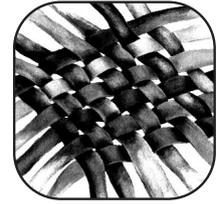


MODULE 3: HIRING INCLUSIVENESS CONSULTANTS



Step One: Creating Your Inclusion Committee

Step Two: Training and Consultants

Hiring Inclusiveness
Consultants

Step Three: Definitions and Case Statement

Step Four: Gathering and Analyzing Information

Step Five: Creating Your Inclusion Blueprint

Step Six: Implementation



MODULE 3: HIRING INCLUSIVENESS CONSULTANTS

Overview of Content

In this module, you will begin by deciding whether or not to hire one or more consultants. If you do decide to hire a consultant, you will find guidelines and recommendations on how to:

- Determine the role for your consultant.
- Determine how much money to spend on a consultant.
- Decide who will be responsible for hiring a consultant.
- Send out a Request for Proposals (RFP).
- Complete the interview process.
- Negotiate a contract with the consultant of your choice.

Step Two: Training and Consultants

Who to Involve

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

Exercises to Complete

- *Exercise 3-A: Determining Whether or Not to Hire a Consultant*
- *Exercise 3-B: Identifying the Roles and Qualifications of a Consultant*
- *Sample 3-C: Sample Request for Proposal*
- *Exercise 3-D: Identifying Consultant Prospects*
- *Sample 3-E: Sample Interview Questions*
- *End-of-Module Checklist*

MODULE 3: HIRING INCLUSIVENESS CONSULTANTS



Why Hire a Consultant?

Consultants can be extremely helpful to your organization as it moves along the path toward greater inclusiveness by helping you plan, manage, and implement your inclusiveness initiative. They can:

- Provide you with the wisdom that comes from their past experiences and help you avoid some mistakes.
- Offer valuable external perspectives that may help you when you feel that you aren't making as much progress as you would like. An outside party often supplies a perspective on an organization's dynamics that can be difficult to see or understand from the inside.
- Help negotiate differences of opinion between members of the board of directors and the staff and/or volunteers regarding directions the initiative could take.
- Help bring out the voices of people with less authority within the organization. These individuals may have valuable opinions that are not easily heard by the senior management and/or members of the board of directors.

There also are cautions in using consultants:

- One mistake that organizations often make is that they expect consultants to lead and own the process of the organization's journey to inclusiveness. If an organization's internal stakeholders do not feel responsible for ensuring the success of the inclusiveness initiative, the outcome of the initiative can be seriously jeopardized.
- In addition, consultants must be flexible and respond to the individual needs of different organizations. If you hire a consultant who is not adaptable and does not understand your organization, you can waste valuable time, energy, and money following their agenda instead of the agenda that is right for your organization.

Role of a Consultant

The consultant's primary role is to assist your organization with certain areas of your inclusiveness work. While the consultant may act as an educator, a catalyst for deeper change, a resource, or a facilitator, the leadership of the process remains within your organization. The Inclusiveness Committee, staff, board members, and executive director have the power, and the greater responsibility, to lead the process of becoming more inclusive.



There are generally four categories of work for which you may want to hire the services of a consultant or a consulting team:

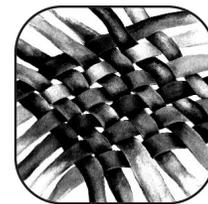
1. Overall Guidance: The consultant works with the Inclusiveness Committee throughout the inclusiveness initiative to plan and execute the initiative and acts as a meeting or process facilitator.
2. Information Gathering: The consultant designs and gathers data during the information-gathering phase.
 - Consultants can be particularly useful in collecting qualitative data through interviews and focus groups, since their neutral position with the organization can lead to more honest responses from internal and external stakeholders.
3. Cultural Competency/Diversity Training: The consultant conducts diversity/inclusiveness trainings to create a more inclusive culture and help stakeholders become more aware of how the organization may be creating an unwelcome atmosphere for diverse communities.
 - In this instance, you may want to use one consultant or a consulting team for all of the trainings or you may wish to bring in content specialists for different trainings and use an “integrating facilitator.” An integrating facilitator works with you throughout your process, helping to provide continuity between trainings.
4. Evaluation: The consultant creates an evaluation plan to measure the efficacy of trainings and progress of your inclusiveness initiative.

