NonprofitHR

2022 Nonprofit Diversity, Equity, Inclusion and Justice Practices Survey Results Overview Webinar

May 31, 2022 from 2pm – 3:30pm ET

nonprofithr.com

Total Responses
588

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Our Practices: Nonprofit HR's suite of solutions are centered around five core service areas

STRATEGY & ADVISORY	- HR Audits & Assessment - Workforce Planning - Performance Management - Workplace Culture & Employee Engagement - Learning & Development
OUTSOURCING	- Interim Outsourcing - Comprehensive General Outsourcing - Specialty Outsourcing (i.e. strategy, recruitment, benefits)
DIVERSITY EQUITY & INCLUSION	- Equity Assessments & Implementation Support - DEI Training - Cultural Transformation - Leadership Development - Interim Chief Equity Officer
TOTAL REWARDS	- Compensation Benchmarking & Program Design - Pay Equity Analysis - Benefits Assessments & Administration - Cost Containment Strategy Design - HR Technology
▷IMPACT SEARCH ADVISORS *by Nonprofit HR* SEARCH	- Executive Search - Direct Hire - Recruitment Outsourcing - Temp-to-Hire - Temporary on Demand
sita *by Nonprofit HR* SOCIAL ENTERPRISE	We also partner with nonprofit and for-profit social enterprises to help strengthen their people management practices.

About Nonprofit HR

Our vision:

We are the leading source of innovative talent management, talent acquisition services and knowledge for the social impact sector.

- Total lifecycle solutions for talent management.
- 20+ years serving the social sector as a trusted advisor and thought partner.
- Thousands of missions served.
- Woman and Minority-owned.
- National footprint.
- Award-winning and highly-credentialed staff.

"Nonprofit HR's experts listen, articulate people-centric solutions and understand the correlation between having high-performing, engaged staff and us being able to support our members' needs. Their team has elevated the importance of and visibility around innovative HR practices. Nonprofit HR is an invaluable strategic partner."

Cathy Gibney, CPA
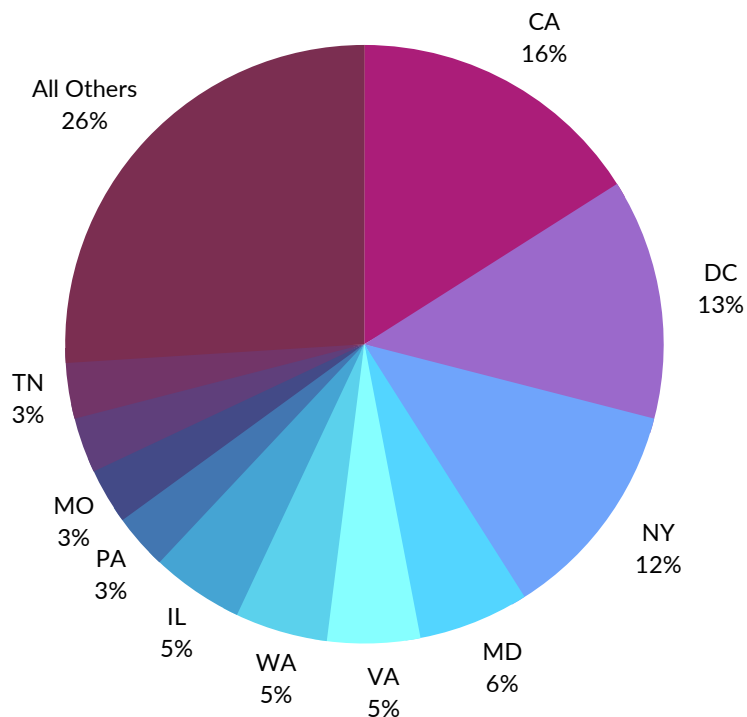**Chief Financial Officer**
National Hospice and Palliative Care Organization

Webinar Presenter

Emily Holthaus

Managing Director, Diversity, Equity & Inclusion

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Top U.S. states, territories or other North American countries of respondent organizations' headquarters (588)

