

DEI: Staff

1. Clarify Your Purpose

- a. What is our motivation to have a more diverse team?
- b. What outcomes and benefits will we see?
- c. Agree on a shared understanding of what diversity, equity and inclusion means to you and your club.
- d. Obtain buy-in from all stakeholders on your purpose.

2. Review the Culture

- a. Guiding principles. Mission, Vision, Values.
- b. Ask your current staff to define the workplace culture they experience.
- c. Understand the characteristics of your current culture before trying to implement a diversity plan.

3. Audit the people and processes in place

- a. Understand the process for reporting workplace harassment and discrimination, the investigation process and progressive discipline steps to resolve employee matters.
- b. Implementing exit interviews will help you gain valuable insight about the employee work experience.
- c. Ensure Human Resource practices, policies and procedures are void of biases before implementing a diversity plan.

4. Conduct baseline assessments

- a. Collect diversity statistics and demographics at all levels including ethnicity, age, gender, veteran and disability status.
- b. Utilize lifecycle data to create a human capital index which captures: Employee function, seniority, staff reporting to female managers, staff reporting to minority managers, promotions, raises, bonuses, board of directors, committees, candidate pools, voluntary and involuntary attrition rates, complaints and complaint resolutions by age, race and gender.

5. Collect feedback and experiences

- a. Conduct in depth research via surveys, diversity assessments, focus groups, one on ones and town halls. Create feedback channels at every level to encourage a continuous flow of information from employees and members.
- b. Determine the levels of transparency for sharing this data so better and broader solutions can be generated.

- 6. Evaluate learning and development**
 - a. Does the current training plan include DEI learning?
 - b. Recommended training: Unconscious or Implicit bias training (gatekeepers for hiring), cultural awareness (all management), annual anti-harassment policy review (all staff) and inclusive mindset (executives).
 - c. Review training allocation to ensure equity and access for available professional development opportunities.

- 7. Align diversity process with the strategic business goals**
 - a. Prioritize. Determine what issues of DEI you want your club to focus on, list the desired outcomes.
 - b. Create DEI statement and integrate into all business and operational plans.
 - c. Set specific action plans and assign ownership for each goal.

- 8. Encourage collaboration with cultural teams**
 - a. Create opportunities for staff to better connect in the workplace.
 - b. Intentionally allocate time to bring different teams together to share work experiences, ideas and collaborate to advance diversity and inclusion in the workplace.
 - c. Invite diverse guest speakers from different industries to offer fresh perspectives to inspire the team.

- 9. Invite diverse talent to your recruitment process**
 - a. Diversify your sources for hiring.
 - b. Align your diversity commitment statement and inclusion values with your brand messaging and recruitment practices.
Follow EEOC hiring guidelines. <https://www.eeoc.gov/prohibited-employment-policiespractices>
 - c. Post your non-discrimination and DEI commitment statement in all recruitment and onboarding communications.
 - d. Conduct post-interviews with diverse candidates to gain honest insight into your interviewing process.

- 10. Expand access. Create an accessibility statement**
 - a. Educate staff on accessibility and how to better assist employees and members with accommodation requests.
 - b. Update the use of the word handicapped to accessible in all print and signage. Create an accessibility statement to elevate club services offered to all people. Reach out to diverse associations and advocates for the preferred language and the best practices for accommodations and accessibility.

- 11. Seek out opportunities to celebrate diversity**
 - a. Acknowledge different holidays and observances. Recognize federally designated diverse holidays, months and days. Utilize employee workforce demographics to identify cultural events and observances that are personal to your staff.
 - b. Consider floating benefit days to empower employees to select the diverse holidays that are most meaningful to them.

- 12. Prioritize Metrics to measure and reward impact**
 - a. Design simple measures. Monitor metrics that reflect the most impact. Scorecard metrics to monitor: Applicant sourcing, hiring, promotions, training allocation, retention, internal mobility, and succession planning.
 - b. Consistently seek feedback from employees to measure the inclusion climate and your DEI progress.
 - c. Include DEI metrics as part of the annual performance review and rewards process. Diversity, equity and inclusion goals exceeded should be rewarded like any other business metric.

- 13. Celebrate and reward success**
 - a. Share inclusion success stories of employee engagement, hiring and promotions, and mentoring.
 - b. A member of the marketing team should be included in all diversity councils, they are instrumental to ensure the full amplification of your DEI success.