Diversifying Your Organization for Better Services

Ellie Tumbuan for NNIP Membership
October 18, 2018 in Los Angeles

Agenda

- Background and Introduction
- Value Proposition: Why Racial Diversity?
- Starting Points for Diversification: Practical Considerations
- Activity: Job Description Analysis & Rewrite
- Building Advocacy
- Closing and Next Steps

Who is Ellie T? *Presenter Background*

ELLIE TUMBUAN

Principal, ET Consulting and Chief Strategy Officer at The Justice Collective

"Nope, equity isn't the same as equality"

Why Center Racial Diversity?

Moves the needle the most, the fastest

All other identities are captured within race

Racial oppression is experienced most significantly

Education
Family Status
Religion
Race
Age
Language
Occupation
Geographic Location
Heritage/History
Sexuality
Gender
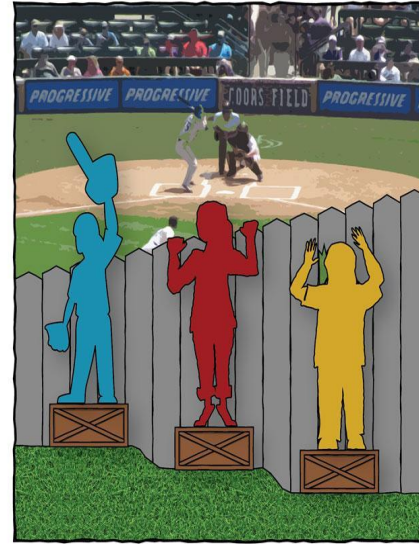Ability
Ethnicity
Immigration Status
Aboriginality

Center Center Racial Equity First?
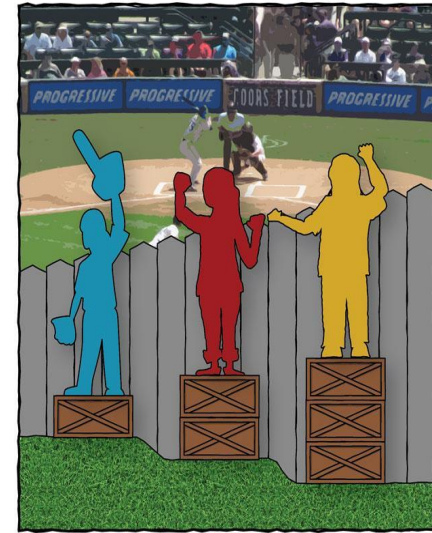
Giving everyone the same thing

Vs.

Giving people what they NEED

Equity in recruiting and hiring starts with asking "How can we change our practices and policies to meet people where they are at?" to attract diverse candidates
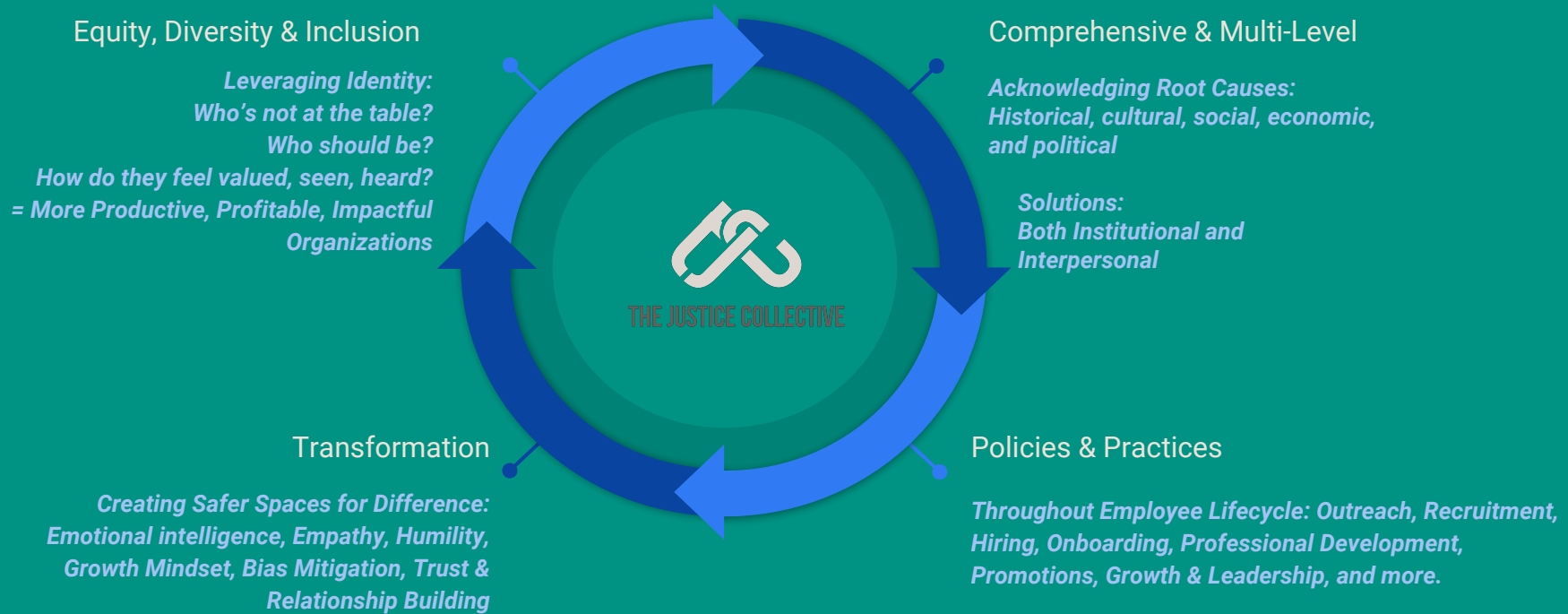