Pie chart:
- CA 16%
- DC 13%
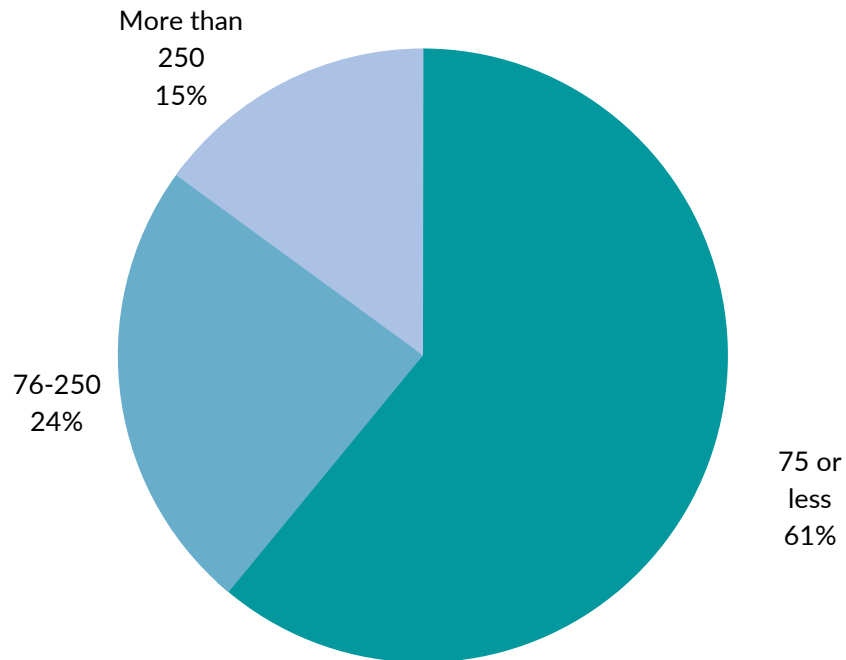- NY 12%
- MD 6%
- VA 5%
- WA 5%
- IL 5%
- PA 3%
- MO 3%
- TN 3%
- All Others 26%

Top 3: California, DC and New York

Total operating budgets of respondent organizations (588)

Less than $5 million	42.65%
$5.1 million- $10 million	18.38%
$10.1 million- $20 million	16.67%
$20.1 million- $50 million	10.78%
$50.1 million- $100 million	5.64%
$100.1 million- $500 million	4.17%
More than $500 million	1.72%

Current employee headcount of respondent organizations

Data includes full or full-time equivalent positions only. Does not include temporary employees, consultants or independent contractors.

