MODULE 18: IMPLEMENTING YOUR INCLUSIVENESS BLUEPRINT

Overview of Content

This is the final module of the workbook! In this module you will:

- Develop methods to help ensure that people within your organization are accountable for implementation and evaluation of the blueprint.
- Determine new responsibilities for the Inclusiveness Committee.
- Review all the steps you completed to reach this point.
- Recognize and celebrate the achievements you've made on your journey to becoming more inclusive!

Who to Involve

The work in this module will be completed by the Inclusiveness Committee as a whole.

Exercises to Complete

- *Exercise 18-A: A Plan to Evaluate Outcomes*
- *Exercise 18-B: Accountability: Tracking Progress Toward Completing Blueprint Objectives*
- *Exercise 18-C: Staying the Course/End-of-Module Checklist*

MODULE 18: IMPLEMENTING YOUR INCLUSIVENESS BLUEPRINT

Implementing the Blueprint

Congratulations! You have completed all of the planning work to engage in an initiative to become more inclusive of people of color. You can now start the next phase of your journey and see how the work you did in the planning phase will lead to a more inclusive and effective organization. It's wise to make use of the momentum your organization has built throughout the process of creating the blueprint by starting to take action on at least one goal within your blueprint as soon as possible.

Implementation of the inclusiveness blueprint will look different for every organization, depending on each organization's goals, objectives, resources, and timeline.

For example, one organization's plan might include a goal of improving communications with communities of color; over the course of twelve months, this organization might conduct focus groups with members of targeted communities, increase connections with ethnic newspapers by meeting with reporters, translate materials into Spanish, and provide flyers advertising the organization's services at community centers and churches within communities of color. At the end of one year, the organization might reconvene focus groups and conduct informal interviews to find out if they have, in fact, raised awareness and improved relations with communities of color.

For example, another organization might have a goal of improving recruitment and retention of staff members of color, after assessment data showed a disparity between the organization's success in recruiting and retaining white individuals versus people of color,. Over the course of two years, this organization might, standardize evaluation, promotion, and training practices for all employees; place job announcements in publications targeting communities of color; connect with African-American and Latino leadership development programs; create an internship focused on underrepresented populations; and conduct two full-day inclusiveness training sessions. After completing these activities, the organization would again collect information about its recruitment and retention practices in order to assess its progress. If the information collected shows progress, the organization could revise its goals and objectives related to recruitment and retention to focus on maintaining and extending successful efforts.

Whatever their plans, all organizations can expect to encounter challenges, such as shifts in the level of energy of staff and board related to inclusiveness, extended timelines to accomplish goals, and changes in activities or goals as the organization's level of inclusiveness changes.

Staying the Course

With an inclusiveness blueprint, you are well on the way to creating the inclusive organization that you collectively envisioned. Assuming that the steps you outlined in your blueprint will lead to deep changes in your organization, the work will further reinforce inclusiveness in your organization.

[**For example,** as you begin to make changes in personnel and personnel policies, other changes will naturally follow, perhaps within the way your program department reaches out to prospective clients.]

It is also important that you remain vigilant about sustaining a commitment to inclusiveness. Organizational cultures do not change quickly and, over time, you may encounter a tendency to become complacent about inclusiveness issues.

To keep a strong commitment to inclusiveness over the long run, be sure that the inclusiveness blueprint remains a vibrant, relevant document over the coming years.

A Commitment at Every Level of the Organization

It is very important that you develop mechanisms to guarantee that a commitment to inclusiveness remains even when leadership changes occur. This is one of the reasons it is so important that work around inclusiveness be done at every level of the organization.

