2020 Nonprofit Diversity Practices Survey Results Overview

WEBINAR TRANSCRIPT

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2020 NONPROFIT DIVERSITY PRACTICES SURVEY RESULTS OVERVIEW

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For the second consecutive year, Nonprofit HR surveyed nonprofits in North America about their diversity efforts and collected data from for-profit social enterprises for the first time. As a leading talent management firm in the social impact sector for more than 20 years, we have worked with thousands of organizations to help advance their missions through their most important asset, their people.

During this webinar, speakers discussed:

- how many social impact organizations have formal diversity statements, strategies, and dedicated budgets
- how COVID-19 and recent calls for racial justice have impacted organizations' approach to diversity
- tips for moving from diversity statements to position statements
- what organizations report as their greatest diversity challenges

and much more!

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SPEAKERS

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LISA BROWN ALEXANDER: My name is Lisa Brown Alexander and I'm the CEO of Nonprofit HR. I'll be your co-presenter for this conversation about Nonprofit HR's 2020 Diversity Practices Survey results. I'm joined this afternoon by Nonprofit HR's Managing Director of Diversity, Equity, and Inclusion, Emily Holthaus. What you'll see in here today is an overview of Nonprofit HR's Diversity Practice Survey results. A full and comprehensive report will be published in October 2020, so stay tuned to nonprofithr.com/DEIsurvey2020.

We have a lot of great content to cover during this presentation. Before we get started, I'd like to go over a few items. This is a pre-recorded discussion. Questions being answered during this recording were pre-submitted to Nonprofit HR in September 2020 during the live webinar. I'd like to tell you a little bit about Nonprofit HR and our DEI survey and then, ask Emily to share insights on her background in DEI and belonging. Let's get started.

Nonprofit HR has published its DEI survey for the last two years, this is the second edition of the survey. It was our effort to better understand the practices of nonprofits as it relates to diversity, equity, and inclusion. We asked a series of questions this year that reflect many practices across the total talent management life cycle and we look forward to sharing the results with you this afternoon.

With that, I'll turn it to Emily and have her introduce herself, then we'll get into our agenda for today.

Emily Holthaus: Thank you so much, Lisa. I'm excited to be here to get a chance to weigh in on the second year of survey results. My role here at Nonprofit HR has really helped support organizations with both the strategy side of DEI and the people side of DEI, as well as the intersection between those two to make sure that the systems, processes, and people all experience the organization and equitably. So, I'm excited to see what has changed and shifted over time, over the last couple of years, and look forward to weighing in on the conversation today. Thank you.

Lisa Brown Alexander: Thanks, Emily. For those listening in, if you have any questions, after hearing this recording, please email us at info@nonprofithr.com and someone from our team will respond to you as soon as possible. You'll find our contact information at the end of this presentation, as well. You'll also find survey respondent demographic data at the end of the report. Now, let's jump in and review the agenda.

We're going to cover a series of data points from the survey that help us figure out whether or not we're making progress as a community of social impact organizations. Then, we'll turn to Emily for some insights for creating a more equitable, diverse, and inclusive sector and to help you do the same at the organizational level.

Alright, let's get started. This is the second year of the Nonprofit Diversity Practices Survey. In 2020, we had over 600 organizations participate. Most of the organizations came from social and human services, education, and health services.

What we also learned is that the majority of organizations, or at least 31%, have budgets between $1 and $5 million, and of those organizations, 22% had employees between the age of 21 and 50. This is just to give you a sense of the headcount and the organization size of a large segments of the respondent pool. You can

benchmark your own organization against these numbers, but it just gives you a sense for who responded. Let's jump into the data.

So, we asked the question: How have organizations approach diversity in 2020? What we heard is that the majority, or 45% of organizations, have both a form of diversity statement and have addressed diversity, equity, and inclusion, in their overall strategic plan. It is very encouraging that we are seeing progress in this space and we'll look at 2019 in a moment. But many organizations, almost half of the organization surveyed, had at least a diversity statement. You'll notice that only 21% have a formal diversity strategy and we'll dig into that as well.

When we look at the 2019 data, we realized and recognized from last year that the larger the organization, the more likely it is that they were going to have a diversity strategy, or a formal statement about how diversity, equity, and inclusion is integrated into their work. So, those organizations with budgets of more than $40 million were most likely to have a diversity strategy. Whereas those organizations with a budget of less than $1 million, 76%, did not have a DEI strategy. That stands to reason, of course, based on organization size and internal resources.

We also saw that the organizations most likely have a formal diversity strategy are those that came from the social/human services space, followed by education. But what we also noticed in 2019 is that animal rights groups, almost uniformly, did not have a diversity strategy.

