



A COMPREHENSIVE CASE STUDY

Building Equity and Inclusion in Organizational Policies and Operations

Client Demographics

Nonprofit HR Practice Area: Equity, Diversity, Inclusion & Justice*

Location: National

Sector: Nonprofit

Mission Type: Association for Healthcare Professionals

Staff Size: 25-75 full-time employees

Annual Budget: \$10.1 - \$20 million

Scenario

This client of Nonprofit HR aimed to take meaningful, intentional steps toward building equity and inclusion into their policies and operations as well as continue modeling inclusive leadership within their team. Nonprofit HR's Diversity, Equity & Inclusion practice supported the initiation of three task forces to engage in an equity assessment process to evaluate their current state, identify areas of opportunity and design an outcome-based strategy in the areas of certification testing, vendor diversity and internal HR policies and practices.

Project Duration: Ongoing

Project Goals

After a robust equity assessment, Nonprofit HR uncovered gaps in the client's processes and explored how different identity groups experienced their work environments. The equity assessment entailed an in-depth document analysis using an equity lens to guide recommendations; evaluation of all HR policies, practices and procedures; organization-wide assessment; external review of employment brand and Internet presence; and a series of focus groups. Nonprofit HR provided the client with an intimate view into their strengths and areas of opportunity as it related to advancing and operationalizing DEI.

Areas of concern related to the HR lifecycle were compensation, the path to promotion, work-life balance, interviewing processes and employment branding. Opportunities to reimagine their certification processes and vendor procurement processes were also examined, and intentional recommendations were developed. With Nonprofit HR's findings and recommendations, the firm and their client began a prioritization process to develop a measurable strategy. Staff self-selected into three working groups/task forces that were chartered to prioritize recommendations, develop action plans and integrate best practices into their processes. Nonprofit HR's DEI team guided their roadmap process, which has the potential to transform the employee experience, further ingrain equity into their vendor processes and impact thousands of certification holders who use their professional testing services.