As we have learned throughout this workbook, it is imperative that the CEO/executive director of the organization have a commitment to inclusiveness. Of course, CEOs/executive directors come and go, and with them, a commitment to inclusiveness can also come and go. That's why each new CEO/executive director an organization hires should have a commitment to inclusiveness and be aware of the organization's work. The only way to ensure that is to develop a lasting commitment to inclusiveness within the board of directors, which is responsible for hiring the CEO/executive director. In addition, the board needs to have an ongoing commitment to inclusiveness since board members set policies and priorities that relate directly to inclusiveness. Your organization may choose, when hiring a CEO/executive director in the future, to include a statement in the job description about the need for candidates to have a commitment to inclusiveness.

In addition to the CEO/executive director and board of directors, the other staff in the organization should have an ongoing commitment to inclusiveness. Staff members, of course, have the primary responsibility for implementing the goals that come out of the inclusiveness blueprint. They are also likely to have the most direct and ongoing contact with constituents of color. Staff members will likely have successes and failures implementing the blueprint goals that should influence future decisions in relation to inclusiveness. Thus, staff members also need to be involved in the ongoing implementation and evaluation of the inclusiveness blueprint.

If you follow the steps outlined below, as well as the suggestions in *Module 10: Board of Directors* and *Module 11*: *Personnel* about recruiting and retaining board and staff members, you will increase the likelihood that your organization will institutionalize a lasting commitment to inclusiveness at every level.

Evaluating Progress with the Inclusiveness Blueprint

Consider at least the following two variables as you develop a plan for evaluating the progress you make in implementing the inclusiveness blueprint:

1. The progress you are making in achieving intended outcomes.
2. The progress you are making toward completing the steps outlined in the inclusiveness blueprint itself.

Measuring Outcomes

Module 8: Creating the Framework for an Inclusiveness Blueprint defined an outcome as a specific, measurable result you hope to achieve to become more inclusive. Some outcomes are easier to measure than others.

For example, if the outcome you desire is that at least 40 percent of people served will be from communities of color, then you can probably measure that figure accurately without too much strain on the organization, especially if your organization provides direct services.

However, if the outcome you desire is that your organization's reputation and profile will significantly improve among people of color in your catchment area, that will be harder to measure. It is, of course, *possible* to measure this outcome; it will just take creativity and financial resources to pay someone to measure attitudes. You also may need to pay someone to take an initial poll of attitudes and then go back to assess whether attitudes have changed over a given period of time, especially if you seek scientifically accurate data. The question is whether you really need to gather scientifically accurate, formal statistical data or not. An alternative method to assess progress made on this type of outcome is to conduct

informal surveys, such as the surveys conducted during the information-gathering phase of this workbook, and to analyze changes in attitudes based on new survey findings. Or your organization might want to pursue using the services of graduate students, who may be willing to work as interns for your organization or for lower rates than professional evaluators.

Your organization should decide how much time, money, and energy to put toward evaluating progress made on outcomes based on a realistic assessment of your available resources.

Complete *Exercise 18-A: A Plan to Evaluate Outcomes.*

Accountability: Tracking Progress Toward Completing Blueprint Objectives

Regardless of how much of an investment you decide to make in measuring outcomes, it is important to track your organization's progress toward completing the objectives and tasks outlined in the inclusiveness blueprint. This step will put into place organization-wide accountability for completing the inclusiveness blueprint. Some organizations have found it beneficial to establish an accountability task force that meets regularly and is responsible for keeping the inclusiveness plan on track. Every organization should develop its own process to keep people focused on accomplishing the objectives and tasks outlined in the inclusiveness blueprint.

For example, senior managers may want to review progress toward accomplishing objectives at a monthly progress meeting. The CEO/executive director may ask for written updates from each department in the organization every two months. Another possibility is that the board may ask the staff to prepare and present quarterly status reports on progress made toward achieving objectives. Smaller organizations with a more informal structure may have the CEO/executive director provide verbal updates at staff meetings and/or board meetings, or have the chair of the Inclusiveness Committee provide updates on progress.

As you think about how your organization will make sure that the objectives and tasks outlined in the inclusiveness blueprint are accomplished, keep in mind that the goal is to ensure that you have a system of accountability, not to create unnecessary work for anyone. So be sure that your system is effective without being burdensome.