When we compared to 2019 data against 2020 data, what we saw was a little bit of a shift in terms of large segments of groups that have diversity strategies. What we see here is that those organizations that are between $5 and $15 million, are the ones that are most likely to have a diversity strategy in 2020, whereas those that are least likely are still the smallest of organizations, which makes complete sense. However, what was unusual this year is that the segment of organizations between $15 and $19.9 million also do not have a strategy. It's interesting to note because those are organizations that oftentimes will have more resources and more capacity based on their size, so we'll need to unpack that a little bit more.

What we also noticed in terms of having a diversity strategy is that foundations are leading the way. In this year's data cut, we also noted that animal rights groups continue, just like 2019, to lag and not really have a diversity strategy in place for their organizations.

Now, when we say diversity strategy, that is encompassing diversity, equity, and inclusion. I just wanted to make that clear. In terms of having diversity statements, what we learned is, again, larger organizations had statements last year and the smaller organizations did not. What we learned last year, in terms of statements versus strategies, is that the human rights organizations were leading in the practice of having a diversity statement, versus human services and education, like we saw in the last segment.

From a 2020 perspective, what we learned is this year's organizations were smaller by budget in terms of being more likely to have a diversity statement. So, here, we see organizations with budgets between $5 and $9.9 million and of that group, 69% of them had a diversity statement. This is big progress from last year and very encouraging to see. Again, the smallest organizations are operating without a statement.

Of course, as we mentioned before, the organizations, from a mission perspective, that were most likely to have a diversity statement are the foundations, followed by NGOs.

So, this is one of the questions that we had come up during a recording that I'd love to share with you, Emily, and have you respond to. What area should a small organization with limited resources, those small $1 million budget organizations, focus on to drive forward DEI goals? Should they focus on getting an external consultant, resources to empower staff or a board-led taskforce, or hire full-time staff person? Who's responsible for DEI? What are your thoughts on that?

Emily Holthaus: Yes, I think that from a feasibility standpoint, we know that a lot of small and even medium nonprofits don't really have the bandwidth to be able to dedicate a whole staff person's time to attend to a DEI role. Oftentimes, it's just not feasible. So, I always recommend that organizations began to understand that DEI can be alive as part of their entire staff group and it really does belong to everyone. I also recommend utilizing team members that are passionate about it, that have some excitement about it, to begin to help the organization think through what a potential strategy might be. It's an important step to begin to do that because, again, the buy-in from the staff at all levels is what's going to integrate DEI into the organization.

At the same time though, what's really important is for an organization to understand its starting point and understand what the current state is for their employees: what it feels like to work there, how the systems are working related to diversity, equity, and inclusion, and what the data says about how well you represent your community that you serve or not. So, that's a place, really, where oftentimes an external person coming in can be really helpful to be able to set that baseline and give the organization a good amount of data. This is so that those team members can have data-informed decision making to drive the strategy.

So, I would say it's a little bit of both, knowing that most likely, you're not going to be able to have a full-time staff person. Although, I do know that a lot of foundations now are starting to invest in smaller organizations, to allow them to have a full-time staff person that can drive strategy. That's also a place that I would say to explore as a potential option because now it is something that more and more foundations are paying attention to and investing in. It's another great option if you have the ability to do it.

Lisa Brown Alexander: There are options at all our budget points. Certainly, for smaller organizations, don't be dismayed. There are resources available to you too. Thanks a lot, Emily.

Just for some perspective on this issue of statements versus strategy, what we mean by, and what's the difference between, having a diversity statement versus diversity strategy?

When we refer to having a diversity statement, it is the position at a moment in time that reflects where the organization stands with respect to diversity, equity, and inclusion.

However, having a strategy is a little bit different than having a statement and Emily, I'll have you weigh in on this. We saw a lot of statements popping up after the murder of George Floyd, but we know that many of those organizations that made formal statements are operating without a formal strategy.

When we talk about strategy, we're talking in terms of reflecting your organization's understanding of the importance of DEI to your organization's success. It goes beyond just making a position statement, but rather, really starting to integrate how you look at your organization's success through the lens of DEI or looking at DEI for your organization's success, it goes both ways.

Emily Holthaus: Absolutely.

Also, I think the most important part about this is that having a diversity statement without a strategy to back it up is a difficult position for organizations to be in. Never in my career have I seen the amount of community accountability and internal staff accountability towards making sure that what we say we are and who we are actually line up with what we do in the organization, what we resource, and what we pay attention to and strategize. Anything that can be done to make sure that we're bringing that statement to life in our organization is going to be really important. For example, that means doing things like embedding DEI into your organization's strategic plan. Or it could be actions such as making sure that you have measures in place to have accountability and transparency towards whatever strategic strands you have. It's about moving towards achieving those and integrating them throughout the organization so that staff are measured in performance reviews around DEI measurements, as part of what they're normally measured on related to leadership. In addition, have opportunities for leadership development and training that reinforce that vision that is set out in the statements.