More than 250
15%

76-250
24%

75 or less
61%

Primary mission focus of respondent organizations
Top 10

Children, Youth & Families	10
Human Services	9
Education	8
Advocacy/Legal/Policy	7
Healthcare	6
Environmental	5
Associations	4
Arts & Culture	3
Diverse Abilities	2
Human Rights	1
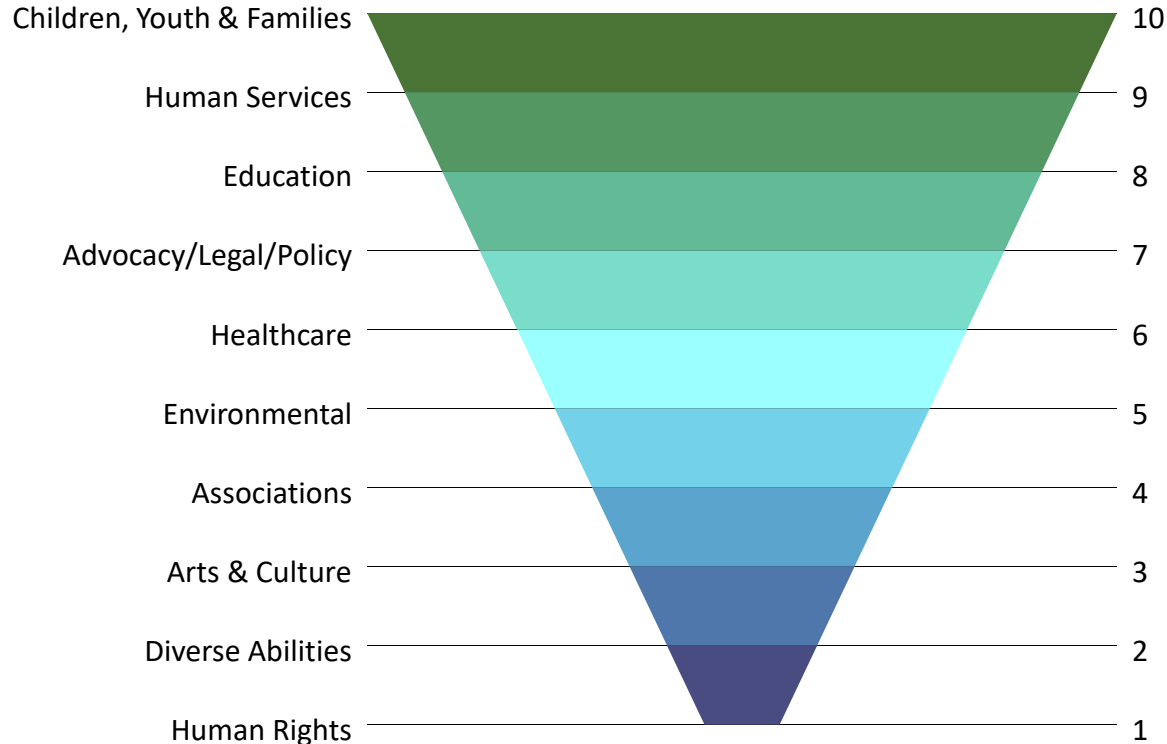
The following describes my organization's commitment to diversity, equity, inclusion and justice (DEIJ).
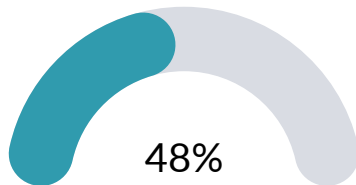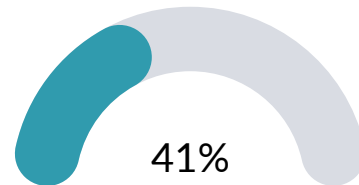
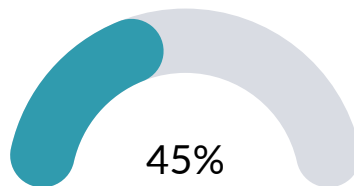Respondents were able to select all that apply.
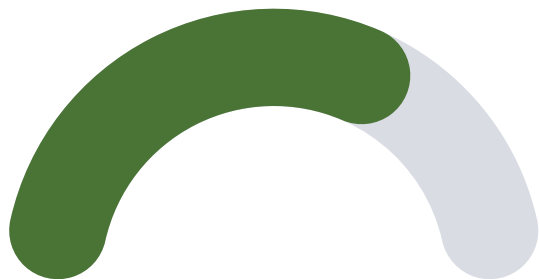
Over 72% of organizations
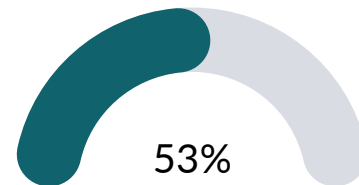
have prioritized DEI

48%

Have featured DEI or J as an organizational core value

41%

Feature DEIJ in their strategic plan

45%

Have offered DEIJ **training**

53%

For those who didn't prioritize: a lack of DEIJ has impacted my org

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The PRIMARY driver for creating our formal DEIJ strategy was:

Seeking improved organizational results	11.78%
Improving talent retention	2.31%
Needing to improve DEIJ at leadership levels	3.93%
Needing to improve DEIJ at staff levels	3.00%
Expectations of stakeholder community	8.31%
Needing to improve internal DEIJ of thought	4.85%
A critical diversity incident/situation/crisis within the organization	1.15%
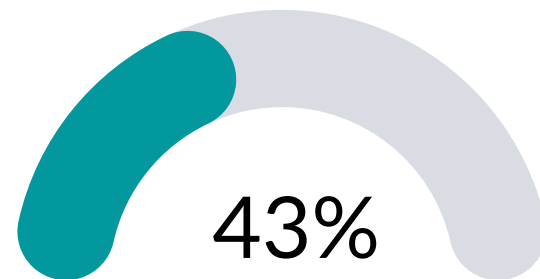
43%
Working to address identified opportunities to become more a diverse, equitable, inclusive and just organization

Top 3 results from 2021 data: Not applicable (25%) seeking improved organizational results (23%); needing to improve diversity at staff levels (11%)
Top 3 results from 2019 data: Other (30%); Lack of diversity at leadership levels (20%); Diversity of thought (19%)

Our organization has a staff person who is solely responsible for our DEIJ efforts.