EQUALITY

EQUITY

TJC's Equity-First Approach

Equity, Diversity & Inclusion

Leveraging Identity:
Who's not at the table?
Who should be?
How do they feel valued, seen, heard?
= More Productive, Profitable, Impactful
Organizations

Comprehensive & Multi-Level

Acknowledging Root Causes:
Historical, cultural, social, economic,
and political

Solutions:
Both Institutional and
Interpersonal

Transformation

Creating Safer Spaces for Difference:
Emotional intelligence, Empathy, Humility,
Growth Mindset, Bias Mitigation, Trust &
Relationship Building

Policies & Practices

Throughout Employee Lifecycle: Outreach, Recruitment,
Hiring, Onboarding, Professional Development,
Promotions, Growth & Leadership, and more.

THE JUSTICE COLLECTIVE

Centering equity requires that we examine our identities and use their power
to lift up others and meet them where they are.

Where to start? Lowest hanging fruit

Recruiting and Hiring:

- Job design, rethinking requirements
- Culture Add vs. Culture Fit
- Standardization of candidate screening, interviewing, and evaluation
- Clarity, consistency, and communication
- Mitigating bias in these phases

After these initial steps

- Training on interviewing for diverse candidates - Understanding cultural differences in responses, making room for difference. Can they do the job or learn the required skills on the job? Vs. Are they already overqualified?
- Outreach and Marketing
  - Diversifying your outreach list, cultivating community partnerships to create a more diverse pool of candidates
  - Job descriptions
  - Personalize emails to partners to emphasize the effort for inclusion
- Advisory Board opportunity - *could this be an easier first step while you make changes at the staff levels?*

What's really required?

*While men are likely to apply to jobs for which they **meet only 60%** of the qualifications, **women are much more likely to hesitate unless they meet 100%** of the listed requirements.*

-Harvard Business Review, 2014

https://hbr.org/2014/08/why-women-dont-apply-for-jobs-unless-theyre-100-qualified