Since the inclusiveness blueprint is a dynamic product, over time you will find that the blueprint may need to be updated.

> **For example,** you may discover that an outcome that you hoped to achieve will take five years instead of three years to complete, and therefore, you may need to modify the outcome.

Finding out that your timeline or goal may have been a bit too ambitious is common. So, as you regularly check in on your organization's progress toward implementing the blueprint, be sure to allow opportunities to make changes as you go.

Complete *Exercise 18-B: Accountability: Tracking Progress Toward Completing Blueprint Objectives.*

Ongoing Commitment to Inclusiveness

As your organization goes through the inclusiveness initiative, consider the following suggestions to help keep you on course.

Communicate, Communicate, Communicate

A critical element of any kind of effective transition is to make sure that people are communicating with each other. Inclusiveness work is no exception. As you evolve as an organization, be sure that any kind of organizational change (such as a change in policy or a new program) is communicated throughout the organization.

- If people understand what is happening, when it is happening, and why it is happening, they are less likely to resist change.

- Moreover, if people understand what, when, and why, they are more likely to support changes to create a more inclusive organization and to take an active role in making change happen.

In addition, give people opportunities to talk about their positive experiences as a result of the inclusiveness initiative and about anything that they find challenging. Such opportunities can help diminish negative feelings and resistance to change among people who have anxiety about how the process personally affects them.

Track and Document Lessons Learned

As you engage in the work of becoming more inclusive, you will learn a great deal along the way about best practices and barriers to becoming more inclusive. Consider keeping a log of lessons learned. There are benefits to doing so:

- First, if you have to write something down, it forces you to stop and reflect on what really happened and consciously articulate what you learned as a result.

- Second, by writing something down, you create a history of the inclusiveness initiative that can help others who work with the

"Can you imagine if this country were not so afflicted with racism? Can you imagine what it would be like if the vitality, humor and resilience of the black American were infused throughout this country?"

-Maya Angelou

organization in the future to better understand the progress that was made, see the actions taken along the way, and benefit from the lessons you've learned to avoid future mistakes.

- Also, you may choose to share your experiences with other organizations, either in an informal way or formally, such as through a conference session, and having a written record of best practices and barriers will help you to do this.

Make an Ongoing Commitment to Internal Education

In *Module 2,* we discussed varying forms of inclusiveness training. By now, you may have already begun (or even completed) an inclusiveness training curriculum. As your organization matures, it will hire new staff members and bring on new board members who should also go through some kind of training and education program related to inclusiveness. In addition to ongoing training and education, try to find other ways to educate people in your organization about issues of race and ethnicity.

For example, you may want to have an ongoing film series or book group that looks at different cultures. You might also wish to collect newspaper clippings about current local events that affect communities of color. Another idea is to have a current events brown-bag luncheon that focuses on how current events affect different cultures – e.g., in what ways does U.S. policy in the Middle East have an impact on different racial/ethnic groups and race, religious, and cultural relations?

Develop Ongoing Feedback Loops

Effective mechanisms for understanding how communities of color respond to your efforts are necessary to be a fully inclusive organization. In addition to formal information gathering, such as surveys or focus groups, integrate other ways of receiving feedback from your internal and external stakeholders.

For example, if you do an annual board assessment, include questions about inclusiveness. When you meet with donors, especially donors of color, ask how they perceive the organization to be in addressing issues of diversity and inclusiveness. Ask staff who work with your constituents to develop a consciousness around inclusiveness and to initiate conversations with constituents about how the organization is perceived in communities of color. If you are connected with leaders in communities of color, ask these individuals for feedback about your organization.