Yes	30.96%
No	67.66%
I don't know	1.38%

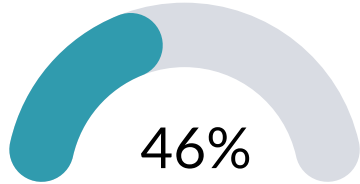*Results from 2021 data: Yes (21%) ; No (79%)*
Results from 2019 data: Yes (22%); No (78%)

Organizations indicated that the staff person responsible for DEIJ is appropriately resourced/positioned within the organization to support organizational change.

Yes	61.45%
No	26.82%
I don't know	13.97%

# Ultimate accountability for our organization's DEIJ strategy/initiatives belongs to:

46%

Our President & CEO or Executive Director

Our Leadership Team	29.40%
Our Chief Diversity Officer (or similar role)	4.63%
Our Chief Human Resources/Talent Officer/Vice President of HR	10.65%
External consultant/consulting firm	0.93%
Other (please specify)	8.10%

Top 3 results from 2021 data: Leadership team (41%); President/Executive Director/CEO (30%); Chief Human Resources/Talent Officer/Vice President of HR (14%)

Our organization formed a work team or task force focused on DEIJ.

Respondents also indicated if there is a senior leadership advocate who sits on the team or task force.

No
30%

Yes
70%
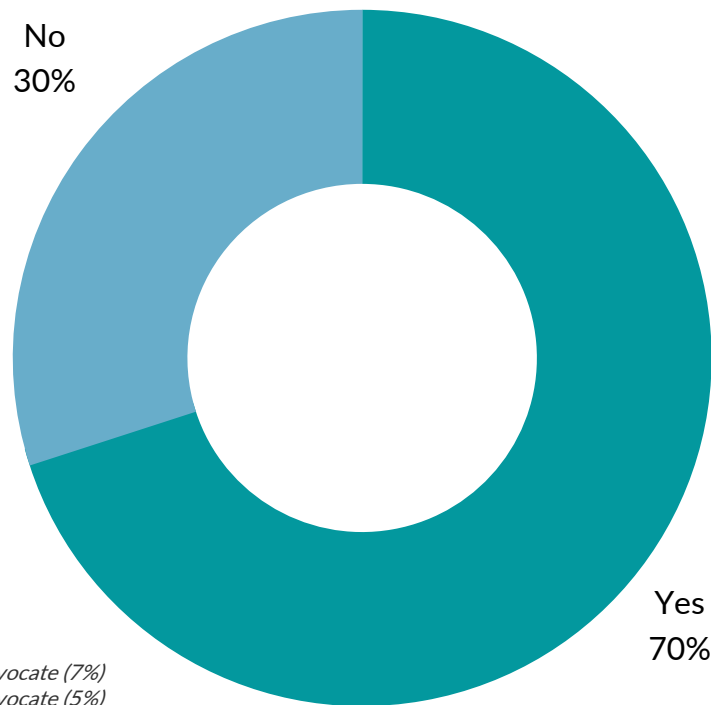
Results from 2021 data: Yes, with a senior leadership advocate (49%); No (44%); Yes, but no senior leadership advocate (7%)
Results from 2019 data: No (54%); Yes, with a senior leadership advocate (41%); Yes, but no senior leadership advocate (5%)

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The diversity of my organization's staff reflects the communities we serve.

Yes	34.89%
No	16.86%
Somewhat	48.24%

Results from 2021 data: Yes (53%); No (47%)
*Results from 2019 data: Yes (57%); No (43%)*

My organization has implemented the following metrics to measure progress with DEIJ efforts/initiatives.

Respondents were able to select all that apply.

