The Relationship Between the Organization's Aspirations for a Culture of Diversity and Inclusion, Its Documents and Policy, and Employee Experience

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Research Topic

A small nonprofit organization aspires to create a welcoming, diverse and inclusive culture, but doesn't appear to have the documents, recruitment materials, trainings, or evidence within the organization to support its aspirations.

Capstone Overview

- Literature Review was focused on organizations with current cultures of Diversity and Inclusion to determine benefits and outcomes.
- An Employee Survey was conducted to establish the current status of Diversity and Inclusion from the employee perspective within the organization.
- The organizations documents and policy were reviewed, as well as the organizations website to attain information on current status of how they represent their position on diversity and inclusion.
- The review of documents and survey data were then compared to identify any gaps the organization has in their aspiration to be a culture of diversity and inclusion.

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Literature Review: Benefits of a Culture of Diversity and Inclusion

Review of Literature shows benefits to both the employee and the organization:

- Increased employee engagement
- Improved work performance, individually and as a group
- Increased employee feelings of belonging, safety, inclusion and feeling of being valued and appreciated for their unique characteristics and identity
- Employee's emotional attachment to, and support of the organization's mission and purpose
- Employee retention

Brimhall, K. (2019)
Henoa, D., Gregory, C., & Dixon, Y. (2021)
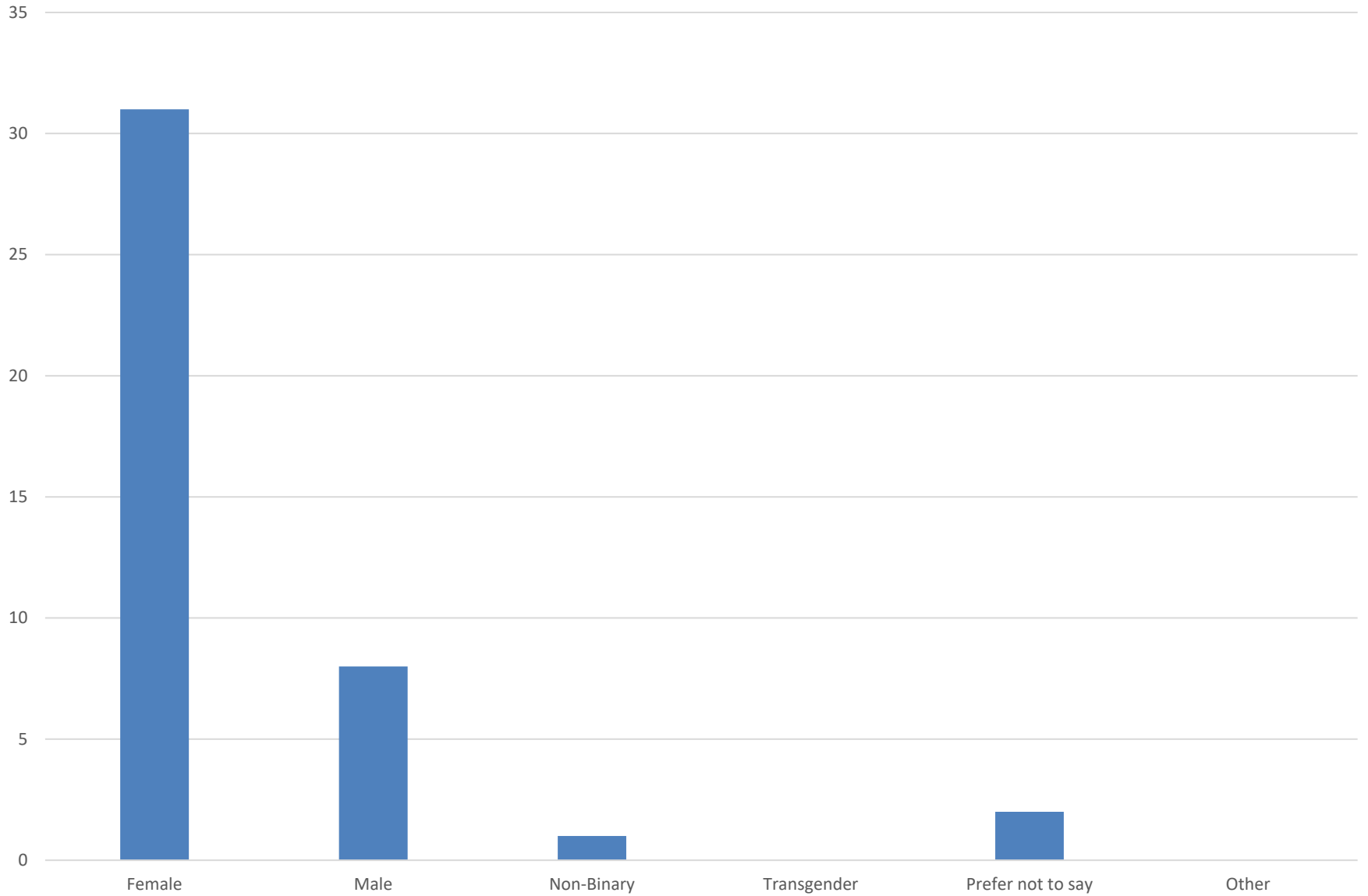
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Methods