It's really important to have it line up and now more than ever before. Your organization and your community are going to hold you accountable for having both sides of that match up to what your organization is aspiring to do in that area.

Lisa Brown Alexander: Having a statement alone is not enough anymore, but it really is about making sure that we say and what we do line up to each other. Some of you may have taken the step of having DEI embedded in your organizational values. It's a good first step, but really, it's about integrating DEI in all of the systems, people, practices, values, and operations of your organization. We'll unpack that a little bit more as we go along.

Ultimately, why does DEI matter to your organization? Why should you invest in bringing your organization up to the best practices, as it relates to diversity, equity, and inclusion? Ultimately, we know, and there's a lot of research to support the fact that, organizations that are more diverse, more equitable, and more inclusive, ultimately perform better financially. And financial performance is important. As a nonprofit, it's not enough to have a lofty mission, you also need to be financially sustainable in order to carry the mission out. Having better financial performance is an objective that most organizations should strive toward, including nonprofits.

We also know that being a more DEI centric organization will allow you to produce better results, better products, or better services for the communities that you serve. This is whether you're an arts organization, or you're in the environmental space, or if your faith-based versus being an association; regardless of what you do and who you serve, you will realize better results if you have a more diverse staff, equitable staff, and inclusive staff. Those staff allowed you to produce better results.

They also allow you to attract other top talent. We know that increasingly new job seekers are asking employers about their commitment to diversity, equity, and inclusion. So, your ability to stand solidly on your practices, your principles, and your values is a wonderful way to attract talent. Then, of course, even nonprofits have a commitment to social responsibility, so having the DEI plan and strategy in place allows you to demonstrate that in a tangible way. Emily, anything you want to add to that?

Emily Holthaus: I would just add the importance of the long-term relevancy of that. We know that our communities are changing so quickly, whether that's racial demographics or age demographics. What I'd like

to share is that today, right now in 2020, if you look at young people under the age of 18, more than half of them identify as kids of color and multicultural children, so that whole generation views diversity, equity, and inclusion very differently. They're the future of our constituency, of our workforce, etc. I think, from a relevancy standpoint, the community needs to see themselves in you as an organization and your future team members need to see themselves in you and it's important to invest in DEI as a long-term strategy for relevancy. Why? Because we know how quickly our communities are changing and we need to adapt to make sure that we're ready to support future generations as they move through our organizations in various capacities.

Lisa Brown Alexander: Absolutely, thank you.

When we think about staff in the DEI function, who's doing it? Who's responsible in your organization for owning the function? We asked that question of survey respondents and what we found was that they occupy different departments. Either leadership is owning and driving forward the strategy and the practice; the practice lives within HR or talent management; some organizations are seeking the support of external consultants; and others are driving the work forward with multidisciplinary taskforces. Let's dig into that a little bit more.

When we asked the question in 2019: Does your organization have a staff person fully dedicated to DEI effort? We heard that 22% of organizations did, but 78% did not. The numbers have not changed significantly from one year to the next. Though I suspect by next year, this will look different. What do you think, Emily?

Emily Holthaus: Definitely, because what we're seeing with the landscape is that, if you just do a quick search on Indeed or anywhere else, there are so many organizations that are searching for DEI leadership. Whether that's at the senior level or director level to help drive strategy., it definitely has been more of a focus today than I've ever seen it before. I think organizations are starting to feel the urgency and want to have that internal person that can begin to help put all the puzzle pieces together and really integrate it into their organization. So, if I'm a betting person, I think next year will be different as well.

Lisa Brown Alexander: I completely agree.

We asked the question about who has accountability for your organization's diversity strategy or initiatives. What we learned was 41% of organizations hold that accountability at the leadership level versus just the president and CEO or even the chief talent officer or chief human resources officer. It is actually interestingly low that only14% of HR leaders or vice presidents of HR hold responsibility and accountability for DEI. That goes back to your statement about how everybody is responsible for making sure that an organization lives out its commitments to DEI, but it's interesting to note that this is a much smaller percentage of organizations that have assigned to the talent officer versus the whole leadership team.