Retention metrics (segmented for women and underrepresented groups)	25.51%
Pay or rewards-based metrics	18.22%
Inclusion metrics (present within workplace culture/staff satisfaction surveys)	35.76%
Recruitment pool demographics	33.94%
Interview and hiring process demographics	38.95%
Promotion demographics	21.64%
Training statistics	16.86%
Progress towards established competencies	19.82%

50%
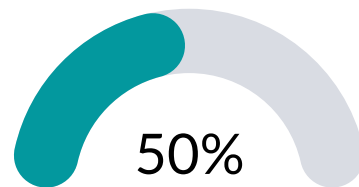
General race, gender, diverse ability demographic metrics

26%
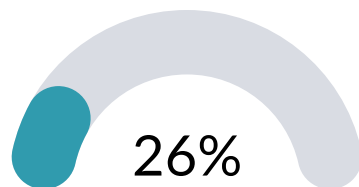
We have not implemented any DEIJ metrics

Top 3 results from 2021 data: We have not implemented any diversity metrics (44%); Race/gender/age and/or diverse ability metrics (42%); Inclusion metrics (present within workplace culture/staff satisfaction surveys) (28%)
Top 3 results from 2019 data: We have not implemented any diversity metrics (55%); Race/gender/age metrics (36%); Pay gaps (16%)

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Data gathered from metrics are shared with the following:

Respondents were able to select all that apply.

All staff	56.25%
Senior management	43.75%
Board	37.50%
Grantors	18.75%
Funders	25.00%
Community/external stakeholders	18.75%

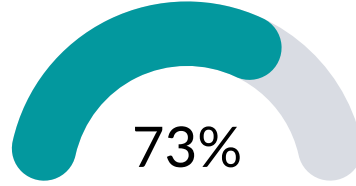*Top 3 results from 2021 data: Senior management (65%); Board (61%); All staff (48%)*
Top 3 results from 2019 data: Senior management only (28%); Board and senior management only (25%); Board, senior management and staff (25%)

My organization has provided DEIJ training to the following stakeholder groups:
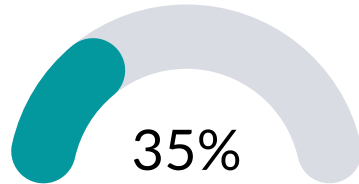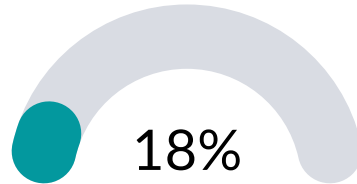
Respondents were able to select all that apply.

79%
Staff

73%
Leadership

35%
Board

18%
External Stakeholders

Top 3 results from 2021 data: Staff (59%); Leadership (52%); All of the above (36%)
Top 3 results from 2019 data: Staff (43%); Leadership (41%); None of the above (30%)

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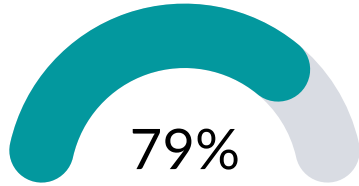
My organization has offered the following DEIJ training options:

Respondents were able to select all that apply.

|	
Sensitivity training	24.59%
Hiring diverse talent training	17.49%
Cross-cultural communication training	22.93%
Allyship/Privilege	25.30%
Race-centered training	27.42%
Gender-specific training	8.98%
LGBTQIA+ -centered training	19.62%
Age-centered training	4.96%
Ability-centered training	10.64%
We have not offered any DEIJ training	8.98%
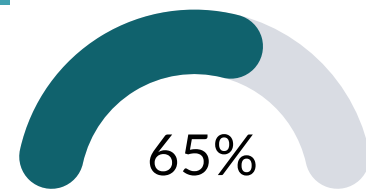
65%
General DEI Training
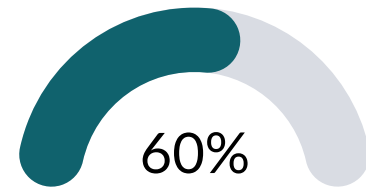
60%
Implicit Bias Training

Results from 2021 data: General diversity training (47%); Implicit/unconscious bias training (38%); We have not offered any DEI training (32%)
Results from 2019 data: General diversity training (51%); Implicit/unconscious bias training (40%); We have not offered any DEI training (31%)

