



DEI LAB #3:

RETAINING BLACK AND MINORITY TALENT

DECEMBER 2023

COLUMBUS
PARTNERSHIP

PURPOSE OF DEI LAB #3: RETAINING BLACK AND MINORITY TALENT

The purpose of this DEI Lab was to consider the causes of Black and minority talent turnover, and to identify best practices, onboarding processes, and procedures to better retain talent.

Lab participants will focus on talent retention strategies based on the diversity equity and inclusion maturity level of an organization.

At the conclusion of the lab, participants will create a deliverable that can be implemented and shared both within their organizations and externally.



LAB PARTICIPANTS



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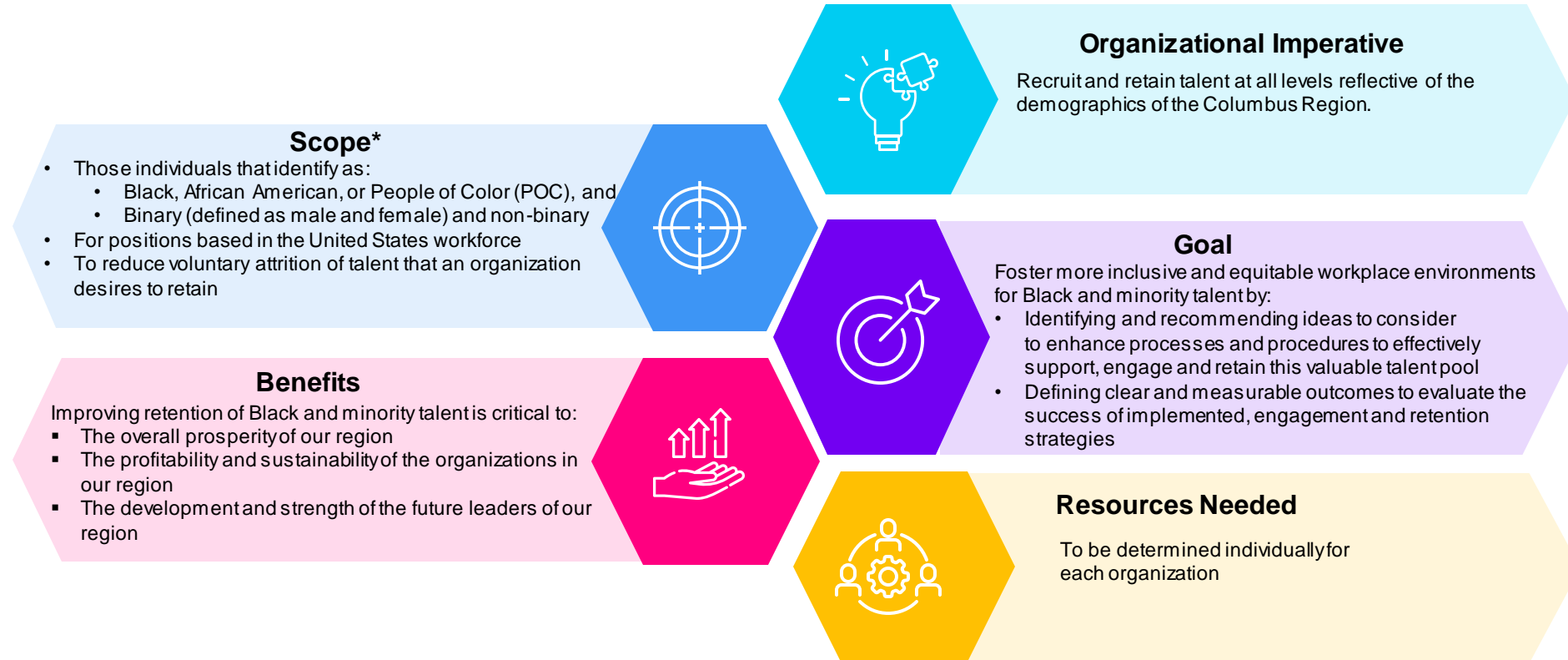
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RECOMMENDED FIRST STEP: DEVELOP THE PROBLEM STATEMENT

OUR PROBLEM STATEMENT

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* This is the definition we used and focused upon for purposes of this lab. We suggest that stakeholders apply the recommended practices and approaches to the underrepresented groups specific to their organization.

