection where you should look back on yourself and say, OK, maybe our pay equity is it matching because with these new initiatives that we have, I need to pay differently. Also, you have to make sure that the new individuals that you are bringing in also align with what you currently have going on. If that means looking back at your pay equity system within, so that you can actually be inclusive on the outside, then that's something you should do as well.

Emily Holthaus: Yes, and Sophia, I'm glad that you talked about just having job descriptions that use the equity lens there. I talked to a lot of nonprofit organizations specifically where, in all of their job descriptions, they require a four-year degree. I say, why? Why is that required? Is that required to actually do the job? Things like four-year degree requirements for every full-time position can potentially create a barrier for individuals in the community that could do a really great job doing X, Y, Z, but maybe don't meet that requirement. Sometimes eliminating those within job descriptions if they're not necessary helps open up a whole different pool of candidates that wouldn't even have looked to apply to your organization before. So, there's a lot of things like that within posting a job specifically, or how you talk about the opportunity, that helps it to be more equitable and open for everyone.

Myra, you're shaking your head, do you have any other examples of what groups do?

Myra Briggs: When it comes to the question of pay equity around what Sophia said, posting the salaries is a fantastic way of doing and maintaining that.

It's transparency that people are really looking for when it comes to pay equity and posting the salaries is the perfect way of getting around that. But, more than anything, I think if we should go back to the first answer that we gave in the conversation. We talked a bit about the leadership in an organization looking more like the constituents that, especially a nonprofit, is serving and there's no better employer branding than that: for you to be an organization with a mission that, more often than not, serves a certain demographic of people and for people to be able to look internal to your organization

and see that the constituency that is being served is also represented at every level throughout the organization, from the service delivery to executive level, and all of the rest of those things.

I would seriously encourage more and more organizations, which I'm seeing especially when they come to us for executive search, to make that request with that as the reason for backup. There's no better reason than to hire in that way.

I would make the plea now for more organizations to take a look at, what does your service delivery team look like? What does your leadership team look like? What does the programmatic leadership that is actually developing programming that is supposed to advance your mission look like? What walk of life are these people coming from? And, are they going to be able to connect with the actual needs of the constituent that you're hoping to serve? At the end of the day, as mission-focused organization, that's really what we're doing. We want to serve a specified demographic of people and I think that's one of the best ways to advance the mission, and to brand yourself as an equitable employer.

Emily Holthaus: Thank you. Alicia, I know you're popping in and that means we've got some questions from the audience.

Alicia Schoshinski: We have a lot of good questions, but I was going to focus on some that relate to what Sophia said about job descriptions and language. A couple of people asked if you could say more about key words or phrases that exclude certain groups. Related to that, somebody asked about how you mentioned guru and ambitious as words to stay away from. Why are they bad and what are other words to be cautious of?

Sophia LaFontant: Alright, ambitious and guru are definitely gender words that lean more toward a masculine area, where it can drive women away from wanting to apply to that role. Also, in what Emily was saying about having the nice-to-haves listed on your job description versus the must-haves. That four-year degree is a nice-to-have. It would be wonderful if everyone had a four-year degree, but that does not take away from the actual skill set and experience that a person has. So, in those cases, more neutral language would be for your nice-to-haves or for things that are not must-haves, you might want to say, "be familiar with." It is not a requirement that a person is familiar with a certain software or a requirement that they're familiar with a certain law, such as an employment law, that is also something that they can learn on the job.

So, if we're saying that this is not an executive role and this is an entry level role, there are certain things that don't have to be on that must-have list and therefore, shouldn't be included in the job description. It is deterring a certain community of people who may not have that exact expertise. The other thing is when you include something, women apply based on knowing they are an expert in this, and we know that men demographically apply when they know 40% of what is included on the job description. For a woman, they're looking to know 85-100% of what is on the job description before they even put their name in. So, you want to make sure that you're really including things that are not going to limit a certain demographic based on the studies that are already out there and the information that shows you how women apply in difference to how men apply to roles. If you want to

get women to apply, you need to make the job description something that a woman would be interested in applying to.

Alicia Schoshinski: As a follow-up, are there any resources that you all could recommend as to where people might find some information on this?

Antonio Cortes: Well, that is a great question. This is, unfortunately, the difficult answer that I'll give. First, my background. I'm a PhD Business Psychologist and Industrial Organizational Psychologist as well, and I went to graduate school to basically revise job descriptions to make them look more equitable on the surface so that we were attracting a more diverse clientele. The reality is that this isn't really a space that you can self-learn. A formal rethinking of how job descriptions are formulated is typically a role of a subject matter expert. That's my personal perspective, recognizing that I am one of those experts, so to speak. If you're looking for statistics help, you want someone that's experienced with statistics. So, it's an expertise skill. Yet, you can definitely find information on Google or a web search and find information that can kind of help you start that process of looking at easy things like gendered words, as an example, and start to pick those back. However, in really looking at the structure of the job, you want to really get into understanding what is required for someone to successfully perform this role, what's a bona fide occupational qualification.

A lot of times a bachelor's degree is not required because the bachelor's degree in very rare instances provides anything more than generalized higher level education. I can tell you with a bachelor's degree in psychology, I couldn't do much. I had to continue on further and get some more experience and such. So, when I'm looking at selection for a person, I want to make sure that job description actually says what do you have to be able to do, what do you have to know, to perform this job at a bare minimum. Then everything else is the nice-to-have, as Sophia was saying.

Emily Holthaus: I'm thinking about too, what organizations can do now, right away. If you have employee resource groups, have your employee resource groups take a look at your job descriptions and get some feedback from them. Ask diverse constituents inside your organization to look and identify for you what might not be working. You probably have people in your own organizations today with diverse perspectives that can give you some advice on what to do and how to change them, and how to make them more inclusive. If you don't yet have employee resource groups within your staff teams reach out to team members, that you know and trust that are going to be willing to give you some feedback around how to make your postings something that people can connect to and how to make your job descriptions more equitable. Those are small things that all organizations can do.

When you do something in a vacuum, where only one or two people are doing it, that in and of itself introduces bias, when you're not having diverse opinions as part of your process of creating systems, creating job descriptions, creating all of that. So, anything you can do as an organization to just expand whose eyes are on it and whose brains are contributing to it is going to help reduce bias for you, as well. I think that's, that's something that, that anyone can do in this space.