The following diversity challenge(s) apply to my organization's talent management function:

Respondents were able to select all that apply.

|	
Retaining gender segments and underrepresented groups on staff/retaining a diverse staff	40.41%
Implementing engagement practices for a diverse staff	39.04%
Creating and/or maintaining a culture of inclusiveness among all staff	50.68%
Having/maintaining a diverse staff across the organizational hierarchy	61.64%
Ensuring equitable compensation practices are in place	33.56%
Having accountability measures for staff	45.89%
Having designated DEIJ competencies for leadership	51.37%
We do not have any DEIJ challenges when it comes to talent management	2.74%

74%
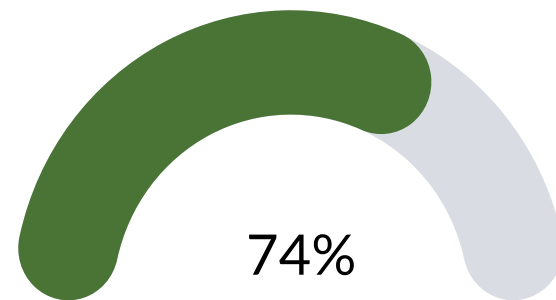
Attracting a diverse pool of candidates

Top 3 results from 2021 data: Attracting a diverse pool of candidates (66%); Creating and/or maintaining a culture of inclusiveness among all staff (60%); Implementing engagement practices for a diverse staff (49%)

My organization has changed its HR/talent management practices within the last year to realize greater:
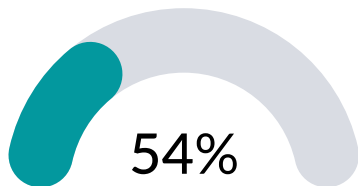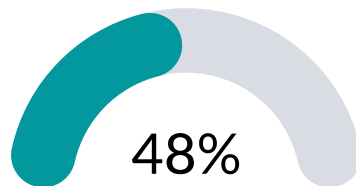
Respondents were able to select all that apply.
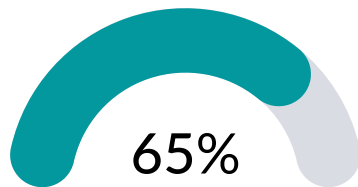
65%
Diversity
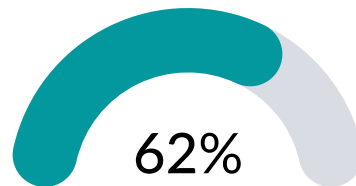
62%
Equity

54%
Inclusion

48%
Belonging

Top 3 results from 2021 data: Diversity (44%); Equity (44%); Inclusion (40%)

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Practices/policies that my organization has changed.

Respondents were able to select all that apply.

|	
Promotion practices/policies	27.08%
Compensation and benefits practices/policies	40.77%
Performance management practices/policies	31.25%
Engagement and retention practices	36.90%
Leadership development practices	39.58%
Succession planning	19.05%
Mentoring and other peer learning practices	28.87%

70%
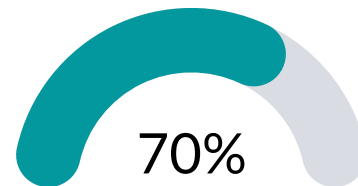
Interviewing/Hiring Practices

Top 3 results from 2021 data: Interviewing/hiring (63%); Leadership development practices (39%); Engagement and retention practices (37%)
*Top 3 results from 2019 data: Hiring practices/policies (38%); Interviewing practices/policies (28%); Compensation and benefits practices/policies (9%); Performance management practices/policies (9%*

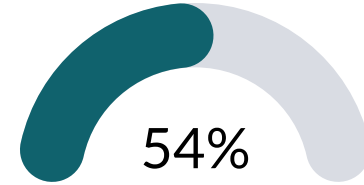# The following DEIJ challenge(s) apply to my organization's structure:

Respondents were able to select all that apply.