- Quantitative and qualitative data
- Employee Survey with questions and demographic identifiers sent to employees over 18 with organization email
- Review of current documents and policies to ascertain the status of written materials related to diversity and inclusion
- Review of organization's website to assess recruitment and marketing materials for diversity and inclusion
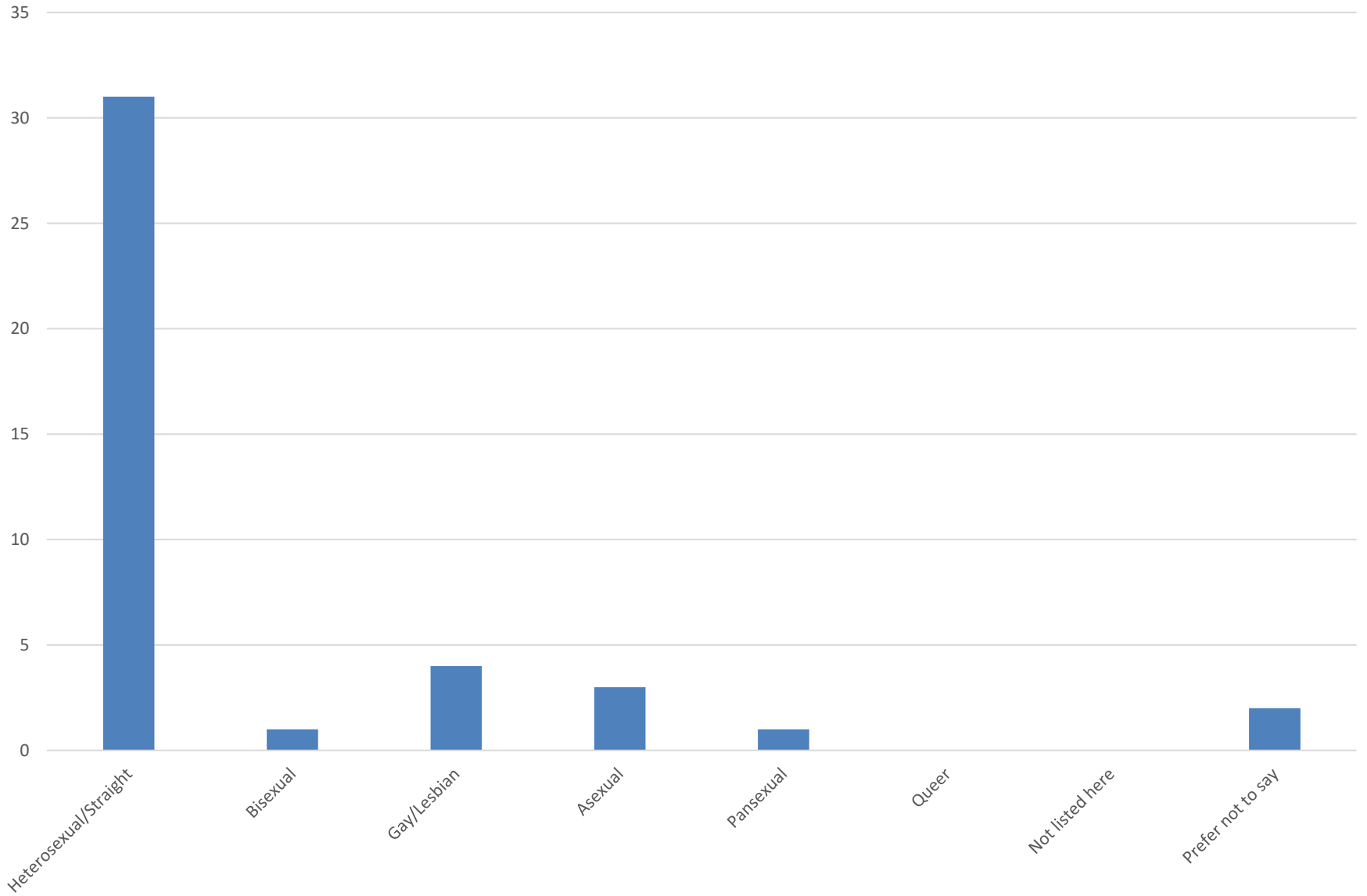
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Research Results