I do want us to focus for a second on this idea where people think, "Okay we have a good employment brand, we've written our job descriptions right, we've attracted the right talent pools to our

organization and now, we're bringing them into the interview process." Also, I know interview processes can be places where bias is all over them, from things like the studies around resumes to names that sound a certain way and how they're sorted in or out, things like that.

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> TALENT ATTRACTION AND DIVERSE RECRUITMENT PRACTICES IN NONPROFITS

So, I want you all to weigh in now about the hiring process. What advice do you give to organizations around creating equity within their hiring process?

Sophia LaFontant: I'll just add that I'm a fan of interview panels that are a representation of the organization's diversity, as well as different levels of expertise. So, not all of the leadership team or the executive staff needs to be on that panel. You should have some individuals that will be peers or colleagues of the individual who is interviewing. Make sure that the representation of those individuals has different educational backgrounds and different demographics that you see visually, but also in where they come from. It's more than just what you see in a person, but it's also about how a person grew up, what school they went to, make sure that the schools are different, and the background of your panel members is actually different.

So, I'm a fan of that for hiring processes, as well as being mindful of, even in your second or your third-round interview, including benefit information. This would let a person who was interviewing know that you are flexible, that you already have a plan in place that prioritizes work-life balance, be it maternity leave or a flexible schedule of when you may login or show up to work. Maybe you can login as early as 7AM, or come in as late as 10AM, just make sure that there are specific core hours for being able to interface with each other. Being able to speak forward immediately about that in the hiring process is very important to getting diverse individuals interested in your roles.

Emily Holthaus: Yes, thanks. I'm always shocked by how many organizations will allow people to be hired after only being interviewed by one person in the organization when, again, you're eliminating someone's ability to be able to be fully objective or to not allow their personal biases to impact who they're choosing. We, as individuals, we look at affinity. If you think about who you feel is closest to you, as humans, we always feel people who are close to us are the people who identify closely with us, with that dimension of diversity. So, the panel approach is incredibly important to make sure that you've got those diverset mindsets at the table as you're bringing candidates.

So, Myra, what else? You're shaking your head. What else needs to happen here around interviewing?

Myra Briggs: Interview questions. The same questions must be asked of each candidate. It's very, very important. You have to come up with a list of questions. Obviously, you can't really gage supplemental questions, those probing questions that you ask to dig deeper on an answer. However, the general format of the interview should be the same with the same questions for each candidate to ensure that you really are comparing apples to apples. It also does eliminate bias because, with of our affinity, we can very easily go down rabbit holes with candidates that we immediately make a connection with, and we may not even cover things. Then, they become our pick before we've even covered anything that's really essential to the role. But I would say, more than anything, above all else, the easiest thing would be to have the same interview questions.

Then also, being very thoughtful about a debrief whenever possible. If you can get everyone that interviewed, if there's 30 people, you might have to break it up, and gather your organization together to discuss the groups of candidates. That's the best way that you're going to be able to come up with common themes and with any biases because that's where things are going to pop up as road block, where everyone at the table is going to look and say I didn't see that at all or I don't understand. Then, we can really begin to, in a safe environment, talk each other through those biases that say, I didn't see that at all, let's talk through why you thought that, how you got to that place.

More than anything, it's about checks and balances. It's about making sure that none of these decisions are made in a bubble that everyone is holding each other accountable to what we really said was essential for the role and having conversations. Then, just a personal pet peeve of mine is making sure that there is no lobbying outside of the group of interviewers. If there are five people that are interviewing, there should not be two or three people on the side talking about what happened during the interview and how we're going to get together to get a candidate pushed over, or whatever the case is. There should be no lobbying. All conversations about the interview should take place in a controlled environment where the entire interview panel is there, so that there's no other opportunity for biased to creep in.

Antonio Cortes: Yes, Myra has some great points and I want to build on them.

In addition to having structured interviews, which are fairly easy to do, I think most organizations create them on their own if they want to, having formalized evaluation skills to go along with those structured questions. Formally, in my field we call them BARS, or behaviorally anchored rating

scales. Really what these tell you is, how did this person respond to this question? Did they provide great detail? Did they answer the question directly? Do they actually have the knowledge base? There are ways to even out the evaluation of the responses to those questions. That way, you can actually have some quantitative data to look at across your interview panel, if you're able to have a panel, and then compare scores. That actually makes the decision making on if the person answered the question well or if they answered it fully, more objective. This is a phenomenal way, again, to reduce the amount of bias that could potentially creep into the process.

Emily Holthaus: Yes, I love it. That brings me to this question that I have about the word fit. In the interview process, we don't often have the rubric or the data, so panels talk about fit in terms of how that person fits into the organization.

Any advice for organizations to get past that idea of, we want what we've always had? Also, how that fit question is sort of code for, are you really going to fit in with how we have always done things? These things which may or may not drive equity. So, Antonio, I'm going to go back to you for a second. What do you say about that?

Antonio Cortes: Definitely, I feel like fit, historically, it may have been viewed very positively. As in, this person fits well within our organization and our culture. But the reality today is that with the diversity of people that live and work in the US, and everywhere else actually, you want a complement or addition to a culture in an organization's operations. You want someone to bring new skills to the organization. You want them to bring new perspectives.

As an example, if I came into an organization that never had someone of my expertise come in, you would never have someone that had my expertise. Because you're looking for fit, you're not looking for complement to an organization's operations and that skill set. So, you want to reverse the viewing of how you think about fit and really find people that will bring more to your organization to help you grow.

Emily Holthaus: Also, I would say even to bring individuals in that will push the status quo. I love to bring people in that are going to blow up some things and blow up my perspective a little bit and help me grow and move. The idea of depending on fit all the time, fit is so intangible. What does that even mean? When someone says that to me, I ask them to help me understand, what does that mean in your organization?

Sophia, your smiling. Any other advice for organizations around the word fit or over the concept of fit?

Sophia LaFontant: I'm smiling because I'm laughing at an interview that I went on probably 4 or 5 years ago, and they actually said, we want you to fit into this organization with us. It was a team of four people, and this is when I used to travel a lot for recruiting, so I was still looking for another job where I could travel all the time. They told me, this is verbatim their words, "We all travel together, I'm planning my wedding, she just got engaged, and one us just had a baby. We want to make sure that you're going to feel comfortable, you're going to fit with us, and you can help us plan the wedding and do the engagement party stuff."