62%

Diversity at Senior Leadership Levels

54%

Board Diversity

54%
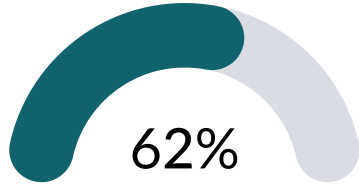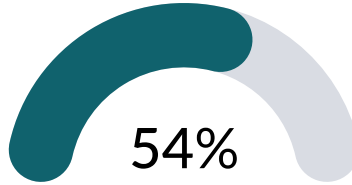
Accountability for DEIJ

Obtaining leadership buy-in on the importance of DEIJ.	19.68%
Infusing DEIJ structurally to each position/department.	50.00%
We do not have any DEIJ challenges when it comes to organizational structure.	8.56%
Offering programs that reflect the dimensions of diversity represented by our stakeholders/community.	23.84%

Top 3 results from 2021 data: Obtaining and/or maintaining diversity at senior leadership levels (68%); Obtaining and/or maintaining diversity on the board (68%); Establishing accountability for diversity objectives, initiatives or program
Top 3 results from 2019 data: Realizing racial/ethnic diversity (42%); Creating safety for management/staff facing challenges with openly discussing diversity (16%); Realizing diversity based on background/experience (11%)

The COVID-19 crisis impacted our organization in the following ways:

Respondents were able to select all that apply.

We have, or expect to, reduce our DEIJ budget.	1.46%
We have, or expect to, increase our DEIJ budget.	24.03%
We have made adjustments to prioritize/reprioritize DEIJ objectives, programs and/or initiatives.	46.36%
We have deprioritized our DEIJ objectives, programs and/or initiatives.	2.18%
We have not adjusted our approach. The COVID-19 pandemic has not impacted my organization's approach toward DEIJ.	44.17%

Top 3 results from 2021 data: Not adjusted approach (53%); Adjustments to prioritize/reprioritized diversity objectives, programs and/or initiatives (38%); Have, or expect to, increase diversity budget (.

Ongoing racial justice and equality challenges impacted my organization in the following ways:

Respondents were able to select all that apply.

We have, or expect to, reduce our DEIJ budget.	0.73%
We have, or expect to, increase our DEIJ budget.	34.22%
We have made adjustments to prioritize/reprioritize DEIJ objectives, programs and/or initiatives.	54.37%
We have deprioritized our DEIJ objectives, programs and/or initiatives.	1.46%
We have not adjusted our approach.	23.30%
Recent race events have not impacted my organization's approach toward DEIJ.	8.50%

Top 3 results from 2021 data: Adjustments to prioritize/reprioritized diversity objectives, programs and/or initiatives (63%); Have not adjusted their approach (28%); Have, or expect to, increase diversity budget (28

Employee stakeholder groups leading DEIJ efforts due to racial justice and equality events.

Respondents were able to select all that apply.

Front-line staff	20.78%
Mid-level or management staff	42.21%
Junior staff	18.18%
Senior leadership staff	70.13%
Other (please specify)	19.48%

Top 3 results from 2021 data: Senior leadership staff (81%); Junior staff (25%); Other (15%)
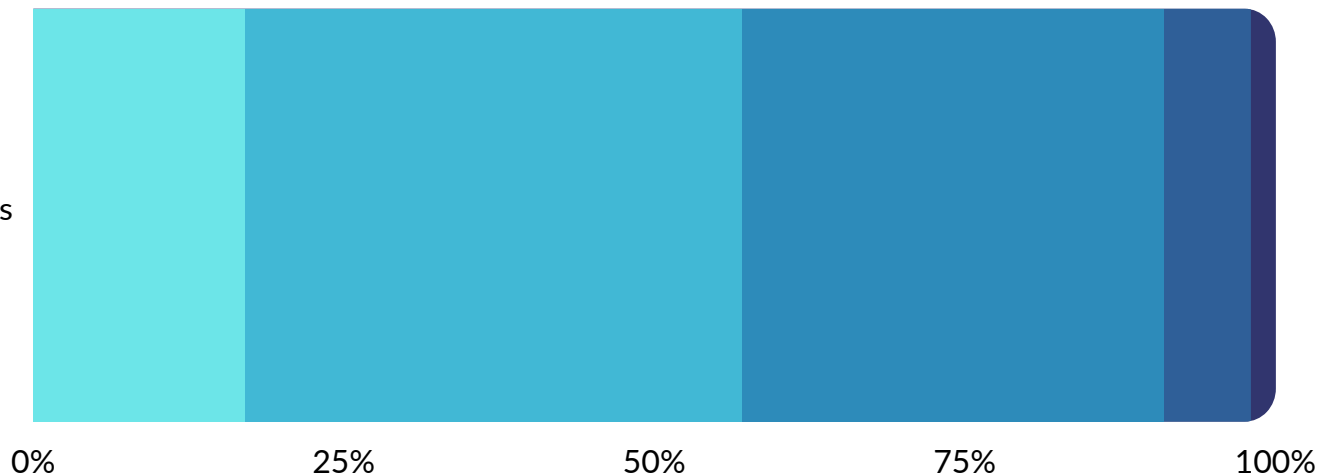
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Q&A