Upon reviewing proposals made in response to your Request for Proposals (RFP) (to be discussed on page 37), and negotiating with the consultant you select, you may need to adjust the role you have defined for your consultant.

The role that your consultant plays can be a combination of the above, or just one – it depends on your organization’s needs and the consultant that you select. Consultants may be brought in for day-long sessions, for multiple trainings, or to assist you with particular workbook modules. The time you spend with your consultant – if you hire one – and the work the consultant does, depend upon your organization’s specific needs and budget.

Complete *Exercise 3-A: Determining Whether or Not to Hire a Consultant.*

- If you decide to hire a consultant or consulting team, continue with this module.
- If you decide *not* to hire a consultant, go to *Module 4*.



Who Is Responsible for Hiring a Consultant?

Usually the responsibility for managing the hiring process lies with the Inclusiveness Committee and/or committee chairperson. This person or persons will be responsible for:

- Creating and distributing a Request for Proposals to eligible consultants.
- Interviewing consultants.
- Selecting a final candidate.

*If there is no struggle,
there is no progress.*

-Fredrick Douglas

The people who are responsible for managing the hiring process may or may not be the same as those who are responsible for the final selection of the consultant. Since there may be a lot of opinions about the consultant's work as the initiative progresses, you may find it beneficial to have a larger group make the final decision about who will be hired.

Those responsible for hiring often take the lead in creating a contract with the consultant, managing payments, and, most importantly, communicating with and managing the consultant throughout the working relationship.

Qualifications of a Consultant

The qualities, qualifications, and experiences your organization will need in a consultant might include strong communication skills, extensive experience with the nonprofit sector, and a thorough knowledge of specific communities of color that live and work in your operating area. Selecting a consultant requires finding the right fit with your organization's particular needs, style, and goals. A consultant who works very well with one organization might not have the right style or resources to work as well with another organization.

Consider both quantitative and qualitative outcomes that you would like to have from your work with your consultant. What will a successful relationship with a consultant look like for your organization? What specific tasks need to be completed? What results do you expect to see? What words would you use to describe the nature of an ideal working relationship with a consultant? Having a discussion with your Inclusiveness Committee about these areas will help you define the qualities and qualifications your organization needs in a consultant.

Complete Exercise 3-B: Identifying the Roles and Qualifications of a Consultant.



Note for Organizations Interested in Addressing Other Diverse Communities

When identifying the qualities and qualifications you need in a consultant, think about the expertise or experiences related to other diverse groups that are important for your consultant to have. For example, an organization that is interested in reaching out to the GLBT community may want a consultant (or group of consultants) to have past experience working with that community and/or connections with GLBT community leaders.

Inclusiveness and Diversity Training: Consultants' Training Strategies Vary

If you have decided to hire a consultant to help you with inclusiveness or diversity training, you should note that race-related training can take several forms. Your organization must select a consultant who will provide the type of training that best fits your organization's needs and current state. For detailed information about inclusiveness training, turn to *Module 2*.

You may wish to survey your staff and board, formally or informally, about what types of activities and topics in the area of inclusiveness would be beneficial to your organization. Consider the current level of knowledge among your staff about inclusiveness and diversity, your organization's style, and the format of past, successful training programs that you may have had.

Budgeting for a Consultant

Hiring a consultant will probably be the biggest expenditure of your inclusiveness initiative. The cost will depend upon your organization's needs and approach to the initiative; cost variables related to consultants include:

- Whether you work with a consultant to manage the entire process.
- The extent to which you utilize consultants to gather data for the information gathering process.
- The types of resources you employ to gather data during the information-gathering phase.
- How in-depth your inclusiveness/diversity training is.
- Whether or not you use external evaluators to measure your progress.