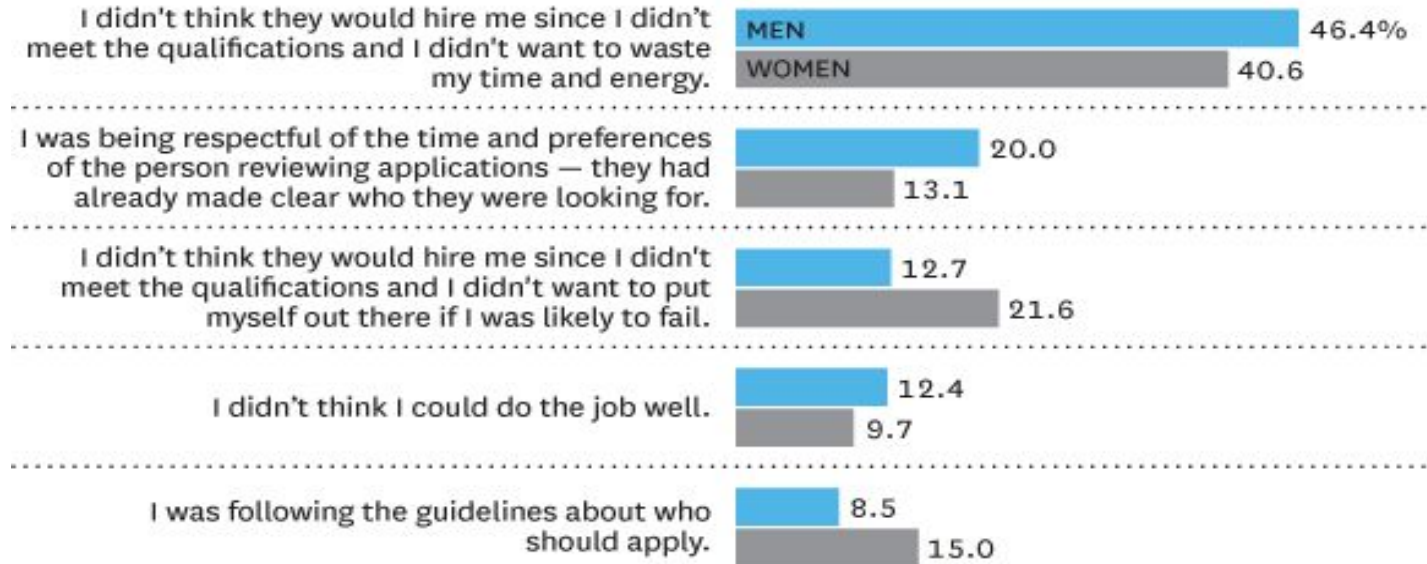Men apply for a job when they meet **60%** of the qualifications.

Women apply for a job when they meet **100%** of the qualifications.

"Why didn't you apply for that job?"

WHY DIDN'T YOU APPLY FOR THAT JOB?
Men and women give their reasons.

I didn't think they would hire me since I didn't meet the qualifications and I didn't want to waste my time and energy.
- MEN — 46.4%
- WOMEN — 40.6

I was being respectful of the time and preferences of the person reviewing applications — they had already made clear who they were looking for.
- 20.0
- 13.1

I didn't think they would hire me since I didn't meet the qualifications and I didn't want to put myself out there if I was likely to fail.
- 12.7
- 21.6

I didn't think I could do the job well.
- 12.4
- 9.7

I was following the guidelines about who should apply.
- 8.5
- 15.0

HBR.ORG

Activity: Job Description Analysis

1. Which skills are absolutely required? **What can you eliminate** from that long list?
2. Which **can be learned** on the job?
3. What might **transferable skills** relevant to the role be?
4. What industry or sector **jargon** can you remove?
5. Have you called out **inclusive benefits** like parental leave and childcare subsidies?
6. Does the JD include a **statement about how diversity is valued** by your org? Why not? (A statement in your own org's words is much more powerful than an EOE sentence!)
7. How does the JD **reflect your org's values?**

Bias Mitigation Method: Rethinking Requirements

- What's actually "required?" - understanding hiring criteria and sticking to it
  - Uncover your own assumptions about what you believe is required - what data is that based on? Why do you believe it? Could it be from bias or stereotypes?
  - Could the candidate acquire the requirement on the job? Value potential over easily taught knowledge or skills.
- Consider new metrics in place of outdated requirements:
  - "Distance traveled"
  - Resourcefulness
  - Communication and Collaboration
  - Creativity
  - Problem solving
- Ask yourself: How do hiring criteria communicate organizational values?

Taking an Advocacy Role

- Start with the best data about your org and your communities. Show your board, leadership, and community where you have the most room to grow.
- How can you connect with other community orgs to share resources, messaging, and advocacy?

Let's keep this going!

- AMA - "Ask Me Anything" session this afternoon
- NNIP Google Group or email listserve to share best practices
- What else? Connecting with other non NNIP member groups?

Thank you for having me!

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