And I thought in my mind, this is not a part of the job description, but they were being very sincere. They even asked me if I was at Disney character, what Disney character would I want to be because based on that response, it was going to let them know whether or not if I fit the princesses in their life party. For example, if they chose Cinderella, they would want a sleeping beauty to come to the party. I understood from a recruiting perspective that this was a very unhealthy, not professional interview. These are not great questions to ask, but that was what was important to them because they were looking for fit. They weren't concerned with the actual skills that were brought to the table, the complementing or whether or not I would push the envelope. They wanted to make sure that the camaraderie, the happy hours, and whatever it was they already had going stayed exactly the same and sustained. Maybe even, I would think they were looking to replace the other person who had left the role. So, because they wanted to fit, they may have wanted me to sound just like the person who had left who I don't know. I wouldn't know how to make myself sound like the other fourth member of their team who had just left.

So, when I think about fit, I think about trying to make a person be an exact puzzle piece and that's not really possible. If we all didn't come from the same manufacturer, we aren't a part of the same previous company, you're asking someone to be something or do something that isn't possible for them to attain. The way to go about that would, again, be very much covered in bias because you would have to take your previous co-worker and say, "Can you send me one of your friends who has the same previous skillset and experience that you have so that she can replace you?" That would not be healthy either, because now you're only getting the same circle of people being the referrals for roles. So, that is why I was smiling when I was thinking of that.

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>
> TALENT ATTRACTION AND DIVERSE RECRUITMENT PRACTICES IN NONPROFITS
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However, to give something to counter act being a fit, I think it's also necessary to say if you have new initiatives. So right now, we're thinking about things from a DEI perspective. If we have new DEI lens and a new initiative, even if it's not a DEI, but if we have any new initiatives that we're accomplishing, let's bring in someone who can help us push those initiatives because we have some new things that we want to do. Let's be transparent about talking to them about those new things, and see what they can add to that, because we're currently trying to change or grow our culture. So, I think that would be a better way to think about if a person will fit.

Emily Holthaus: I have one more question based on what you said and then we'll let Alicia jump in in a second. You touched on referrals and referrals from networks. I think a lot of you maybe have systems in place around bringing talent into your organization based on your current employee referrals. While that is a great way to find talent, it can potentially be an inhibitor of you finding diverse talent. Anybody want to weigh in on that a little bit? Tony, I see you shaking your head.

Antonio Cortes: Definitely, I remember early on in my career, someone was talking to me about them and their entire team all went to the same school and they saw it as a very positive thing. It can be, by having a lot of foundational things in common with somebody.

However, the issue with that is as an example, different institutions approach various topics in a different way. So, if I went to get my MBA from Purdue versus IU or another school around the country, or in another part of the world, the approach to education is different. What you leave that institution with is also very different and that is what we want to try to draw from a lot of different places. Then, that allows you to attack different organizational and social issues in different ways because you have a different kind of approach and mindset to handle these questions. So, that becomes really beneficial to an organization when they're trying to deal with complex and difficult issues. Many of us deal with social issues, so in order to have more brains at the table to have different ideas, it's essential that we're not pulling from the same pool over and over again. We want to diversify where we're pulling from.

Emily Holthaus: Yes, and I think organizations struggle with diversity, especially at the top of their organizations. Then, when they double down on the referral piece, it's really spinning them in that same cycle, and it will require some additional strategies to sort of break out of that. Often, we're going to recruit people that are in our circles which, by default, are often people that are most like us, either from differing dimensions of diversity related to physical things, or location, but also schools of thought, as you're talking about. That's the same kind of cycle. So, figuring out other ways to be able to attract diverse talent is really important. Alicia, what do we have from the audience?

Alicia Schoshinski: We have two people asking about if you recommend blind resumes? Anybody have a thought on that?

Myra Briggs: I would not recommend blind resumes in the beginning. I think that that's the answer to a problem.

I think you want to have a bit of faith in your team that you can put a resume in front of them with a name on it and do some training around bias before you just spend a blind resume. Again, it can be an answer to a problem, if you do have issues around equity, and I have not previously had to do blind resumes with names at a certain level. However, I have had to remove, like Antonio said, the names of schools from resumes before where I've included the degree that they have because that was a requirement for the position, but took away the name of the school, mainly because around that, I've seen people that will recruit specifically from a certain program or you will see that people shy away from for-profit universities or different things like that.

You want to make sure that you can eliminate those types of biases. But if those types of biases these are popping up, I think we want to ask an additional question around, what are you looking for here? Bias is developed for a reason, because people have had a certain experience with a certain person or a group of people, or in a certain situation. As a result, they have developed an overarching opinion about every single person that fits that demographic. So, when we're talking about resumes, if there's a name that draws attention or that people are shying away from, if there's a school or a program that draws attention or that people are shying away from, before just wiping it, it's a great opportunity from the recruiter's perspective, to find out what you're driving at by wanting people that come from a specific program at a specific school. For example, there's something about the work ethic, what that they're teaching there, or about the difficulty of getting in the school, that you're not able to pinpoint with real qualifications and competencies. As a recruiter, it's my job to dig in there with you and say, "Okay, when you see this, what are you actually seeing?" So that now, I can present you with that and remove the bias because you're getting what you actually want.

I'd say it's an answer to a problem, it fixes a problem, but I wouldn't start there because you automatically put people on the defense and that's a horrible place to start from if you're really trying to manage an equitable hiring process.

Emily Holthaus: Yes, and Myra, on the other side of that, I have seen that technique work at times in organizations where they know that they have very specific roadblocks that have been occurring for candidates to even from a first round into a second-round interview. So, I'm not going say don't ever do that because there are plenty of studies out there that tell us that people with more African American sounding names or ethnic sounding names, potentially have identical resumes as people that don't. I can smile about it because this is my personal story too. My name is Emily and when you see my resume, you might think certain things about me based on my name and my husband is German, so I have a German last name. So, I've had times where I've gone into interviews where I'm sitting and waiting and they are calling my name, and I say, "I'm right here!" They didn't expect me to be Emily. I think, in my mind, that's sort of a privilege that I have based on the name I was given, and it works the other way too. So, it's a technique, a tactic, if you that it's a challenge in your organization, but it probably isn't the first place that you should start. Antonio or Sofia, do either of you have a perspective on that at all?