Fees for consultants vary widely and depend in part on where your organization is located as well as the number of consultants involved, the work performed, and the contract negotiated. Fees can be project-based or figured at an hourly rate. An average range for nonprofit consultants is \$75

- \$175/hour. (Consultants who work mostly with corporations or very large nonprofits may have rates as much as \$250/hour or higher.)



The following is a range of hours for each area of work for which a typical nonprofit with a staff of 50 or fewer might want to use the services of a consultant throughout an inclusiveness initiative:

- Overall Guidance: 20-60 hours
- Information Gathering: 30-60 hours
- Inclusiveness Training: 20-40 hours*
- Evaluation: 10-20 hours

*Note that this number may be higher if you have a large organization that requires multiple separate trainings.

Note that these numbers are rough estimates only. The larger an organization and the more complex the issues facing an organization (e.g. legal compliance issues) the more assistance from consultants will be needed.

The following are some possible options for funding:

- Technical assistance resources may be available.
- A long-time donor who has interest in inclusiveness issues may be willing to make a donation to support your work.
- Use the resources devoted to your staff and board retreats by focusing those retreats on inclusiveness.

Developing a Request for Proposals (RFP)

A Request for Proposals (RFP) should include information about the qualities and skills your selected consultant will possess, the work you would like your consultant to perform, your budget, and your timeline.

Review and complete *Sample 3-C: Elements of a Request for Proposal*.

Identifying Consultant Prospects

How do you find consultants who may wish to respond to the RFP? If your organization is located in the Metro Denver area, start with the list on The Denver Foundation's website (www.denverfoundation.org). Or try an Internet search for "diversity consultants" in your area. Other possible sources include your regional association of nonprofit organizations, the regional association of grantmakers, the local chamber of commerce, or minority and women's chambers of commerce. Your best results will probably come from asking colleagues within your organization and in other organizations for referrals to consultants they've worked with in the past.



Complete Exercise 3-D: Identifying Consultant Prospects.

Send the RFP to prospects you identify on *Exercise 3-D: Identifying Consultant Prospects*.

Interviewing Consultants

As you read the proposals you've received, keep in mind your needs and goals. Then select at least two consultants to interview.

The interview is your opportunity to determine whether a consultant's style might be a good fit for your organization. You'll also want to ask specific questions that the letters of proposal have brought to mind. It is generally best to interview at least two candidates and to have a standardized interview process, just as you would when hiring to fill a position within your organization.

Review Sample 3-E: Sample Interview Questions.

Checking References

After completing the interview process, check references of candidates in which you are still interested. Focus on what the consultant helped the referring organization accomplish regarding inclusiveness or diversity. Place less emphasis on whether or not the person providing the reference liked the training. (Because inclusiveness can be a difficult subject for many people and can cause turmoil within an organization, training sessions may not always be enjoyable or fun.) Ask if the consultant worked with them to meet their goals, if they felt that the training session effectively moved the organization further toward inclusiveness, and if the consultant strived to communicate effectively with and listen to the organization's members. Ask open-ended questions whenever possible.

After you contact the references provided to you by the consultant, you may want to call organizations with whom the consultant has worked, but who were not listed as references. This can deepen your understanding of the consultant's expertise.

Selecting a Consultant and Creating a Contract

Based on the proposals, interviews, and reference checks, offer the contract to the consultant who best fits your organization's needs.

Your organization may have a standard contract for consultants or you may wish to ask the consultant if he/she has a contract template that can be customized and used for your organization. It is always prudent to consult your legal counsel in matters of contract law. Local nonprofit associations may also share samples of consultant contracts, or you may

find samples of such contracts at websites designed to provide technical support to nonprofit organizations.