We asked the question and wanted to dig a little bit deeper into those organizations with teams or task forces focused on diversity. What we learned in 2019 was that 41% of respondents that had a task force, had one with a leadership advocate. In 2020, that number went up, which is encouraging. So, more organizations that have task forces are building in some senior level accountability which is important. We also heard that of those that do have a task force in 2019, that 5% had no senior leadership advocate.

In 2020, 7% had no leadership advocate. This is interesting because that is an increase in the number of organizations without senior leadership, advocating for DEI work to move forward. We're not exactly sure why, but it is an interesting thing to note. If your organization has a task force versus the leadership team owning responsibility for this, but is operating without a senior leadership advocate, then at least you can benchmark your organization against others and understand where this trend is.

Let's take another question. What are ways, if you have a predominantly white board or leadership team, that you can work to naturally expand your networks and bring in more diverse leadership? This is a really popular question, and Emily, help us understand how you do this. How do we make inroads to diversifying your leadership team moving forward?

Emily Holthaus: Yeah, I think the biggest piece is being intentional about actually working on this. I always have the phrase that if you just hope things will happen in this area, they won't. It's really about saying how you're going to be intentional and about building those strategic partnerships and relationships with diverse communities, in our own communities that we serve, in our networks, or in educational institutions where diverse candidates and future employees might be. I think we have to really set out to say, we're going to pay attention to this because, as humans, we all tend to pull people closest to us that are most like us, who went to the same colleges as us, or go to the same church that we do, or maybe have the same background that we do. So, if you have a predominantly white board or predominantly white leadership, if we're not intentional about expanding out from what we comfortably do as humans all the time, it just isn't going to happen. It's going to be a cycle that will continue to just keep things the way they are.

At the end of the day, I would say work on your employment brand to begin to welcome and attract diverse candidates. Do what you can to make sure that your interview processes and your job descriptions reflect a diversity of thought and diversity of background of who you're attracting into your organization. Hold your organization accountable to its culture to make sure that it's welcoming for everyone, its inclusive, and people feel like they belong there. One other big indicator that people can pay attention to is, do you have different retention rates? So, if you do bring leaders of color into your organization, for instance, do they leave more quickly than your Caucasian staff does? Potentially, that could be an indicator that something about your environment isn't working.

So, it's about being intentional about those things, and paying attention to the data. Then, going out into the community and building those relationships to begin to bring in the talent pool you want to be coming into your organization. Also, intentionally recruit board members that are reflective of the community and of the mission that you serve. That will help you, again, to broaden your perspectives and be able to begin to move the needle on diversity in your organization. It's a complex puzzle, but at the end of the day, what's most important is that everyone, regardless of what race they identify as, is operating as equity leaders in your organization and paying attention and being intentional about expanding those networks out as they grow.

Lisa Brown Alexander: How do you respond to the concern that there is not a lot of diverse talent out there? We know that a corporate CEO recently stepped in a quagmire by making the statement that there's very limited diverse talent out there for organizations to tap into. And while he said it, we know that many others also believe it. So, how will you address this notion? The fact that there are, or are not depending on where you are, professionals of color or men, for example, because we know that the nonprofit sector is dominated by women in its workforce. Address that or respond to that, if you would.

Emily Holthaus: Yeah, I would say we hear that a lot. I think it's about how we tend to rush through processes and say, "Well, no one of diverse background applied." Then, I would say, "Well, where did you look? And how did you look?" Because if you continue to post and do things the same way you've always done them, you continue to have job descriptions that read a certain way, you continue to have an employment brand that isn't attractive to diverse candidates, people will look you up and see what the social media and internet is saying about you before they come to your organization. If you're not slowing down and being intentional about where you're looking and about your employment brand, that probably is the result you're going to get.

At the end of the day, we know the challenges out there. Our practice here at Nonprofit HR gets amazing results placing women and people of color in high level C-suite positions across the country. It's not that the talent isn't there, it's just about where you are looking and if you are being intentional about looking in places where that talent exists. I tell people that sometimes it just takes time and we tend to want to rush. We want somebody in the job yesterday and so we just go with what we've always done. But, if you're serious about equity, the talent is out there. It just might take a different approach to find it. If it's something that you struggled to figure out how to do, that is where firms like ours can help you because we do this all the time. We work with diverse talent of all different shapes and sizes across the country. That's a great way to plug into it and to help you to accelerate that if your organization is struggling a little bit in figuring out where to find amazing, diverse talent. Call me! I know hundreds of amazing leaders of color across the country. Call me if you want to talk about it and I'll help you find some.

Lisa Brown Alexander: Right and we'll be sharing your contact information today as well.