Antonio Cortes: I definitely can't hide with my name. You kind of see what you're going to get there. But we know it's an issue because it's been documented in research. I remember I had an intern who was Chinese, she was here in the US doing her graduate work, and they're basically socialized to

not use their given names. They were basically allowed to have their fake name, so she always forced me to call her Christie when her actual name was Yulin because she was fearful of how people would view her just because of her name. So, we have to recognize that this is an issue and we're socialized in various ways to get to this point, but just removing it doesn't remove the entire issue. I think that's really what Myra is trying to get at, that you can do that but there's still going to be other layers of issues that won't be addressed by taking that strategy. However, it can definitely help certain organizations at least advanced past one issue.

Sophia LaFontant: Then, also take into account the advancing through the interview process. With my previous recruitment job, we always did blind assessments. After you went through the initial screening and it was time for the interview process, there was an assessment that was sent out. When the assessments were returned, as a recruiter I did not give the assessment with a name on it. That way when you now went to the interview panel to be interviewed, every person was just interviewing those individuals and selecting who they wanted to interview based off what they answered on the assessment and not necessarily based on what was on their resume or if someone was already interested in him because he came from the college that they went to. So, someone would tell me that they would want to interview that person, but you have to choose who you want to interview in the second round, based off first, the recommendations I gave from the screening and second, the assessment so you're going to end up getting the person who actually fits the role. Not the fit that we were talking about before, but the person who actually goes with the skill set and can bring to your organization what you want.

Then, from there, they were able to get resumes. So, after they made the assessment I said, "Okay, here's the resumes that go with the assessment and that's how we move forward."

Emily Holthaus: Yes, that's an interesting way to go about it too. I think for those of you on the call, I know a lot of you are in charge of hiring in your organizations. So, thinking about you and yourself as a leader, and Myra talked about it too, but work to understand where you personally might have some biases. I would, again, encourage you to think about as you evaluate how you currently go through an interview process in your organization, what types of things can you do? I remember when I was doing a lot of hiring in my career and anytime, we had a set of panel interviews that needed to be done. Any of the team members that I recruited to sit on that panel, I would have them - a day or two - before go to the Harvard Implicit Bias site and take a couple of the short implicit bias e-tests that you can take. I didn't do this because I wanted them to share with me when they learn, but it's this idea of getting your biases to the forefront of your mind before you come into a process so that you can sort of push them to the side and make decisions based on objectivity versus the biases that might exist.

I remember when I first took one of those and it was the gender one. It was about gender bias and how you view women and men in the workplace. I remember when I got my results because I feel like I'm one of those people that believes women can do anything and came back that I was actually biased against women and biased for men in workplace roles. Then I had a panic moment like, "Oh my gosh, has this affected my decision making and hiring? Has it affected my decision making and promoting other women around me? Or with salary decisions?"

I kind of didn't believe it was true, but then as I thought more about my relationship with my husband and what I expect from him, or what I think is true or important about our relationship. I then thought, "Oh my gosh, this is right."

But now, every time I go into any of those processes, I make sure that I double check myself and my decisions based on that. So, there's things like that, as hiring managers and people in charge of these processes, that you can do to help individuals be more equitable in their decision making and mitigating bias based on their understanding of this.

Are there any other best practices around this that you think organizations should be considering?

Antonio Cortes: I think an important thing, especially for organizations that are just now starting this process and don't have a dedicated staff person, where to begin is the question.

I would recommend that one place you can start is by having authentic conversations internally with your staff, understanding what the current climate is, and how they view things. Also recognizing that some staff, depending upon what's going on your organization, may not feel comfortable having that conversation yet. That's an important thing and something that you can potentially do to surface this is asking staff to have real conversations. This is a great time to do this, we're in the middle of a pandemic and people are going to let their guard down a little bit because they're struggling, potentially overstressed and overworked. They're going to probably tell you more things than they typically would in normal circumstances. If you're going to have a conversation about race and equity, as an example, and your staff just aren't really engaged in it or they're not trying to have the conversation, that's a great tell-tale sign that you might need some help from the outside or there's potentially an issue going on. So, just having conversations is a great starting point.

Emily Holthaus: Thanks.

Myra Briggs: Agreed, and if I could, I had one thing I wanted to add around the fit issue.

We've made it a bad word on this call, but it's not necessarily a bad word because there is a fit that we're looking for and when we are bringing people onto our organizations. We want people, just like Antonio said, that are going to complement our culture and that's really what you're looking for: someone that will complement your culture. While fit is something that intangible, you can make it more quantifiable by defining what your organization's core values are and making that the barometer by which you measure if someone is a "fit" for your organization. If you can really set those values, then you really can begin to hire for the right cultural fit for your organization. At the same time, hire for diversity and equity. However, you cannot do that until you actually define what the fit is, because then it becomes in flux, and the fit becomes whatever we like in that moment and that's when it becomes a problem. If you can get it down to a place where you can quantify it, and therefore measure it, then you can hire for fit. But you have to make sure that you define those values first.

Emily Holthaus: Yes, I love what you're saying right now. I'm also thinking about if you're leading an organization and along with the values, beliefs or mission statement of the organization, it's important to have equity principles and behaviors as a part of that.

Have you all seen any really good examples of organizations that have done that, well, that really communicated their commitment to inclusion or commitment to equity as part of their organizational values?

Myra Briggs: Other than Nonprofit HR?

Emily Holthaus: Yes, we do. But have you seen some other good examples of that?

Antonio Cortes: Yeah. I don't want to call out specific organizations, but the tell-tale sign is that employees will be familiar with those concepts. So, if you put them on your website, as an example, you put it out to the public, do your employees actually have some type of familiarity with it? It's like a litmus test there. If we didn't believe it about our own organization, you would know because I wouldn't know what they are. I've been in organizations, and worked with organizations, to where they had phenomenal diversity, equity, and inclusion efforts but it was only with a specific subset of their employees. Then, a lot of the frontline workers didn't have any clue as to what that was about, they'd never heard of it. So, one litmus test is if the employees are actually familiar with it, and that's an easy conversation to have.

Sophia LaFontant: I also think it would be beneficial to ask employees. A lot of policies are written at organizations, missions and new initiatives are given. But I would ask an employee, maybe three months afterwards, what have you seen us do?