As you create a contract, it's very important to discuss roles with your consultant. Based on completion of the exercises in this module, describe what the organization will do and what you expect the consultant will do. Establish an effective arrangement for your working relationship. You may even want to create a workplan or a training syllabus with the consultant. These documents can (and should) be adjusted as needs and expectations shift throughout work with the consultant.

Monitoring Progress

As you continue through your change process, work with your consultant to monitor your organization's progress. You may wish to formally or informally survey staff or board members about their experiences with the consultant during training sessions or other activities, and communicate these experiences to the consultant. Solicit your consultant's input about how your organization is progressing and what he/she sees as your organization's strengths and weaknesses in terms of inclusiveness. Continue to work with the consultant to adjust trainings and other work to meet your organization's changing needs.

You might encounter obstacles in your relationship with your consultant. It is important that you actively consider the nature of your work with your consultant on a regular basis, monitoring performance and progress toward your organization's goals.

Potential obstacles include:

- Lack of communication.
- Failure to meet your stated needs and objectives.
- Poor fit between the consultant's style and your organization's style.

Prior to taking action, be sure to discuss problems with your consultant – it is possible that your consultant may simply not have understood what your organization needs or wants. You may wish to communicate both verbally and in writing, to avoid any potential confusion. Remember, however, that inclusiveness work is difficult and sometimes messy – this can influence perceptions of the consultant who is guiding you through this work.

If you are not able to remedy the situation, the final step may be terminating your relationship with your consultant, depending upon your contract.



Track your progress in completing Module 3 on the *End-of-Module Checklist*, located after the exercises.

Sources consulted throughout the module:

- “How to Hire a Consultant,” Connecticut Nonprofit Consultant Directory, www.hpfg.org/cdb/how_consultant.htm.
- “How to Hire and Work with Consultants,” Consultants ONTAP, www.ontap.org/advice.html.
- “Guidelines for Choosing the Right Consultant.” Nonprofit Management Solutions, Inc., www.nonprofitmgmtsolutions.com/guide/htm.
- “Working with a Diversity Consultant,” Boston Diversity Initiative, www.diversityinitiative.org.

Module 3: Hiring Inclusiveness Consultants

The CHC Inclusiveness Committee selects an inclusiveness consultant.

Joe laid out the questions at hand. “We need to decide, first of all, whether we need a consultant. Then we should talk about what we want them to do, and how we’ll select them.”

“Joe, I have a strong opinion about this,” said Beth. “At least as it relates to the Board. I think that this is going to be a difficult topic for some Board members.”

“Beth, I think you’re right about this,” said Jeff. “Board members would be more comfortable if an outside expert were leading them through this discussion.”

Melody nodded. “It’s the same with the staff, Mrs. Zwick.”

“Seriously, Melody, I want everyone to call me Beth. And why do you say that?”

“Well, some people in the administrative staff might be a little worried talking about something personal like this in front of their bosses, especially if the bosses are in charge of the training,” Melody said. She looked a little nervously at Trevor.

He frowned. “Melody, thank you so much for letting us know that,” he said. “I really appreciate how you’ve been contributing here, and I agree that it would be helpful to have an outside consultant.”

Across the table, Hector pointed to the clinical director sitting next to him. “Marcie, don’t you do this kind of facilitating for your professional group? And didn’t you do consulting on strategic planning for awhile?”

“I did,” said Marcie.

“Well, we could save ourselves some money by having you work on this,” Hector suggested.

Joe shook his head. “You’re right about the money, Hector, and I’m sure Marcie would do an excellent job. But I want Marcie to have the experience of participating in these discussions and trainings.”

“Thanks, Joe,” said Marcie. “And given my experience, I’d like to suggest that we select a consultant who can provide overall guidance to our whole process.”

“Why’s that?”

“In my experience, it’s hard to push through all the work that’s involved in an in-depth planning process unless you have someone whose role is to hold people accountable, Marcie explained.