- Out of the 42 participants in the survey, most identified as white, heterosexual, male or female
- Most answers of "agree" and "somewhat agree" to questions related to D&I were answered by those that identified as a white, heterosexual male or female
- Those that identified as a minority group or preferred not to identify, had the highest number of "somewhat disagree" and "disagree" responses on the survey related to D&I
- The organization's documents and policies do not support a culture of diversity and inclusion and employees did not know where to locate them
- The website does not have any recruitment or marketing photos that represent a visibly diverse workforce, board of directors, or trustees
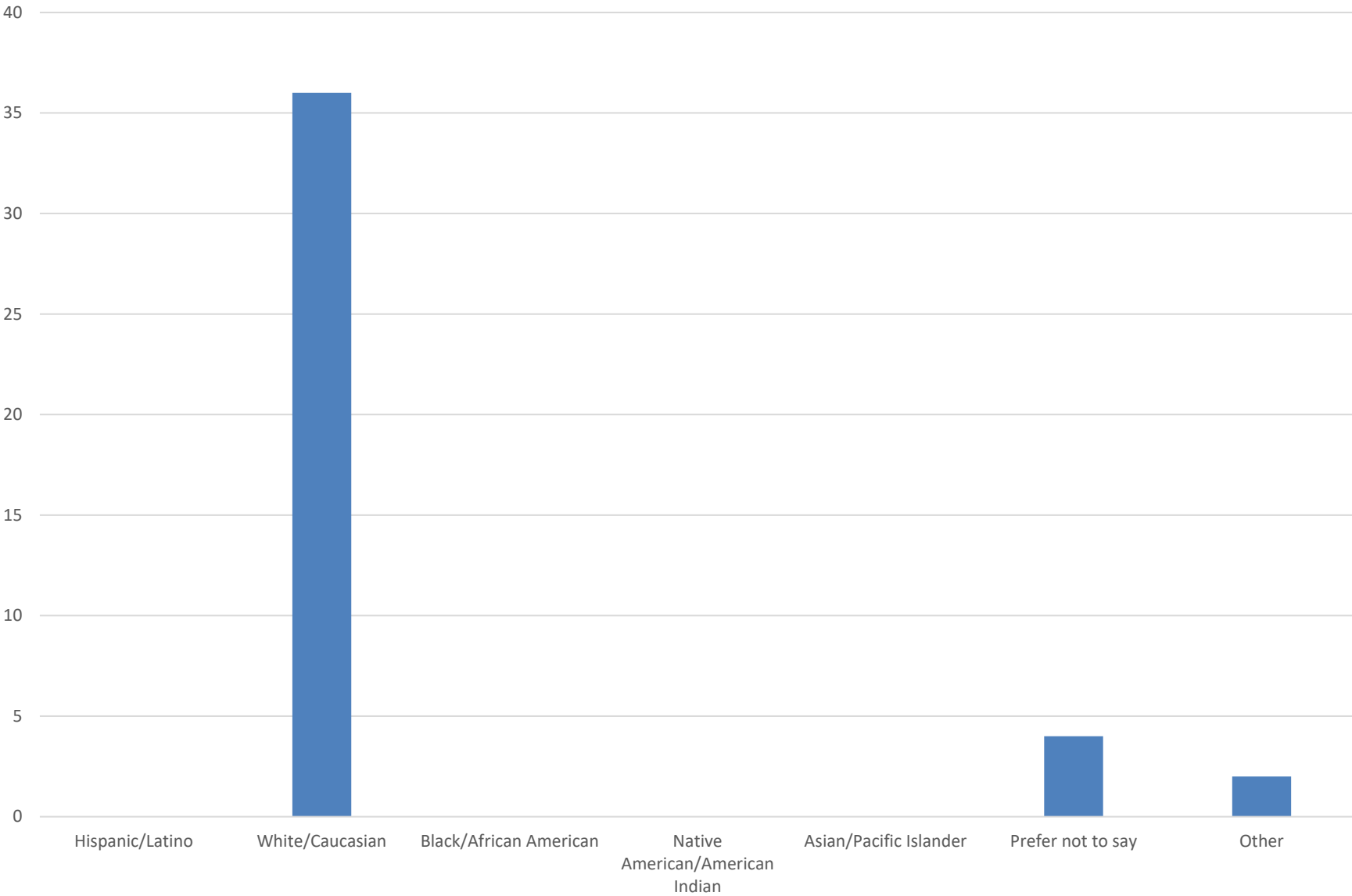
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Gender Identification

Category	Value
Female	31
Male	8
Non-Binary	1
Transgender	0
Prefer not to say	2
Other	0

Sexual Orientation

What's Next?

- Provide the survey again to all employees, denoting role in the organization of manager vs. non-manager to determine education/training needs, and perception
- Create documents and policies specific to diversity and inclusion and ensure they are easily accessed by all employees
- Update the organization's website to reflect visible diversity in the workplace, and focus recruitment strategies on showcasing the organizations commitment to diversity and inclusion
- Provide training/education to all employees on diversity and inclusion
- Use the survey again as a benchmark after policies, documents, website, and trainings have occurred to see if the employee experience changes

References

Brimhall, K. (2019). Inclusion and commitment as key pathways between leadership and nonprofit performance. *Nonprofit Management and Leadership, 30,* 31-49. DOI: 10.1002/nml.21368

Henoa, D., Gregory, C., & Dixon, Y. (2021). *Impact of Diversity and Inclusion Education on Team Member Engagement.* Journal of Best Practices in Health Professions Diversity, 14(1), 14-24.

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