We asked organizations to talk about their greatest diversity challenge in 2019 and what we heard was that the greatest challenge was realizing racial and ethnic diversity. That was followed by organizations wanting to create safety for management and staff to face challenges openly with discussing diversity in their organizations. So, those are the two leading challenges that organizations are facing. 2020 looks a little different, let's take a look.

What we found was that the biggest challenge facing organizations this year is the ability to attract a diverse candidate, the very thing we just talked about: not knowing where to look, how to find either color or men, or people from groups that are underrepresented in your workforce.

That challenge was followed by, thinking of last year, creating and maintaining a culture of inclusiveness among all organizations or all staff, rather. It's one thing to be a diverse organization, it's a very different thing to be an inclusive one. So, it's interesting that organizations are still struggling with these two very fundamental things. However, we also know that many organizations we work with are at the beginning of their intentional DEI journey a and so, it's okay. Start where you are. As Emily said, be intentional with trying to attract diverse candidates to your organization by being mindful about how your organization shows up. Then, be mindful of making sure that everyone in the organization has a voice at some level to be heard, to be seen, to share their thoughts, their ideas, and their abilities to make your organization a better one.

We asked organizations in both 2019 and 2020 what caused them to initiate their diversity strategy and we learned a couple of different things. In 2019, we had a variety of answers across the board, it didn't fall into a particular category. However, the first of the two leading other reasons that organization s initiated a strategy was because they lack diversity at the leadership level, which we've talked about already. We also

have other organizations are actively seeking diversity of thought, and that is what drove them into initiating a strategy in 2019.

In 2020, what we heard was results. We're trying to get better results, and there's suddenly a realization that by really embracing diversity, equity, and inclusion, both at the position level and the strategy level, our organization, our nonprofit, can get better results. The fact that organizations recognize that from one year to another was really encouraging. We also know there were many other reasons, including the need to improve diversity at the staff level as well as the expectations of stakeholder communities. So, it's encouraging to see that there is a whole slew of other reasons articulated in the "other" category. Then, of course, there are others that responded that it was just not applicable to their organization. There's a little bit of a different theme from one year to the other, as can be expected, given the number of changes that we're seeing more broadly.

Let's take another question. What is the process of strategic planning [for DEI]? Who needs to participate? Can senior management select the strategic planning team? Any thoughts on that, Emily?

Emily Holthaus: That's a very specific question. I'll start with the first one. The process is really about taking time for discovery and understanding your current state. It's about evaluating what it feels like to be in your organization from all different employee perspectives to understand how well your systems and processes are working and where bias might be creeping into your organization, from a systems and processes standpoint. Really be honest with yourself a bout maybe some challenges or struggles that you've been having in this area to get a baseline indicator of where you are in a good data set. Then, taking that knowledge and data that you have to begin to design strategy. At that point, I really do believe that you need to involve your team as much as possible because by buy-in at that strategy point is really important. When senior leadership or the board sits there at the top and makes decisions about strategy without involving others, it tends to be non- sustainable and it tends to not permeate the organization which is what this needs to do, it needs to be fully integrated.

So, once you have your data, have staff involved in that strategy conversation. Then, begin to talk to them about what they believe is most important, w hat's most connected to you being able to fulfill your mission, and what's most urgent. Then, set targets to ensure that wherever you decide to focus, you can measure those. A year from now, you want to know whatever you did mattered to your organization, so you need to set targets to help you understand whether or not you're achieving those strategies. And then, you implement the strategy. Whether that is training in supports for your environment and your people or whether that is dismantling a system that wasn't working and recreating it to be equitable for all. That's the next step, actually implementing the strategy. T hen, measuring your success on that. In terms of who needs to be on for that, I would say talk to your organization and see who is interested. I think sometimes we tend to think that just because people identify in a certain way that they might be wanting to be a part of the conversation and we shouldn't assume that. I think we need everyone at the organization, regardless of how they identify, to be thinking with an equity lens. You want to have people are part of the strategy that want to do it and really have a passion for seeing it move forward. So, I tend to say, don't tap people. I say, put it out as an option for people and see who selects or who signs up, and then use that group and their energy to be able to create that infrastructure to move the strategy forward. That is what I'd say.

Lisa Brown Alexander: I want to add to that to be mindful of fatigue.

You may be reaching out to people who you think might be interested because of how they identify, but in fact, those people may be exhausted. Recognize that is an important thing. Don't assume, as Emily suggest. Make the ask, but don't assume they want to carry that water. They may not want to, depending on where they personally and professionally.

Emily Holthaus: Good point. Agreed.