If they can't speak to what they actually saw take place, maybe you did all of the great beforehand, all the research, but you haven't been able to actually act it out. I do feel that that is something I've seen in organizations where certain policies, or what we consider to be a cultural norm, is only a norm for the executive or leadership. But, when it comes down to the people who are actually doing the work, they say "No, I haven't seen that expressed here. I know that it's on the website, I hear about it at meetings, but I haven't seen it yet."

Emily Holthaus: So, not just about what's written, but how it actually shows up in the environment is probably more important.

I think about, generationally, how young people don't have the patience too. If it isn't lined up, peace out. They're not going to stick around for that and I think the actions and making those values and the environment come to life through how employees experience you is an incredibly important point.

Myra, anything else to add?

Then, I'm going to throw in a tough question next because I have something really important I want you all to talk about.

Myra Briggs: OK, then I'm going to defer, because I don't have anything that hasn't already been said,

Emily Holthaus: OK. So, I know that a lot of organizations are on that path to trying to diversify, especially at the highest levels of the organization. Way back when, they talked about quotas or how to make sure to have at least X number of people of this diversity and all of that. People still sort of revert back to that way of thinking of diversification of leadership. People will say to me, "Well, Emily, if we're really trying to get diverse talent, is that reverse discrimination? How do we navigate sort of that conversation?"

So, what advice do you have for organizations that are still sort of thinking about this in the old school way that really isn't how we view it anymore? It's not about getting this type of person in this seat and this many, et cetera. How do you have that conversation with organizations that are trying to diversify their talents across their pipeline and in the leadership of their organizations?

Antonio Cortes: Yeah. I'll chime in first, if that's all right. This is a big conversation. We actually have an entire webinar just on this one topic, and when I facilitate graduate courses, it's an entire course when we talk about this topic.

So, the first thing I'll say is that reverse discrimination doesn't really exist, and that's going to potentially confuse some of you. However, if you think about the fact that there's still significant inequity in terms of how leadership is distributed amongst demographics, we have almost 50/50 in terms of men and women in the workforce. Yet, the majority of people at the highest levels of leadership are still men. So, reverse discrimination can't exist if there's still a huge imbalance in the inequity of where people are and where they can attain their highest career status. That's the first thing. The second thing is that we're not endorsing quotas because quotas are illegal.

From a hiring standpoint, the federal courts have determined that quotas are not an appropriate way to diversify our staff base and we know that. That's the great thing about having an HR consultancy, we know what's legal and we know what's not. So, what you can do is that you can set goals for diversifying your workforce. As an example, if you have an imbalance of men and women in the workforce and you want to increase the number of women in your workplace, you can set a goal of having 15% more women in your staff base in the next 2 to 3 years. If you don't achieve that goal, that's okay because it's a goal. It's a benchmark that you want to try for, but you don't have to get there or maybe you'll exceed it. Either way that you fall on there, setting a goal is a great counter to having a fixed number to go

after. That is how we, from a legal standpoint, like to address these types of things, but also give you kind of a direction to go and something to strive for.

Emily Holthaus: Yeah. Any other thoughts on that one? I know a lot of HR professionals struggle with this and figuring out the balance between being intentional about addressing those inequities in addition to this mindset that we have about what that means or how we go about doing it.

Myra Briggs: Quite often, when I ask a search committee what their timeline is, the answer is, "We're going to search until we get it right, until we get the right person. There's no real deadline, we want to search until we get it right." This is the perfect answer, I love hearing that. But, what they don't understand is that, to me, that means that until we have a diverse pipeline of people to be considered for this role, we cannot possibly have gotten it right. Everyone should begin to just make that one small change when you are beginning your next hiring process, when you're looking at the pipeline of candidates that you have, who you are considering, and who you are interested in for this role, to ensure it is to the best of your knowledge based upon what you can tell with the materials that have been submitted.

If your pipeline is not diverse, then you haven't gotten it right yet. It means that you need to keep looking. The four of us are here today to tell you that the diverse talent is 100% is out there, okay?

So, if you haven't found it, it's because you legitimately just haven't found it yet, not because it isn't out there. However, it really means that you just need to keep looking. When you find the people that you're looking for, start a distribution list for what the source that resume came in from was. Do some research on the demographics of professionals that frequent whatever that publication happened to be and make sure that it's a place that you continue to advertise your positions in. You also want to make sure with LinkedIn, that 90% of the profiles also have a picture. You can look right there and see who you are recruiting. While all pictures are not going to be an accurate depiction of someone's gender, ethnic, or other cultural background, you still can begin to see generally how your pipeline is shaping up, and if it isn't diverse, you haven't gotten it right yet. Quite simply, it means you have to keep searching until you have a diverse pipeline.

Emily Holthaus: Great, and if you don't have a diverse pipeline, you have zero chance of meeting those targets to address inequities. So, it starts there by getting the pipeline in a good place. I also love what you said about how sometimes we need somebody in the job yesterday and we're just going to hurry up and get it done to find that person. Now, we're really slowing down that decision making and slowing down that process can help you take the time you need to get that and to be able to do that.

Sophia, do you want to weigh in at all on this one? What do you think?

Sophia LaFontant: I definitely wanted to say, one of the things I wrote down when you first asked the question was definitely the candidate pool, Myra hit it right there. If your candidate pool is looking not diverse, keep going. Also, bring in some practical things that you can do that doesn't feel like you're trying to hit some quota, that feels like it's being biased or anything of that nature.

To piggyback on what Antonio said, say you want to increase the women that are represented in your leadership team by 15%. I think it's responsible of employers to know that you can train your current employee staff in a way that will develop them into supervision. There's nothing wrong with a manager-in-training role or manager-in-training type of boot camp program, where 10 or 15 different people are specifically trained to do a management type role that you have open and then promote from within. We're not saying that you have to go get 15% of women who are diverse candidates from outside of your organization. You can get that 15% from within your organization, which also shows that you're bringing your leadership with you and you're allowing your current people to actually go to a higher-ranking level to be able to attain more through that leadership. I think that's something that people could take into perspective, especially in terms of expense, which is something we think about when retaining and attracting clients. We don't want people just continually leaving, so the way to keep your employees is to keep them trained, keep them developed, and keep them moving from within.