NEXT STEP: WHERE IS YOUR ORGANIZATION?

WHERE IS YOUR ORGANIZATION?

Organizations are at different points in their journey. Some have been on the DEI journey for a long time and made a lot of progress. Some have been on the journey for a long time and have little progress to show and some are just starting on the journey. Additionally, some organizations have not started at all.

The content of this resource is meant to help you identify where your organization is along the journey and to give you an idea of what next steps look like to become a more progressive institution in terms of diversity, equity and inclusion.

- **INACTIVE** – No DEI work has begun; diversity, equity, and inclusion are not part of organizational goals.
- **REACTIVE** – A compliance-focused mindset; actions are taken primarily to comply with relevant laws and social pressures or to deal with an emergency situation.
- **PROACTIVE** – A clear awareness of the value of DEI; starting to implement DEI systemically. This is what is required and expected of all organizations.
- **PROGRESSIVE** – Implementing DEI systemically and showing improved results and outcomes beyond what is required or expected.

INACTIVE:
NO DEI WORK HAS BEGUN;
DIVERSITY, EQUITY, AND
INCLUSION ARE NOT PART OF
ORGANIZATIONAL GOALS.

INACTIVE MATURITY LEVEL: RECOMMENDED PRACTICES CHECKLIST

- Garner CEO and senior leadership buy in
- Seek collaborative efforts (i.e., CEO Action) and/or external consultative partners

REACTIVE:

A COMPLIANCE-FOCUSED MINDSET; ACTIONS ARE TAKEN PRIMARILY TO COMPLY WITH RELEVANT LAWS AND SOCIAL PRESSURES OR TO DEAL WITH AN EMERGENCY SITUATION.

REACTIVE MATURITY LEVEL: RECOMMENDED PRACTICES CHECKLIST

- Conduct diagnostics*
- Environmental scan* (take stock regarding trends in organizational demographics, who is coming in, who is leaving). This includes considering:
 - Develop an understanding of why people stay vs. leave
 - To what extent is DEI talked about in the organization?
 - How much do you think senior leaders are invested in DEI?
- Implement employee engagement surveys and harvest insights* (include DEI favorability and psychological safety; examples below):
 - My company is committed to creating a more diverse workforce and inclusive work environment.
 - My team does a good job of embracing the diverse personal styles, ideas, and cultural backgrounds among its associates.
 - My immediate manager is committed to creating a more diverse workforce and inclusive work environment.
- Conduct stay interviews (which will help to establish qualitative baseline and benchmarking)*
- Establish DEI strategic plan

* Insights harvested from these activities can be leveraged to inform DEI priorities.

REACTIVE MATURITY LEVEL: **RECOMMENDED PRACTICES CHECKLIST *CONTINUED***

- Ensure your company values, mission and/or vision include DEI
- Establish supported and resourced employee resource groups
- Establish Diversity Council (volunteer based)
- Encourage voluntary mentorship program
- Introduce the idea of DEI early into recruiting as part of creating a culture that shows candidates and current employees that DEI is a priority at your company

PROACTIVE:

A CLEAR AWARENESS OF THE VALUE OF DEI; STARTING TO IMPLEMENT DEI SYSTEMICALLY. THIS IS WHAT IS REQUIRED AND EXPECTED OF ALL ORGANIZATIONS.

