

**Talent Management and Culture** - what are recommended formal practices to recruit, select, develop, and retain diverse staff members and board members?

Recommended practices:

- To recruit a diverse team of employees and/or board members an organization should first start with asking themselves why diversity is important to the work of the organization. In addition, do the few hold those answers as to why it's important or is there a collective clarity?
  - Why would that be relevant? Any new hire or new board member will interact not only with the few, but with everyone in the organization. Each employee and board member should know what the organization embraces and prioritizes so they can show up in solidarity. That would be the healthiest place to start. When new talent becomes a part of an organization, and colleagues are trying to figure out after the fact what the organization may or may not believe, it's been quoted that there are no winners in that situation. The new hire, nor the organization. Which takes me to the next point;
- Now that the organization (1) has collective knowledge as to why diversity is important toward organizational values and the mission of the work, they must then ask (2) how does the work culture say "*welcome* " to diverse employees and/or board members? Has the organization initiated some of its own work to understand privilege, history of marginalized and indigenous people, bias, diversity of thought and voice, safe space, inclusion and so on...
- With that foundation being laid, we can then explore how individuals in the organization are connected to diverse communities?
  - If I'm the executive director or CEO, do I personally, or my leadership team, or employees or board members have relationships with diverse communities, culturally specific organizations etc.?
  - Does the community feel our presence only when we want to post a job, or can our community partners feel our presence when there's no "ask" on the table for talent referrals? E.g. do we support events, by showing up and being an advocate, working alongside in pursuit of shared goals around change.

Job Descriptions - have they considered:

- Does the job description content speak to the same job seekers because of the language? Is there an opportunity to massage the language to attract diversified talent?
- See the attached job description language doc.

Selecting diversified talent

- When selecting diversified talent, it's important to keep a watchful eye out for individuals that as best as possible, are a part of the community. Keeping in mind that organizations should be careful about cosmetic diversity, which is having the right #'s on the website or right people in the photo op., but the voice of that diversity is silent in the decision making processes.

- When a candidate is being considered, what are their connections to the broader community they're a part of? Specific organizations, events, and people that represent who the organization is serving or trying to reach.

## Retention

- Retention of diversified staff and board members will be influenced by how prepared the organization is to embrace and welcome their presence and their voice in the work culture and business priorities.
- Who within the organization is connected to the community and other BIPOC professionals to help the new hire or new board member get acquainted, to create networks and to feel the genuine warmth of you are welcome here (insert organization name).
- What language is used when describing the work, the community needs, are we sensitive to what may or may not be offensive? What does inclusive language sound like?