Emily Holthaus: Yes, and I love that. Attracting talent doesn't mean always from the outside. It means knowing your talent inside and developing that pipeline. I love that.

I think today's topic is not about succession planning, we could spend some time talking about within itself. Oftentimes, when I work with organizations, they don't have a process or a plan for succession planning. We all know what happens when you don't have a process or plan for that, it's whoever has been close to the hiring managers that gets promoted and it doesn't allow for the look at the entire talent picture in an organization. So, what you just shared is incredibly important in thinking about how, as an HR leader, are you going to understand the talent pool you have? As well as how you are going to cultivate that talent pool, so that you also have wonderful internal candidates that can compete with wonderful external candidates to get the right people for these positions. So, I love that.

And Alicia, you're here because we have a good question, so I'm going to let you ask.

Alicia Schoshinski: We actually have a number of follow up questions about getting a diverse pipeline. Several people asked, "What types of job postings, sites and such, would you recommend being able to get a more diverse pipeline?"

Sophia LaFontant: Professional organizations is a great first, very easy reach. You have National Association of Black Engineers that tells you exactly what you're getting. You have an Asian American Association of perhaps social workers, for example. So, that tells you immediately what you're going to get in that understanding of changing the cultural norm that you may already have within your organization. So, there are professional organizations. You know that the people that are there have

some kind of experience or degree, or some type of educational background that is specifically focused on what you want. Then, you also know that they are diverse.

Also, just because they may be a part of an Asian American Association, understand that for professional organizations, you may have more than just an Asian background. You might also have a Black and Hispanic background, but you are allowed to be in these organizations, or join up with these organizations, because that is what you identify with.

I think that's the other thing that we have to think about in DEI, respecting how people identify because that is important as well.

Antonio Cortes: Great points, Sophia.

Just yesterday actually, the question internally as we we're trying to help a client was, "Do we have any experience with ocean sciences?" It was a very specific background and I've never had experience in looking for someone that has ocean sciences background, but I found three organizations in about 10 minutes that specifically focused on diverse cultivation of scientists in that specific field, and they're in three different parts of the country. So, you got three places in 10 minutes, and it didn't take me long to find them. The real answer is that they're out there, you just have to spend little bit of time doing some research and understanding what organizations exist, Sophia mentioned a number of them. There's thousands and thousands of professional organizations that can get you professionals with any level of experience, the beginning of the career might probably be even more abundant these days. However, you can definitely, through their alumni networks, get additional people that are more experienced and might be more in line with what you're actually looking for.

Emily Holthaus: I would also say too, I think about when I was in operations in nonprofits and we were grassroots in the community, I would often say that it wasn't about a website. It was about going to places where people gather in the community and talking about, "Hey, can I have a few minutes to get on your agenda to talk about some openings and opportunities that I have?" Or going to churches in the communities and sharing the job posting with key influencers in those spaces. Also, if you're looking for candidates that, reflect the community, guess what? Get out of your office, get off your computer, and go into the community to talk about the opportunity to work with your organization. Know who the key influencers are in the community that will be willing to be ambassadors to you to expand your recruiting pool. Based on not only who's in your organization, but also who knows your community well. If you begin to build that trust and relationship, you'll get a lot of candidates coming to you from referrals from places all through the community, which will help you to do that on a very grassroots level as well. So, we tend to go toward posting on LinkedIn or job sites, but at the end of the day, community development is empowering the community to solve its own challenges and issues and getting the community to be a part of our teams to help us to do that. That's the other piece of it that I would add. Anything else?

Myra Briggs: I would piggyback and let you lead me around the room on what you just said: to not post and pray.

You cannot post and pray because you're allowing the universe to make your organization's decision on diverse recruitment. I mean, there's no way you can control that. You're really just relying on what comes in. That's not something that we have done and it's not something that we advise our clients to do. You really just have to be intentional about fixing any issues you have around a diverse workforce. People are saying all the time that there are no diverse executives available, or at any different level. We are proud to boast at Nonprofit HR that 85% of our placements in Executive Search have been women and/or people of color. We have been able to achieve those results by picking up the phone, calling people, speaking to past placements, asking who you know in your network, and actually talking to professional associations about their affinity groups because some of the associations have smaller groups within them that they connect you to and their listservs.

You really just have to be intentional about it. It's about being direct. It's about going and flooding the market with what you have. When you speak to people about it, people will pick up on your desire to really diversify, and they'll become champions and sponsors for your organization in the marketplace. They will continually say, "Hey, this organization is making a concerted effort to diversify leadership. I really think you should keep up with them and see what's going on."

Emily Holthaus: Thanks. We actually are running on the ends of the time for the panel. I just want to give you all one last word piece. What advice do you have for our listeners out there that want to really get on that equity journey as it relates to attracting talent, and bringing talent into organizations? if you had one best practice, what piece of advice would you leave them with today?

Sophia LaFontant: I will say something that is very important to me, with any role that I have or with any client or organization that I'm working to assist, is accountability. I think that it's great to have a plan, to set things in place, to take initiative, to do things. However, if you don't set any type of metrics, or some type of qualitative and quantitative data to look back and see if you've progressed in three months, in six months, or in nine months, then you're not really holding your organization and your leadership to be accountable for what you stated. I think accountabilities something that every person should be about.

Antonio Cortes: I'll add to that and say that you should have an understanding of where you currently are with your organization's diversity, especially as it relates to the people you're serving.

So, if you can look internally and very quickly identify that you're not a very diverse organization, staff wise, that's an initial place to be in because then you have that foundational concrete knowledge. Now, for those organizations that maybe aren't sure, and they're looking for a partner, we can do equity assessments within organizations to get a deep dive of employee demographics, employee attitudes through surveys, and focus groups to really peel back what's happening within your organization. If you're interested in those types of deep dives but say, "I'm not necessarily sure we're at, I think we might be okay, but we just don't know. We want to find out," an external partner in an audit can definitely help you with it. Maybe don't view it as an audit, it's more of just trying to understand where you're at when it comes to the area of diversity, equity, and inclusion and there are definitely formalized processes to get answers to that question.

Emily Holthaus: Thank you. Myra, close us out.

Myra Briggs: I think that what I would really say is to just get started and don't be afraid to ask for help. It's a very touchy subject. It's hard to admit that we have some of these issues, especially when they're some of them are glaring, those are the hardest ones to really admit to. Give yourself some grace and recognize that by asking for help, you're already moving in the right direction. And don't stop.