PROACTIVE MATURITY LEVEL: RECOMMENDED PRACTICES CHECKLIST

- Establish diversity office/team with dedicated resources whose primary responsibility and expertise is diversity, equity and inclusion
- Implement DEI strategic priorities aligned with organizational strategic plan
- Conduct a compensation study including a pay equity analysis
- Implement inclusive leadership development for organizational leaders
- Implement formal inclusive leader self-assessment that includes ongoing learning and awareness
- Implement inclusion and unconscious bias development for all employees
- Establish a wide range of employee resource groups with strong participation
- Consider DEI contributions in performance review process for leaders

PROACTIVE MATURITY LEVEL: **RECOMMENDED PRACTICES CHECKLIST *CONTINUED***

- Encourage voluntary mentorship program with organizational leaders
- Provide leaders with education and awareness regarding effective mentorship and sponsorship
- Consider engaging a DEI consultant to review efforts and plans, provide insight on potential blind spots, and facilitate training sessions*
- Provide opportunities for individual career pathing with managers and for career development generally
- Identify practices that acknowledge employees as whole persons shaped/impacted by the external environment and life experiences
- Establish goals and set metrics
- Require talent acquisition, HR and marketing/communications teams to complete a DEI certification course

* Insights harvested from these activities can be leveraged to inform DEI priorities.

PROGRESSIVE:
IMPLEMENTING DEI SYSTEMICALLY
AND SHOWING IMPROVED RESULTS
AND OUTCOMES BEYOND WHAT IS
REQUIRED OR EXPECTED.

PROGRESSIVE MATURITY LEVEL:

RECOMMENDED PRACTICES CHECKLIST

- Established and activated Employee Value Proposition (EVP) that clearly demonstrates a commitment to inclusion and equity via leadership commitment and accountability, inclusive leadership and culture, and equitable talent journeys
- Develop inclusive succession plans that include Black and minority talent
- Ensure performance objectives and reviews include DEI and are tied to compensation
- Act on results of compensation study and develop strategy to achieve pay equity
- Externally communicate commitments, aspirational goals, and progress (e.g., ESG report or dashboard)
- Require hiring managers to complete inclusive hiring best practices learning

THE DESIRED OUTCOME: ORGANIZATIONS BECOMING ACTIVE AND ADVANCING TO PROGRESSIVE DIVERSITY, EQUITY AND INCLUSION LEADERS



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RECOMMENDED FIRST STEP: DEVELOP THE PROBLEM STATEMENT

Who	What	When	Where	Why
<p>Who does the problem affect?</p>	<p>What are the boundaries of the problem.</p>	<p>When does the issue occur? - When does it need to be fixed?</p>	<p>Where is the issue occurring?</p>	<p>Why is it important that we fix the problem?</p>
<ul style="list-style-type: none">▪ Sample text▪ Sample text▪▪▪▪▪▪	<ul style="list-style-type: none">▪ Sample text▪ Sample text▪▪▪▪▪▪	<ul style="list-style-type: none">▪ Sample text▪ Sample text▪▪▪▪▪▪	<ul style="list-style-type: none">▪ Sample text▪ Sample text▪▪▪▪▪▪	<ul style="list-style-type: none">▪ Sample text▪ Sample text▪▪▪▪▪▪

RECOMMENDED FIRST STEP: DEVELOP THE PROBLEM STATEMENT *CONTINUED*



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RECOMMENDED PRACTICES CHECKLIST

This checklist can be utilized to help identify where your organization is along the journey and to give you an idea of what next steps look like to become a more progressive institution in terms of diversity, equity, and inclusion. Following are the working definitions we used to describe each level of maturity.

- **INACTIVE** – No DEI work has begun; diversity, equity, and inclusion are not part of organizational goals.
- **REACTIVE** – A compliance-focused mindset; actions are taken primarily to comply with relevant laws and social pressures or to deal with an emergency situation.
- **PROACTIVE** – A clear awareness of the value of DEI; starting to implement DEI systemically. This is what is required and expected of all organizations.
- **PROGRESSIVE** – Implementing DEI systemically and showing improved results and outcomes beyond what is required or expected.