Lisa Brown Alexander: Let's talk a little bit about where organizations were last year when we asked them the question about whether or not lack of diversity was impacting them. What we heard was 43% of respondents said not really, we weren't being impacted by a lack of diversity. This year, that number lowered to 16%, which means more organizations this year than last year recognize that, in fact, they were being impacted by a lack of diversity. So, there's a real awareness that has happened in the last year or so, probably even more than a year or so, but certainly in the last year from this report. Organizations are recognizing more and more that a lack of diversity is impacting them on a multitude of levels, from a staff perspective, results perspective, and financial perspective.

When we looked at 2019 versus 2020, we asked organizations whether or not their staff was reflective of the communities that they serve. In 2019, 57% of respondents said that they were reflective of the communities they serve versus in 2020 where that number was only 53%. Now, that's not a huge number but I think what it does is reflect a realization that maybe we're not as reflective of the community as we need to be. I would s ay part of that ties back to a greater awareness of the impact of diversity, equity, and inclusion in organizations. In addition, it ties back to the fact that more organizations are being reflective and looking at what they're doing from a practice standpoint to really make sure that it's consistent with the communities where they're located.

Emily Holthaus: Lisa, I also wanted to add that a lot of times, people do a good job reflecting the community at the front lines of their organization. Then, as you move up in the organization, it becomes less reflective. This question doesn't ask how the top leadership reflects, but I am going to encourage the audience to take that overlay a little bit as you're evaluating how well you're doing on this question.

Lisa Brown Alexander: Absolutely. Thanks for that.

We also asked a question about the talent management and HR practices that changed as a result of greater diversity. Last year, we heard that most organizations were focused on their hiring practices and so that relates to attracting diverse talent. That's where many organizations stop, unfortunately.

Let's take another question.

We have struggled with diversity in our hiring and advertising our job postings. As a nonprofit, other than Indeed and LinkedIn, are there other places that would help us reach a more diverse pool?

We know that this is a challenge, so where should folks look to attract diverse talent to their organization?

Emily Holthaus: I would always encourage, especially organizations and nonprofits that are community based, to go to that community in which work and serve and go to places where you know diverse candidates are. I would even recruit and places like places of worship or community centers or specific educational institutions that have the diverse talent that you're looking for to begin building relationships.

Also, that begins to send a message that it's not just about the organization internally, you want to really reflect the community and want to utilize the networks that exist. I also think that key strategic partnerships are important in the area in which you focus. If you need social workers, are you making connections with institutions where social workers are certified? If you need youth development workers, same thing. What educational institutions have programs that do this? Maybe looking a t historically African American institutions or institutions that really focus on diversity a s part of what they do.

A gain, it's about being intentional and expanding your networks as well. Then also, if you need to diversify your staff teams, a lot of organizations have referral programs for staff. Be specific too as you're asking staff to refer in their networks because that's how it happens. Sometimes we end up with homogenous leadership because everybody has refrained from their own networks. So, make sure you're tapping leaders of all different dimensions of diversity and their networks. That sounds obvious that we should do that, but we don't do that. We don't go out and very intentionally ask our diverse staff who they know that might want to come and things like that.

Outside of that also, what I mentioned earlier, is that if you really struggle with this, hire a firm that does it well and have them help you jump start it. Then, at the same time, make sure that your job postings and your job descriptions actually reflect what the job is and the requirements and don't have things in there that are going to be barriers for people. If you don't need a four- year degree to do this job, why is it in your posting? By eliminating some of those barriers and streamlining what you're actually looking for, you'll also open up the door to additional candidates that may not have even looked at your opportunity before because of what the requirements were in those roles. So, there's a lot of things that you can do. Those are just a few examples. Lisa, I'm sure you have a few more for them too.

Lisa Brown Alexander: I would say that before you go out to recruit diverse talent, do a little bit of a check on your readiness to embrace that diverse talent. It's one thing to go and find them, but if you bring them into your organization, will they feel a part of your culture? Will they be able to succeed? Is there is a level playing field? If you know there is not, if you know that your organization is maybe not quite ready to embrace diversity in whatever form you need it, then do a little homework before so that you don't bring people into the organization and encounter premature turnover or, even worse, negative impacts on your employer brand. We know that many organizations were making statements after the George Floyd murder, and then they were immediately followed by employees of those organizations saying, "Wait a minute, that statement and what really happens don't line up." You don't want to be that organization, so do a little pulse check before you go out to seek out diverse talent. If you know you're not ready, take some steps to improve that climate so that there can be success both for you and for the candidate that you find.

So, we asked about training, and Emily mentioned training as part of a bigger umbrella of things that you can do to advance DEI in your organization. Last year, what we found was that the majority of organizations, or 51%, were offering general diversity training, followed by implicit/unconscious bias training. Implicit bias training has become really popular and is oftentimes where organizations will start or begin their journey.