Don't stop until you have achieved the culture and the equitable workforce that you set out to attain. Keep going, be as dogmatic about achieving an equitable workplace and culture, as you are about moving the needle on your mission. Recognize that you will never be able to make as much of an impact for the mission that your organization serves without first addressing these issues. So, you're already falling down on your mission if you don't address it.

Emily Holthaus: Thank you. Don't leave yet, everybody. We have a little bit more for you.

Before I jump into just some tips to send you off with, I just want to thank you all today, for having the conversation, and being willing to be real and honest about what you've seen in your experiences. I hope what the audience heard, and I heard, was as valuable as I believe it was. I just want to thank you all for your time and for being willing to be with us in the conversation. Also, hang on because we're going to give them some tips here. Then, we'll come back at the end and potentially address some more questions.

Alicia and team, if you wouldn't mind giving us our slides and we'll get to the next piece here, because I know all of you are saying, "Hey, how do I really go about attracting a diverse talent pool?"

I'm going to give you some tips around hiring. So, we talked a lot about it today. You heard from the panel some of things that you can do. My takeaways are to go where the diverse talent already is and recruit in places and spaces where diverse talent is already existing. We talked about affiliation groups, we talked about key community relationships and community groups where diverse talent exists. You want to make sure that you're casting a wide net. I also always tell organizations that if you keep doing your recruiting the same way you've always done it and keep getting the same results you've always gotten; you shouldn't be surprised by that.

So, how can you think about different and unique ways to expand how you're attracting and how you're recruiting talent?

At the end of the day, understand what your past employees and current employees are projecting out about you as it relates to who you are as an employer. One other very important thing you could do right now is just Google your organization, go on Glassdoor, and check out how your organization is being talked about and viewed. If you're finding things that are surprising to you or finding things that you don't like, utilize that data to help make a plan in order to shift how your culture is actually showing up to your employees and former employees. This allows you to protect the leadership brand.

Myra said it earlier, if you don't spend time attracting diverse talent into your pipeline and having diverse slate of candidates for all of your openings, you'll have no chance of being able to diversify leadership. Sophia shared too that it's not just about attracting outside talent. It's about really understanding who is inside your organization and cultivating them to be ready to move into leadership roles and having those tasks for development within your own organization. I talk to leaders all the time and I say to them, "You have all these frontline leaders, do you know what they bring to the table? What their backgrounds are? What they do? Is there a side job that might be something that positions them really well to do something else with your organization?" We tend to, once we get people into our organization, forget to have conversations with them about what they're passionate about, what they've been doing, what they just went to school to be able to do, etc.

I just also wanted to share some questions that you all can take and begin to use.

I talked about some of them before, but asking the employees and asking your team, how would you rate your organization's employment brand or your image? And how are you going to figure out the answer to that question if you don't know? Former employees are a great source of information. I know, sometimes, once we exit employees out of our organization, if we give them an exit interview, that's one piece of data.

But also, you can check in to look at those sites that will tell us what people's experience have been in our organization. It's really important and I think, now, more than ever, communities and stakeholders are holding organizations accountable to what it feels like to be in an organization. Social media is a place that you can get some of that great information about what it has felt like for people that have left your organization.

What does your website say? We talked about this earlier. Most people will not even apply for something until they've at least went and looked at the website and done some searching. So, that's an important place to start.

Then, have you been talking to members that exist on your team from some of those underrepresented groups that you're looking to grow and cultivate about how it feels to work at their organization? Would they recommend it to your peers in their circle, yes or no? Having some of those types of conversations with individuals that are currently in your organization is really important. Firstly, to create that feedback and environment where people feel that their opinions are valued, and that there aren't repercussions for them. Telling you the truth about how they're feeling and how they're experiencing the organization. As well, it can give you some really great data.

Then, have you conducted an equity audit on your HR systems and processes to clearly understand where bias might be present? Again, Antonio shared we at Nonprofit HR are here for you if you need a partner in that. However, I think at the end of the day, you should be doing things like compensation review or taking a look at your retention numbers and saying, are people of certain groups retained at different rates than others and why, and what's causing that. Understanding your data and using data to make decisions and strategic changes is important. The HR systems and processes are often places

where inequities creep in, so you need to be asking yourself those types of questions and understanding what your data picture can tell you about that.

Lastly, we talked about the interview process is a spot where, oftentimes, bias just gets right in there. I did want to leave you all with just some tangible ways to mitigate or interrupt bias in your interviewing processes. First, we talked about this earlier, that you have to recognize as individuals, everyone passes bias. It's just how our brains are wired. You'll have to believe me, but the science behind it is we take in so much information each day that we don't slow down enough to be able to process each piece of information. So, our brain just takes these shortcuts to help us move through life because of all the inputs that come in. What that process in our brain does is cause us to make mistakes, potentially, based on the speed of the information. Those snap judgements often translate into our behaviors, our decisions, and things that impact our organizations because the decisions and choices of people who have bias is what makes them organizations and introduces bias into organizations and systems. So, you just have to recognize that it's there and understand that it's something that we need to be looking for and paying attention to.

The second piece is being intentional with process and the group talked about this a little bit. If you don't have a consistent interview process that is all throughout your organization, bias is going to be creeping in based on just inconsistency alone. So, once you decide on your process, have a few people put their eyes on it to help you see what you're not seeing. Then, you must execute that process with intention and building in things such as: ensuring that we educate panelists who are interviewing on bias and having them reflect and think about that as well as ensuring there's a rubric for each candidate to be reviewed on versus just only having a conversation about how we felt about the person, etc.

Build into your process things that are going to help you interrupt and mitigate bias throughout, and then run that process consistently for the employees that are coming into your organization.

The third one is about slowing down decisions. I know in nonprofits, we oftentimes are hiring because we needed a person last week. However, we really want to take time to slow down decisions and slow down processes. Firstly, so that you can be intentional with your process by slowing down and making sure all pieces are taken. Secondly, as we give ourselves time to reflect on decisions, bring people with differing perspectives into the conversation, and slow down to take the time to do that, it helps us to make more informed and less biased decisions. So, slowing down is incredibly important.

The next thing is just encouraging your panels to challenge the dominant ways of thinking. We talked about that idea of fit as part of this conversation.