INACTIVE MATURITY LEVEL

• Garner CEO and senior leadership buy in	
• Seek collaborative efforts (i.e., CEO Action) and/or external consultative partners	

REACTIVE MATURITY LEVEL

• Conduct stay interviews (which will help to establish qualitative baseline and benchmarking)*	
• Establish supported and resourced employee resource groups	
• Establish Diversity Council (volunteer based)	
• Encourage voluntary mentorship program	
• Establish DEI strategic plan	
• Introduce the idea of DEI early into recruiting as part of creating a culture that shows candidates and current employees that DEI is a priority at your company	
• Ensure your company values, mission and/or vision include DEI	
• Conduct diagnostics*	
• Environmental scan* (take stock regarding trends in organizational demographics, who is coming in, who is leaving). This includes considering: <ul style="list-style-type: none"> ○ Develop an understanding of why people stay vs. leave ○ To what extent is DEI talked about in the organization? ○ How much do you think senior leaders are invested in DEI? 	
• Garner broader people-leader buy-in	
• Implement self-rated inclusive leadership assessment for leaders*	
• Implement employee engagement surveys and harvest insights* (include DEI favorability and psychological safety; examples below): <ul style="list-style-type: none"> ○ My company is committed to creating a more diverse workforce and inclusive work environment. 	

<ul style="list-style-type: none"> ○ My team does a good job of embracing the diverse personal styles, ideas, and cultural backgrounds among its associates. ○ My immediate manager is committed to creating a more diverse workforce and inclusive work environment. 	
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* Insights harvested from these activities can be leveraged to inform DEI priorities.

PROACTIVE MATURITY LEVEL

• Establish diversity office/team with dedicated resources whose primary responsibility and expertise is diversity, equity and inclusion	
• Implement DEI strategic plan	
• Conduct a compensation study including a pay equity analysis	
• Implement inclusive leadership development for organizational leaders	
• Implement formal inclusive leader self-assessment that includes professional coaching	
• Implement inclusion and unconscious bias development for all employees	
• Establish a wide range of employee resource groups with strong participation	
• Consider DEI contributions in performance review process	
• Encourage voluntary mentorship program with organizational leaders	
• Provide leaders with education and awareness regarding effective mentorship and sponsorship	
• Consider engaging a DEI consultant to review efforts and plans, provide insight on potential blind spots, and facilitate training sessions*	
• Provide opportunities for individual career pathing with managers and for career development generally	
• Identify practices that acknowledge employees as whole persons shaped/impacted by the external environment and life experiences	
• Establish goals and set metrics	
• Require talent acquisition, HR and marketing/communications teams to complete a DEI certification course	

* Insights harvested from these activities can be leveraged to inform DEI priorities.

PROGRESSIVE MATURITY LEVEL

• Develop succession plans intentionally that includes Black and minority talent	
• Ensure performance objectives and reviews include DEI and are tied to compensation	
• Act on results of compensation study and develop strategy to achieve pay equity	
• Externally communicate commitments, aspirational goals, and progress (e.g., ESG report or dashboard)	
• Require hiring managers to complete inclusive hiring learning	
• Formalize and institutionalize DEI mentorship and sponsorship program with expectations for leadership	

* Insights harvested from these activities can be leveraged to inform DEI priorities.

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PROBLEM STATEMENT TEMPLATE – PART 1

Who	What	When	Where	Why
<p>Who does the problem affect?</p>	<p>What are the boundaries of the problem.</p>	<p>When does the issue occur? When does it need to be fixed?</p>	<p>Where is the issue occurring?</p>	<p>Why is it important that we fix the problem?</p>
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DEI LAB #3: RETAINING BLACK AND MINORITY TALENT PROBLEM STATEMENT TEMPLATE – PART 2