What did we see in 2020? Let's see. In 2020, what we saw was that general diversity training remains at the top, followed by implicit/unconscious bias training. Those two remain the most popular trainings that are offered by nonprofits, followed by organizations that don't offer any training at 32%. We also know that than one third, on average, of organizations offer absolutely nothing. If you happen to fall into that category, k now that you're not alone. Can you improve that? Absolutely.

To start with general foundational training is certainly appropriate, if you're at the beginning of your journey. You can include, but not just solely focus on unconscious bias. There are many other types of trainings that are offered, depending on where you are in the journey. For example, if you've been at this for a while as an organization, you might dig deep into gender specific training, cross- cultural communication training, or allyship/privilege. Those issues are topics that are talked about typically with organizations that have done the foundational training already. Emily can speak to this more, but measure your training with where you are in the process and recognize that in order for the journey to build on itself, you need to start with the foundation. Starting with general diversity training is certainly appropriate and I am sure that Emily encourages that as well. Emily, anything you want to add?

Emily Holthaus: No, that was perfect. It's just really about starting at the beginning with the 101's and the baseline and making sure everyone's on the same page. Then, it's about building your experiences; getting people more and more comfortable connecting; having more difficult conversations; teaching people how to have different perspectives and still hearing, listening, and maybe disagreeing, and continuing to move forward while we all learn and expand. That's what starts the evolution of what you want to see. It is important to not just do this once a year because really practicing these skills of cultural competency and interrelatedness needs to happen over time. As you build your training, it helps to integrate equity, inclusion, and diversity into your environment if you have offerings throughout the year where people can learn, practice, and grow together in this area.

Lisa Brown Alexander: It is definitely not a one and done approach, but an ongoing learning related to expanding knowledge. I love it.

Well, we asked organizations who they were training from one year to the next. It is roughly similar, with a heavy emphasis on ensuring that leaders and staff have training. However, what we see from one year to the next, from 2019 to 2020, is an increase in the number of organizations that are investing in leadership and staff training as it relates to DEI. That's encouraging, that's progress. Training is a great way to start the journey, so we're encouraged to see these numbers from one year to the next.

We also noted that we're seeing deeper investments in board training. In 2019, we saw 9% of organizations investing in board training, whereas this year, the number is at 19%. If you happen to be among those nonprofits that are investing in DEI training for your board, congratulations. There are many that are not, but it's certainly appropriate to include that as part of your training plan so that's good progress. We'll take one more question. I think we can.

We found that much of the trainings we have offered are too surface level and do not get deep enough into the issue. Are we expecting too much or should we be pushing (e.g. hired trainers, staff trainers, etc.) more? What should we be doing?

Emily Holthaus: Yeah. That's a little bit to what we just talked about with the levels. You know the readiness of your staff better than anyone else. At the end of the day, you must start and get everybody on their path and on their journey knowing that people are at varying degrees of readiness. Always ask some of those questions so you know how people are feeling about their comfort level discussing that. I'm always one of those people who says, "Y es, let's continue to elevate and push, and each time do a little bit more and push a little bit further to get people's comfort level expanded." So, I don't know if it's expecting too much, but you also don't want to put your foot on the gas and go so fast that you're leaving a segment of your talent behind.

I t's kind of a fine line and a balance. I know that sometimes when we have people in the organization that are really comfortable and really don't think we're doing enough, then we have people that are not even sure they want to talk about these things yet. So, at the end of the day, you don't want to leave people behind, but you also definitely want to push people to continue to grow and expand on their journey. So, it is a little bit of an art versus a science. However, at the end of the day, if you do want to hire professionals that will help you sort of build out what that cadence could be and help you know how hard to push, I think that's a great way to go about it as well.

Lisa Brown Alexander: Absolutely. Get comfortable with the uncomfortable. That's a big part of the learning and training journey.

We have just a couple of other data points to share with you. We learned that 44% of respondents this year have not implemented any diversity metrics. This is not surprising because when we look at HR metrics or talent management metrics more generally, we know that many organizations operate without a metrics dashboard to follow, so that's not entirely unusual.

In terms of groups that use diversity metrics, what we saw in 2019 was that 10% of organizations were providing metrics to staff and senior management only. Whereas 25% were sharing their metrics with the board and senior management only. Then, 25% were sharing it with all three segments, the board, senior management, and staff and 28% were sharing it with senior management only.

Those numbers changed a little bit in 2020. We saw greater numbers of organizations sharing diversity metrics with all of their staff, and even more sharing their senior management. From one to the next, we went from 28% to 65% for senior management.