Most importantly, think about how you can continue to build a culture that values learning related to inclusiveness and that embraces constructive feedback as an opportunity to continue to improve.
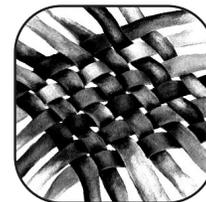
Reassessment

Over time, it may be beneficial to gather additional information regarding certain elements of your community, your field, and, especially, your organization. In addition to giving you important information about the progress you have made as an organization (or perhaps even any steps backward you may have taken), you may uncover new information that was not available the first time around. Reassessments can also refocus your organization if you should lose momentum.

The Evolving Role of the Inclusiveness Committee

The initial work that the members of the Inclusiveness Committee set out to achieve has now been completed. However, there is still a great deal to be done as you begin implementing the inclusiveness blueprint. It is now time for the next phase of the Inclusiveness Committee, during which the committee might be responsible for some or all of the following tasks:

- Ongoing internal inclusiveness education.
- Orienting new staff and board members to inclusiveness at your organization.
- Ongoing information gathering, customer satisfaction surveys, etc.
- Tracking and documenting lessons learned.
- Celebrating milestones.

As your final exercise of this workbook, complete *Exercise 18-C: Staying the Course.*

Celebrate Your Accomplishments!

Celebrate the many accomplishments that you have made along the way to becoming more inclusive.

- You completed a pre-test that affirmed that you were ready to engage in an inclusiveness initiative.
- You developed an Inclusiveness Committee that has set the foundation for becoming more inclusive.
- You developed an inclusiveness training plan to build awareness and understanding of issues of race and ethnicity.
- You may have hired a consultant to help you.
- You developed a definition for inclusiveness and diversity and a case statement for inclusiveness.
- You designed and completed comprehensive information gathering about your community, your field, and your organization.
- You developed and filled in a framework for your inclusiveness blueprint.

- You engaged your stakeholders.

- You developed a plan to keep the organization engaged in inclusiveness efforts over the long-term.

- And … as a result of all of these efforts, you have undoubtedly begun to transform the organization's culture and commitment to inclusiveness!

Even before implementing the blueprint, you've achieved so much. Before you begin the next stage of your journey, remind people of how much your organization has accomplished to get where you are. Find an appropriate way to celebrate everyone's work and the organization's willingness to engage in becoming more inclusive of communities of color.

Track your progress in completing Module 18 on the End-of-Module Checklist, located after the exercises.

Module 18: Inclusiveness as a Lasting Element

CHC Inclusiveness Committee begins implementation of the blueprint.

In the first management team meeting following the Board and staff approval of the blueprint, Joe turned to the final module of the workbook. He looked up at Eleanor, Marcie, and Hector. "It's time we talk about implementation of this blueprint," he said.

"But this isn't the Inclusiveness Committee," said Hector.

"No, it's not," said Joe. "You are, however, the people who will be primarily responsible for making the action items in here happen. You will be helping your teams set priorities and handle unexpected challenges. I'm bringing it up today because I want you to know how important I think this is."

"Of course," said Marcie. "We all think it's important, too. We helped write it, if you recall!"

"And thank you again for that," Joe replied. "What I'm saying to you all is that your leadership in the implementation process will be part of your annual review next year. We all need to take much more than just an interest in this. With all the work we've done, I believe you are as committed as I am to making this work."

At the Inclusiveness Committee meeting later that day, Joe told the rest of the committee what he had told his management team. He then asked for suggestions as to how the committee could take a role in monitoring progress on the activities outlined in the blueprint.

"How about if we meet every other month?" suggested Trevor. "We could have one person from each of the three initiatives check in and report on progress."

"That sounds like a good idea," said Joe. "Are we agreed?" Everyone nodded. "Good. The other thing this group can do is constantly look for ways to assess whether we're going in the right direction. Now with some of our objectives, we have numbers to measure ourselves against, but in other areas, we're going to want to keep a pulse on our audience."

"I'll take special care to listen closely to the rest of the Board during this process," said Beth. "I know, though, that there will be some things they won't tell me. All of you, and especially you, Eleanor, need to keep your ears to the ground."

"I will," said Eleanor. "Another place we might hear things is from the staff in our inclusiveness trainings. Are we going to continue those, Joe?"