The group discussed this suggestion and came to a consensus that they would hire a consultant to provide overall guidance along with inclusiveness training. Joe made note of their decision. “But I want to emphasize to everyone that just because we’re hiring a consultant doesn’t mean that we are hiring a new leader for this process. We’re the leaders of this process, and we can’t forget that.”

“I agree, Joe,” said Marcie. “And I’d like to volunteer to be one of the people managing the hiring process for the consultant. Since I’ve done some of this work before, I think I could be helpful.”

“Marcie, would you like someone to help?” said Trevor. “I think I could learn a lot from you, and I could help with some of the details.”

“Sure, Trevor, that would be great.”

Joe extended his arms to the group. “See, now there’s leadership. Thanks, Marcie and Trevor. Now, I’m going to assume you two will come back to us...”

“...with a draft RFP, right?” Marcie smiled. “We’ll use the roles and qualifications in the workbook to get started. How much money are we looking at? I know you said we’d have \$3,000 for the inclusiveness training.”

“I’ll have to work on that and get back to you,” said Joe. “Thanks, everyone for your great work today. We really made some progress. Next time we get together, I expect we’ll be interviewing consultants.”

After the meeting, Beth walked with Joe to the door of the clinic. “Joe, I want you to know that if you need more money for this, I’d be glad to talk to a couple of Board members. I think we could come up with a few thousand more.”

“Thank you, Beth, that would be terrific. Your support for this process means a lot, to me and to the staff.”

Over the next two weeks, Marcie and Trevor crafted a request for proposal (RFP), then distributed it by e-mail for comments from the committee. They also gathered suggestions of names for potential consultants. They issued the RFP and received four proposals in response, which they narrowed down to two finalists.

The committee interviewed the finalists and met to make their final decision.

“So,” asked Marcie. “What do you all think?”

“I liked Ed,” said Luisa. “He understands the kind of clients we work with. And I like how he explained his style of training.” Ed Williams was the founder of Change Consulting and the first person they’d met. He was an African-American man in his fifties, a former school teacher who had come to management consulting in his forties. He had talked about his experiences working with health organizations on diversity issues.

“The women from Bold Strides were very good, too, though, don’t you think?” asked Jeff. Two women had presented themselves as a team, one Asian and one white, both with degrees in sociology.

“They were, but I think they’d be pushing us, not working with us,” said Hector. “I’ve seen those kinds of consultants in my old company. It’s gets to be about their agenda, not about yours.”

“I did get the feeling they were disappointed we weren’t going toward the anti-racism training,” said Melody.

“You’re right,” said Jeff. “I got that sense, too.”

The group discussed the two consulting firms further, and came to consensus that Ed Williams would be the person they approached. Joe agreed to negotiate a contract and invite Ed to the committee’s next meeting.

EXERCISE 3-A

Determining Whether or Not to Hire A Consultant

As you think about whether or not your organization needs a consultant for the inclusiveness initiative, keep in mind available funds and options that you can turn to if you do not have the financial resources to hire a consultant to fully supplement your process.

Consider these options:

- Use the skills and talents of your staff members. For example, an organization may have staff members with research skills that can be utilized for information gathering.
- Use the services of a volunteer. For example, an organization may have a long time volunteer or board member who works as a meeting facilitator who may be willing to donate in-kind services. Some consultants may also be willing to donate a portion of their services and provide other services for a fee.
- Trade services with another organization. For example, one nonprofit may have staff members who have experience in the field of data collection, and another nonprofit may have staff members who have experience in meeting or process facilitation, and these two organizations may be able to work out a trade for some services.

What resources do you have to support your inclusiveness initiative?

What services do you anticipate that internal or external resources will provide?

continued

EXERCISE 3-A: Determining Whether Or Not To Hire A Consultant *continued*

What needs do you anticipate having that you would like a consultant to meet?

Do you anticipate having funds to use for a consultant's services?

Instructions:

After you consider your alternatives, decide whether or not you will hire a consultant or consultants for the inclusiveness initiative.

