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STEP-BY-STEP: A Guide To Achieving Diversity in the Workplace

Achieving diversity and inclusiveness in the workplace is a fundamental part of fulfilling the mission of any socially responsible organization. Making the commitment is the first step. This guide presents a glance at the step-by-step approach—in seven phases—to achieving diversity and inclusiveness in the socially responsible workplace.

TSNE developed this guide from lessons learned and best practices of the many organizations that have collaborated with us in a peer learning community. Success for each organization requires adaptation of these guidelines to the unique challenges that your organization faces and goals that it sets for itself.

GUIDELINES TO GET STARTED

1. What would an inclusive and diverse organization look like, feel like? How would it function?

2. Has your organization defined diversity? How does this definition relate to and support the mission of the organization? Describe the organization's demographic composition (board, staff and constituents). Given the mission, how can the organization increase inclusion?

3. Describe the diversity issues that challenge the organization. Can these challenges help develop specific goals for internal diversity work?

4. What would be the organization's overall diversity goals? How will achieving these goals make the organization more effective in programs, in services?

5. Describe the organization's internal diversity work to date. Describe specific strategies and areas where they have been implemented to address organizational diversity issues. How is success measured?

6. Develop a budget for your planned diversity activities. Please consider any additional monetary or in-kind resources the organization will commit to its diversity work (stafftime), as well as other funding.

1.

PREPARE FOR START UP

Before introducing organization-wide diversity efforts, senior-level staff and the board of directors should learn as much as possible about implementing a diversity process. They should also identify internal and external resources that they can rely on for support and assistance, e.g., staffing and financial.

2.

ESTABLISH A FRAMEWORK

A substantive framework will help the organization build and reinforce commitment to the diversity initiative, and respond to pressure from internal and external sources of resistance. The concept of safety is crucial to the framework. Organizational leaders must create an environment in which all members of the organization feel they can participate and share their perspectives honestly without fear of reprisal.

3.

BEGIN IMPLEMENTATION

At this point, implementation begins in earnest and activities become more visible as organizational interventions. In this phase, the organization continues to build knowledge through need assessments or a cultural audit, and is able to identify issues and themes that relate to diversity. The assessment can also help identify existing resources and other strengths which can be very encouraging.

4.

INTEGRATE DIVERSITY & ORGANIZATIONAL GOALS

Individuals at all levels of the organization become involved through education and training programs, while review of existing policies and procedures as they relate to diversity continues within the organization.

As more individuals are involved, communication efforts should be enhanced.

5.

EVALUATE PROGRESS

It is essential to engage in a formal evaluation process with a design and methodology that will assess overall organizational change and measure the impact of diversity efforts. In practice, evaluation begins at the earliest stages of the initiative and continues throughout. Including evaluation as an ongoing component of a diversity initiative design allows for the flexibility and refocus necessary to stem resistance—and keep the process moving forward.

6.

REDEFINE DIRECTION & GOALS

An organization should use the results of the evaluation to reexamine and redefine its direction, clarify and focus goals and objectives, develop new strategies and plan for the future.

7.

CONSOLIDATE ACTIVITIES & POLICIES

The most successful aspects of the diversity initiative should be incorporated into the general activities and policies of the organization. This will help to ensure the ongoing presence and vitality of diversity efforts even as an organization takes steps to address other unmet diversity needs.

We recognize that achieving diversity and inclusiveness in your workplace is a process of creating change through education, collaboration and vigilance. Each new level of insight can result in growth and new experiences for individuals and the organization. In the full version of this guide, you will find practical advice and action steps for creating a better work environment and a more productive organization better able to face the challenges presented in the 21st century.

Download the full guide:

<http://tsne.org/achieving-diversity-nonprofit-workplace-step-step-guide>