We want to make sure that we're allowing our interview panelists to come with their perspectives and to challenge groups by saying, "Well, I know that's how we've always done it, but why? Why have we done it that way? And, do we need to have a person just like that or can we expand and bring somebody in who has a very different view of this?" You'll want to set up environments where that is allowed. It isn't just about people coming in and shaking their heads and going through a process. It's about having dialog that's going to allow us to challenge what maybe has always been, which will help us break out some of that bias that may exist in the process.

The last thing is really important: only judge what is critical to the topic at hand.

As part of interviewing, this is not just a nice to have, it's a legal thing that we cannot ask certain types of questions about background and demographics or family status during interviews. What I'm thinking about more is, when we're thinking about candidates or deciding who's going to move on or not, is this thing critical to the person being successful on the job? Should we be having these conversations?

That's where the rubric really comes in, by setting up what we're going to be holding people accountable to or judging people by, is what is really required to do the job. I've been in processes where I've been having a debrief conversation and someone will say something like, "Well, what if so-and-so has another kid and then maybe they can't do XYZ?" I say, "Whoa, timeout." A person having another kid has nothing to do with them being able to do the job. Hold the team accountable to those conversations and make sure that we're only judging what is critical at hand based on what needs to happen for that person to be successful on the job. It's hard to do, but we need to set up those accountability pieces so that we check each other when we slip back into sort of human nature of talking about all the humanity pieces around fit, around culture, and around people.

Just a couple minutes left, and we are going to take some more questions here at the end. For those of you that have stuck with us, we don't have the chat function open so we can't see each other's, but if you would like to reflect and you would like to share, you can also type these into the question box because we'll read them and we want to know what you thought about today and what you're going to do. I encourage everyone that's listening, so you spent these 90 minutes with us, so what? What part of the conversation really was important for you? What, potentially, will you do differently based on something that was shared today? How will you really make the commitment to take one or two things that you heard from the panel today and infuse that into your leadership brand and help equity become a part of how you operate as a nonprofit leader and with your teams?

I hope all of you are just thinking about, what does this mean for you? What will you do differently based on what we shared today?

I want to thank all of you for being a part of the conversation. Hopefully, we gave you something to think about and some takeaways. I'm going to swing it back to Alicia for her to close us out and if there's one or two more questions she wants us to tackle. I will turn it back to Alicia. Thank you, everyone.

Alicia Schoshinski: Great. Thank you, Emily, and thank you so much, Myra, Sophia, and Antonio for all your great insights today. I'm sure everyone found it very helpful. Before we share a couple of things that some reflections that people might have share, i just wanted to mention that we will be hosting the next webinar in our series on September 22nd, from 2:00 to 3:00 Eastern Time, and that will be focused on equity and total rewards practices as a part of our Realities Diversity Series.

Then, also, on September 21st from 2:00 to 3:00 PM Eastern Time, we're going to be sharing the results from our 2020 Diversity Practices Survey. We have two great webinars coming up, so please be sure to tune in.

Okay, let me see if we had any responses on reflections. One person did mention, Emily, that what they would do differently is seek candidates via professional trade associations, they're doing that as a takeaway.

Somebody else mentioned they've certainly appreciated Myra's focus on the leadership looking like the community in which the nonprofit serves.

Those are the two reflections I see so far. Somebody else is going to ask current staff, what have they seen the company do? So that's great.

Somebody mentioned that discussion of fit was very helpful and the discussion about looking for complement within the organization.

Somebody else is going to start with their core values as the foundation.

As well, somebody appreciated Myra's point about grace.

Then somebody really enjoyed the conversation surrounding the proper use of the word fit, something they have not heard discussed and they think it's important to talk about.

Emily Holthaus: Fit is the precursor to the "it's not your turn" phrase too. That's something we could have talked about for a while, that's around succession planning. Fit and "it's not your turn" are some of my favorites that I think we need to talk about more that we don't.

Alicia Schoshinski: Great, thank you. Somebody else mentioned they're sending a write-up to everyone in the organization who does recruiting and hiring, so they can create a better process. That's fantastic.

Somebody is going to have a goal to increase their percentage of minority hires.

Somebody said they like the idea of having those already on the team from under-represented populations review job postings to assist with expanding diversity recruitment.

Somebody else has a takeaway of recruiting in the neighborhood, churches, organizations, etc.

And somebody else said they're going to view everything through the eyes of DEI.

Emily Holthaus: I love it.

That's a good one to end on. I think that's what we're hoping that all of you really start to see; infusing equity into your leadership brands, asking yourself critical questions, and pushing yourself to continue to think about potential places where bias might be creeping into your organization. For those systems and processes that you have control over, what we want you to do is say, "Hey, what needs to happen

so that this will work for everyone? So that this processor system will be equitable, equitable to everyone?"

I know that all of you on the call today have those things that you have influences over and you have power to change. Don't be afraid to just try some new things that will begin to shift and change either systems and processes, or just your culture, and how it feels to be a part of your organization. That's what we want you to do. We need leaders throughout organizations that on repeat, every day, all day, continue to make decisions with an equity lens and involve diverse perspectives, to validate the decisions. That way we know that they're going to work for the teams overall and work for the entire workforce, not just for some. That's the end game here. Know that if you all have questions that you put in the chat that we didn't address; we'll try to get to those.

Also, we're here if you need us. Know that we are in this space because we want organizations to be more equitable. We want systems and processes to support that, and we believe very much in what we do. We're here for you if you have additional questions or want to chat some more about your specific situation.

I hope that we all had a good time together today. I know I had a good time. Alicia, I'll let you kind of close this out for today, but I appreciate everyone listening, and let us know how we can support you as you move on your equity journey.

Alicia Schoshinski: Great, thank you all again. Thanks to all of our panelists. And thanks to everybody who attended. There will be a survey that pops up afterwards so we can get your feedback to hear about how this will impact your organization, how it's helpful to you, and what else we can do in future webinars. Then, I would also mention that if you need any additional information about Nonprofit HR or our services, you can reach us at info@nonprofithr.com or visit us on the web at the website on the screen.

Then, a recording of this webinar will be shared with all of you, as we mentioned, in any other resources that we have will be shared as well. Feel free to share that with your colleagues. So, we thank you all for attending today and hope you have a great day. Go forth and work on diversity in your organization and make a difference! Thank you.

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