- Yes, we will hire a consultant(s)
- No, we will not hire a consultant(s)

If YES, these are the responsibilities and tasks for which we will hire a consultant(s):

If YES, the following person(s)/group will be responsible for managing the hiring process:

continued

EXERCISE 3-A: Determining Whether Or Not To Hire A Consultant *continued*

If YES, the following person(s)/group will be responsible for reviewing consultant proposals once received:

If YES, the following person(s)/group will be responsible for interviewing the top two or three candidates:

If YES, the following person(s)/group will be responsible for checking references for the top candidates:

If YES, the following person(s)/group will be responsible for the final selection of a consultant:

Date Exercise Completed _____

EXERCISE 3-B

Identifying the Roles and Qualifications of a Consultant

Roles

Select the roles that you would like your consultant to play:

_____ Overall Guidance:

- Working with the Inclusiveness Committee throughout the inclusiveness initiative to plan and execute the initiative.

_____ Information Gathering:

- Designing strategies and gathering data during the information-gathering phase.

_____ Inclusiveness Training:

- Conducting trainings to create a more inclusive organizational culture.

_____ Evaluation:

- Creating an evaluation plan to measure efficacy of trainings and progress of inclusiveness initiative.

_____ Other _____

_____ Other _____

continued

EXERCISE 3-B: Identifying the Roles and Responsibilities of a Consultant *continued*

Qualities and Qualifications

Listed below are qualities and qualifications to consider when selecting a consultant. Select those that you would like your consultant to have and brainstorm additional qualities and qualifications as necessary. You may also find it useful to define these qualities for the purposes of your organization.

- | | |
|---|--|
| <input type="checkbox"/> Flexible | <input type="checkbox"/> Organized |
| <input type="checkbox"/> Effective as a facilitator | <input type="checkbox"/> Timely |
| <input type="checkbox"/> Knowledgeable about assessment and evaluation | <input type="checkbox"/> Efficient |
| <input type="checkbox"/> Knowledgeable about the nonprofit sector | <input type="checkbox"/> Patient |
| <input type="checkbox"/> Experienced (You may wish to include a specific number of years in the field.) | <input type="checkbox"/> Able to work with our time schedule |
| <input type="checkbox"/> Knowledgeable about diverse communities (You may wish to specify communities that your organization serves, communities that you are interested in reaching out to and serving, or specific languages spoken.) | <input type="checkbox"/> Experienced and effective meeting facilitator |
| <input type="checkbox"/> Access to and knowledge of inclusiveness resources (You may wish to specify the types of resources of most use to your organization.) | <input type="checkbox"/> Experienced and effective process facilitator |
| | <input type="checkbox"/> Strong people skills |
| | <input type="checkbox"/> Will work within our budget (\$_____) |
| | <input type="checkbox"/> Other _____ |

Date Exercise Completed _____

EXERCISE 3-C

Elements of a Request for Proposal

Instructions: Review the sample request for proposal and check the box in front of the elements that are appropriate for your RFP. Include additional information (such as decisions made in previous exercises) to make the RFP appropriate for your organization.

Date _____

This proposal is for services to assist _____ (name of organization) in becoming more inclusive.

Agency Mission and Background

- The mission of _____ (name of organization) is...
- Our programs and services include...
- Founded in _____, our organization...

Description of Inclusiveness Goals

_____ has committed to engaging in work to become a more fully inclusive organization.

- Our goals include...

Description of Role of the Consultant

- We would like a consultant to aid us in moving closer to our goals by...
- We expect that a consultant will work with us for _____ (number and length) sessions to...

continued

EXERCISE 3-C: Elements of a Request for Proposal *continued*

Description of Desired Outcomes

At the end of the process, we would like to see the following concrete outcomes (include outcomes specific to your organization's desires):

- Information gathering with data on our community, our field, and our organization.
- Perspectives of internal and external stakeholders about our work and workplace.
- A blueprint for further action toward becoming more inclusive.
- Increased cultural competency of staff and board members.
- Other _____

Proposal Content

Interested parties should submit the following:

- A proposal, not to exceed five pages and to include a proposed consulting/training plan.
- A list of past clients.
- Resumes for all relevant team members.