"What do you folks think? Are they valuable?"

Everyone started talking at once, telling the story of one episode or another from their past trainings. Finally Melody raised her hand and Joe called for silence. "Please, boss, let's keep doing them. Ed has done a great job of helping us look at how we're similar and different, and how to work with each other better."

"Okay, I'd say that's a good endorsement. We'll have at least two more sessions this year, content to be determined. Let me know, those of you who will be working most closely on the

plans, if there's something you'd like us to cover."

Melody said, "I think we're ready now."

"Ready for what?" Joe asked.

"For Marcie's anti-racism training," said Melody. "I think people would be open to hearing about that."

Marcie smiled and Joe nodded. "I'll talk to Ed. Thanks, Melody, for sharing your suggestion."

"Now I have one very important question for you all," said Joe.

The committee looked tentatively at him, waiting for some critical element they had forgotten.

"How about a party?" Joe said. He tossed the inclusiveness blueprint into the air and caught it like a football. "This is something to be proud of. I'm going to invite the whole staff to my house for a barbeque, to celebrate how far we've come, and to help people get jazzed up about the work ahead!"

The committee agreed enthusiastically and filed out of the room, back to their offices. Joe stayed in his seat, the blueprint in his hands. They'd come this far, and the path was laid out before them. He felt a thrill when he thought about leading his team forward into the new beginnings they had crafted. They'd come a long way, but the journey had just begun.

EXERCISE 18-A

A Plan to Evaluate Outcomes

Instructions:
Discuss the feasibility of evaluating progress toward some or all of the outcomes in the inclusiveness blueprint.

- *Decide which outcomes you will measure, if any, and the measurement tool you will use. A measurement tool is a mechanism or strategy to measure progress toward completing an outcome, such as a survey or a formal evaluation by an external evaluator. Note that you may have more than one measurement tool for a particular outcome.*
- *Decide who will be responsible for measuring the outcomes.*

Record your decisions below.

Outcome	Measurement Tool	Responsible Party
EXAMPLE *Outcome 2-A: Personnel Improve employee morale especially among staff of color.*	*Baseline employee satisfaction survey to be re-administered every 18 months*	*Executive Office*

Date Exercise Completed _____

Outcome	*Measurement Tool*	*Responsible Party*

EXERCISE 18-B

Accountability: Tracking Progress Toward Completing Blueprint Objectives

Instructions:
Decide how you will track progress made toward accomplishing the objectives and tasks outlined in the inclusiveness blueprint — who will be accountable for reviewing part or all of the progress made toward the inclusiveness blueprint and how often they will review it.

Record your decisions below.

Accountability Method	*Parties Involved*	*Frequency*
EXAMPLE *Verbal progress reports at staff meetings.*	*By department*	*1st staff meeting of every month*

Date Exercise Completed _____

Accountability Method	Parties Involved	Frequency

EXERCISE 18-C

Staying the Course

Instructions:
Create a revised list of responsibilities for the Inclusiveness Committee based on what has been accomplished to date.

Future Inclusiveness Committee Responsibilities

_____

_____

_____

_____

_____

_____

Instructions:
Decide if there is anything else that needs to be done to become a more inclusive organization that is not explicitly spelled out in the inclusiveness blueprint (e.g., ongoing internal training and education).

Record your decisions below as well as the party (such as the Inclusiveness Committee) who will be responsible for the task.

Responsibility	Responsible Party	Notes

Date Exercise Completed _____

END-OF-MODULE CHECKLIST

Module 18

Action Item	Date Completed	Notes
Review content on staying the course.		
Make a plan for evaluating outcomes of your inclusiveness blueprint.		
Make a plan for tracking progress toward completing objectives of your inclusiveness blueprint.		
Identify any additional tasks for staying the course.		
Decide future responsibilities of the Inclusiveness Committee.		
Share the outcomes from your work with other key stakeholders.		
Celebrate!		