I believe my organization is making good progress toward our DEIJ goals.

■ Strongly Agree   ■ Agree   ■ Somewhat Agree   ■ Disagree
■ Strongly Disagree

Progress toward DEIJ Goals

0%   25%   50%   75%   100%

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Tips for Taking Action with DEIJ

nonprofithr.com

DO'S AND DON'T'S

DEI
Top 10

DIVERSITY EQUITY & INCLUSION

DO
||

GAIN CLARITY ABOUT WHY YOU WANT TO ENGAGE IN DEI WORK AND HOW IT CONNECTS TO YOUR MISSION

DON'T
||

ENGAGE IN SPORADIC DEI WORK BECAUSE IT IS ON TREND OR IN REACTION TO PROMINENT EVENTS

9

DIVERSITY EQUITY & INCLUSION

DO
‖

PROMINENTLY SHARE YOUR COMMITMENT TO DEI ACROSS YOUR VIRTUAL FOOTPRINT

DON'T
‖

ALLOW YOUR DEI COMMITMENT TO BE ABSENT OR BURIED ON YOUR WEBSITE

8

DIVERSITY EQUITY & INCLUSION

DO
=

POSITION DEI AS A LONG-TERM JOURNEY THAT IS CONNECTED TO THE STRATEGY & MISSION

DON'T
=

EXPECT IMMEDIATE DEI OUTCOMES

7

DIVERSITY EQUITY & INCLUSION

DO

=

GATHER DEMOGRAPHIC DATA AND TRENDS TO INFORM STRATEGY AND ACTIONS

DON'T

=

HIDE OR SUPPRESS DEMOGRAPHIC DATA

6

DIVERSITY
EQUITY &
INCLUSION

DO
||

INVOLVE DIVERSE
IDENTITIES, VANTAGE
POINTS, LEVELS AND
ROLES IN DEI
STRATEGY DESIGN

DON'T
||

ENLIST A SMALL
GROUP AT THE TOP
OF THE
ORGANIZATION TO
DESIGN STRATEGY

5

DIVERSITY EQUITY & INCLUSION

DO
||

HOLD SENIOR LEADERS & PEOPLE MANAGERS ACCOUNTABLE TO DEI AND SET THEM UP FOR SUCCESS

DON'T
||

PLACE THE SOLE RESPONSIBILITY OF DEI WITHIN HR OR A DEI FUNCTION THAT HAS NO POWER TO CREATE REAL CHANGE

4

DIVERSITY EQUITY & INCLUSION

DO
||

SPEND TIME IN DISCOVERY & ASSESSMENT TO UNDERSTAND THE CURRENT STATE OF DEI

DON'T
||

CREATE STRATEGY AND TAKE LARGE-SCALE DEI ACTIONS WITHOUT UNDERSTANDING CURRENT STATE

3

DIVERSITY EQUITY & INCLUSION

DO
||

HAVE A WRITTEN STRATEGY & PLAN TO GET INTO ACTION

DON'T
||

CREATE A DEI STATEMENT AS A SINGLE ACTION

2

DIVERSITY EQUITY & INCLUSION

DO

=

ENGAGE PEOPLE FROM ALL IDENTITIES AND AT A VARIETY OF LEVELS TO SOLVE FOR DEIJ ISSUES

DON'T

=

EXPECT THE PEOPLE OF COLOR IN YOUR ORGANIZATION TO SOLVE ALL DEIJ ISSUES

1

Contact Us

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