Proposals should contain the following:

- Contact information
- Inclusiveness and diversity training expertise
- Personnel information
- Project description/approach
- References, with contact information

Applicants must clearly demonstrate the following:

- Review your selections on *Exercise 3-B: Identifying the Roles and Qualifications of a Consultant* and indicate them here:

- At least ____ (#) years experience in the field of inclusiveness and diversity training
- Proven knowledge of, and successful implementation of, inclusiveness and diversity training sessions.
- Thorough understanding of issues of inclusiveness.
- Ability to communicate effectively with diverse populations.
- Knowledge of nonprofit organizations.
- Strong communication skills.
- Flexibility.
- Other _____
- Other _____

continued

EXERCISE 3-C: Elements of a Request for Proposal *continued*

Budget

The budget for a consultant is...

Timeline

- Letters of Proposal are due by ____ (time) on ____ (date) to _____ (name of organization), Attention Inclusiveness Committee...
- The selected consultant will be notified by ____ (date).
- Consultant's work will begin ____ (date).

Contact Information

Any questions regarding this RFP should be directed to _____ (contact name) at _____ (name of organization).

Date Exercise Completed _____

EXERCISE 3-D

Identifying Consultant Prospects

Record the names of consultants you have identified and the name of the person in your organization who will be responsible for getting their contact information.

<i>Consultant</i>	<i>Contact Person</i>

Consider other sources who might have names of consultants and decide who will be responsible for contacting those sources.

<i>Source</i>	<i>Contact Person</i>

Date Exercise Completed _____

EXERCISE 3-E

Sample Interview Questions

Instructions: Review these questions keeping in mind your organization's needs, goals, and inclusiveness process, and add or subtract questions as necessary:

- Tell us about your philosophical approach to inclusiveness training. (Ask probing questions to see if his/her general philosophy is consistent with the training strategy or strategies you identified on *Exercise 2A: Selecting a Training Approach and Other Details of Inclusiveness Training*.)
- What is one of your most successful (and one of your least successful) inclusiveness consulting experiences? What do you think worked and what did not work? What would you change?
- Why are you the best consultant to work with our organization?
- What will you need from us to ensure a successful consulting relationship?
- Tell us about similar inclusiveness work you have done in the way of designing a full inclusiveness initiative, information gathering, cultural competency training, and/or evaluations. (Select only those that are applicable to your organization.)
- Have you worked with an organization during a six to eighteen-month-long process (rather than for one-time or day-long sessions)?

Instructions: If you are hiring a consultant to do inclusiveness training, add the following questions:

- How do you prepare for a training session?
- How do you evaluate training sessions?
- Would you bring in other consultants to aid in our training sessions? If so, what can you tell us about them?
- What strengths do you have that will be particularly useful in our training sessions?

Date Exercise Completed _____

END-OF-MODULE CHECKLIST

Module 3

<i>Action Item</i>	<i>Date Completed</i>	<i>Notes</i>
Decide whether or not to hire a consultant(s).		
Decide tasks and responsibilities of consultant(s).		
Decide person(s) responsible for managing the hiring process.		
Decide person(s) responsible for selecting the consultant(s).		
Identify roles and qualifications of consultant(s).		
Determine budget for consultant(s).		
Develop a Request for Proposal (RFP).		

continued

END-OF-MODULE CHECKLIST: Module 3 *continued*

<i>Action Item</i>	<i>Date Completed</i>	<i>Notes</i>
Develop list of consultant prospects.		
Distribute RFP.		
Receive proposals.		
Hold interviews and check references.		
Select consultant(s).		
Negotiate contract.		
Continue to monitor progress (ongoing).		