What we measure matters and what matters gets measured, it goes both ways. What we're interpreting from this data is that more and more organizations have increased their accountability for measuring progress in the space of DEI which is encouraging. We had a couple of additional categories in this year's survey that allowed respondents to respond to this question in a different way so more reported that they're sharing their metrics with their grantors and funders, which is encouraging. We know that more foundations are asking for this type of data. We also are encouraged to see that more organizations are sharing this information with their communities and their external stakeholders, so that's good progress there. If you are in any of these categories, if you have those metrics, we recommend sharing them with as many stakeholders as possible both internally and externally.

As we wrap up, we know that in 2019, 28% of respondents had retained some sort of external diversity coach or consultant, and of the 72% that did not retain diversity support, 19 % considered doing so. T hat's good data for us to have and reflect on as we think through our plans for this year. You don't have to go it alone. The year is not over. It's not too late to reach out if you need some support. Certainly, Nonprofit HR could provide some assistance in the diversity, equity, and inclusion space. But you don't have to call us, just call someone if you need assistance to help your organization and navigate. You may have those resources at the board level. You may have access to other resources, so tap into them. This is the space where you don't really want to make mistakes. So, get the help of a professional to guide you through.

As we wrap up today, we'll just take one more question. A s a person of color, how do you avoid being looked to as the DEI "go to" person on a board or staff?

Emily Holthaus: Yeah. I think, unfortunately, especially if you're one of the only people of color in your organization, you often get tapped and are asked to be the champion for all of that. You talked a little bit earlier, Lisa, about that fatigue. I would encourage organizations to just keep that in mind as they're thinking about who they're involving. For the person who's asking this question, I would say it's OK to say no, if you if you are feeling that way. It's OK to say, "No. I can't do it right now." I know that there are times when I get tapped and I say yes because I see the opportunity to really drive some change and I'm willing to step in and do that. So, you have to sort of weigh those opportunities and how much you want to give. But also, at the end of the day, we don't want any person of color to have to r e-live trauma or move through stressful situations for the benefit of the organization and the detriment of their themselves as an individual. I t's that fine line and balance. I would just encourage this person to know that you don't have to say yes every single time and help the organization to understand and expand who they're bringing to the table to address some of the challenges. Then also, encourage them to think about that perspective and how leaders, of all different dimensions of diversity, should come together to begin to solve this because it's going to take everyone to move the equity, diversity, and inclusion needle forward in the organization. People of color aren't going to be able to solve something on their own in a vacuum. It needs to be part of a larger strategy that everyone participates in.

Lisa Brown Alexander: I would just add that you could replace "person of color" in this sentence with any other dimension of diversity. For example, as a man, if you're in a predominately female organization, as a person with other abilities, or as a younger person, if you're in an organization with a lot of older staff. So, the question and its answer really apply to any diversity that you might have in your organization. Just be sure to note that.

For some final thoughts, we certainly want to reinforce that everyone really must begin to see their role in moving diversity forward in their organization. It's a shared responsibility, it's not just the responsibility of the staff, nor is it just the responsibility of leadership. We expect that you can spread the responsibility across your organization and that makes it that much easier to move your work forward. Emily, do you want to cover the last two points as we wrap up today?

Emily Holthaus: F or sure. When we say champions need allies and supporters, I would say we need ownership from all across the organization. Taking back to the point about the board being a key accountability partner, I was so excited to see those numbers going up about the board being involved and board training. Look across your organization to understand where the power is concentrated and then ensure that you have support from areas of power and influence to be able to embed it throughout the organization. Cultivating support and an allyship to ensure its sustainability in your organization is really important.

Lastly, for organizations that thrive in the diversity space, it really is fully integrated into your systems, your operations, your functions, and your culture. You set up a way to hold your organization accountable in all of those areas and listen to the voices that are telling you when it's going counter to what your vision is. Then, being open to that feedback and making the changes because it's an ongoing, everyday thing. You don't get a sticker at the end of the year that says you're now a diverse organization, that does not happen. You don't get a little badge that says, "Hey, we're inclusive. We made it. We've arrived." It's an ongoing piece of how your organization functions over time. So, it needs to be fully integrated and accountability and transparency are key to make it stick and go forward.

Lisa Brown Alexander: Thank you so much, Emily. We hope that you'll stay tuned, we've got an augmented report that will come forward very shortly, so stand by for that. Connect with us at nonprofithr.com for more information. If you're on an e-mail alert, will certainly get notified of the full report being released and if you need to reach either of us, our contact information is here on screen. We look forward to hearing from you and helping you along in your journey. If that's what you need, we are here for you. All the best to you and thanks so much for tuning in.