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GROWTH SOLUTIONS, LLC

Diversity, Equity, and Inclusion Framework

The following table summarizes best current practices in each of the key performance areas in diversity, equity, and inclusion. While no organization has implemented all practices in every area, this model enables organizations to evaluate their current state and plan improvement strategies.

Best Current Practices in Key Performance Areas

Performance Areas	The Organization:
Organizational Commitment *The organization is committed to achieving a diverse workforce and an equitable, and inclusive working environment.*	▪ Does long-range strategic planning, with clear goals and values reflecting a high-priority focus on diversity, equity, and inclusion, with meaningful targets regularly measured to determine if goals are being met. ▪ Provides cultural competency training for all employees, from the executive board to entry-level hires. ▪ Has diversity among its top leadership, reflecting the organization's commitment to diversity. ▪ Promotes diversity from the senior executive level. A senior executive is responsible for leading the diversity, equity, and inclusion effort. ▪ Staffs and resources its diversity, equity, and inclusion effort adequately, with its own independent staff and budget.
Climate and Culture *The organization proudly brands itself as a leader in diversity, equity and inclusion.*	▪ Has established a strong business case for diversity, and aligned its management and business practices accordingly. ▪ Develops relationships with diverse communities as a matter of standard practice, including high schools and colleges. ▪ Has established and empowered a Diversity Resource Group which acts as an advocate and a resource for cultural competence in the organization. ▪ Has established a diversity-sensitive process for resolving conflicts that emerge around race, culture, ethnicity, gender, or other diversity-related issues. ▪ Fosters a culture of open communication and transparency, and enables forums for discussion of diversity, equity, and inclusion.

Performance Areas	The Organization:
Recruitment *The organization actively recruits, promotes, and retains a diverse workforce that is reflective of the populations it serves.*	▪ Forecasts workforce needs, sets strategic diversity hiring goals and measures progress against them. ▪ Assesses policies and processes for potential bias in selection and removes barriers to diversity, equity and inclusion. ▪ Creates opportunities to hire strategically and opportunistically from targeted diverse populations. ▪ Actively reaches out to diverse populations in its recruitment process though professional networks, online and social media, diversity websites and job boards to expand its outbound reach. ▪ Promotes equal opportunity in its selection process through diverse hiring committees, blind screening, cohort hires, and culturally sensitive language in job postings, interview questions, and evaluation criteria.
Retention *The organization takes pro-active measures to retain a diverse workforce.*	• Sustains an onboarding and new employee orientation process that creates a welcoming atmosphere and includes a briefing on the commitment to diversity, equity, and inclusion. • Compensates employees competitively through salary, benefits, and other amenities that are culturally sensitive and appeal to a diverse workforce. • Has reward and recognition programs to honor the achievements of all employees that support the mission, contribute to the community, and promote diversity, equity, and inclusion. • Actively and regularly measures employee satisfaction in a way that promotes candor and fairness, evaluates the results, and takes action for continuous improvement. • Conducts exit surveys and interviews and applies feedback to efforts to improve retention.
Talent Development *The organization promotes opportunities for staff and leadership development to ensure a diverse workforce that is prepared to meet current and future needs.*	▪ Makes retention and development of a diverse workforce a priority, and holds managers accountable for progress. ▪ Reaches into educational institutions to cultivate interest in minority communities and offers internships, apprenticeships, and other creative points of entry. ▪ Provides developmental planning for all employees including goal setting, coaching, and evaluation. ▪ Regularly assesses training needs and provides training equitably to meet current and future workforce needs. ▪ Provides mentoring, scholarship, leadership training, and upward mobility programs that are offered equitably.