

Human Resources Leadership Forum

Diversity & Inclusion

Update June 2019

Agenda

- Introductions
- Review D&I Strategic Framework
- Review D&I progress to date
- Review Member Survey Themes
- Current Membership Landscape
- Membership Opportunities through a D&I Lens
 - Share ideas from D&I and MORE Committee Call
- Identify Next Steps

Strategic Framework *revised*

Our Members	Our Partners	Our Programs	Our Leadership
<ul style="list-style-type: none"> Engage members with survey continue a conversation about D&I 	<ul style="list-style-type: none"> Leverage our current partnerships to support our focus on D&I Learn more about what our partners may do in D&I and share with members Are there potential partners in the D&I space we can reach out to and collaborate with? 	<ul style="list-style-type: none"> Identify an impactful and relevant program in the D&I space at least annually Showcase the selection of this topic as it aligns with our D&I strategy 	<ul style="list-style-type: none"> Articulate a clear and compelling business case about D&I to our members Integrate D&I in ALL Communications Review and understand the current member population – gender, race, industry, experience - <i>Currently a challenge</i>

Integrate D&I in **ALL** Communications

Outreach to Members HRLF Website Brand Leadership Messaging Social/Digital Media

Strategic Framework

revised continued

Our Members	Our Partners	Our Programs	Our Leadership
<ul style="list-style-type: none"> • Leverage a Committee of stakeholders to include members and others <i>(experts in the field)</i> to plan and guide activities • Create an Advisory Board of younger members to partner with programming 	<ul style="list-style-type: none"> • Establish partnerships with other organizations and associations on D&I programs and activities 	<ul style="list-style-type: none"> • Create an award program that focuses on the D&I work of a member • Create a member survey question set or index that measures our progress in D&I • Add Book/Article Reviews related to the topic of D&I for membership 	<ul style="list-style-type: none"> • Maintain a diverse board that represents a growing diverse membership • Appoint a person of color to the board
<p>Integrate D&I in ALL Communications</p> <p>Outreach to Members HRLF Website Brand Leadership Messaging Social/Digital Media</p>			

Updates – Progress to Date

As of June 2019

- D&I Committee Formed in January 2018
 - Lisa Levey, Alex Paz, Jane Tuohey, Erin Cowhig, Dawn Frazier-Bohnert
- D&I Member Survey developed by the committee - Feb-May 2018
- D&I Member Survey delivered to members - June 2018
- Survey closed - July 2018
 - includes extension
- Survey Executive Summary delivered to the Board and Membership – October 2018
- Leverage the D&I strategic framework to build tactics to address the survey results - Oct-Dec 2018
- Programming in 2018 delivered two programs on D&I Topics
- Programming in 2019 delivered *Gender/ Transgender Sensitivity and Inclusion* – February 2019

Diversity & Inclusion Survey Update

- Strong Participation for a member-based association of nearly 30%
- More than 92% of respondents involved in D&I efforts
- Survey confirmed this is a “*hot topic*” for HRLF
- Identified themes to guide future programming
- Executive Summary published October 2018

Survey Themes for Program Committee Consideration

Major Themes

- Culture
- Leadership

Secondary Themes

- Goals/Metrics/Data
- Employee Resource Groups
- Business Case – how do we change the conversation and terms about leveraging a business case?

Survey Themes for MORE Committee Consideration

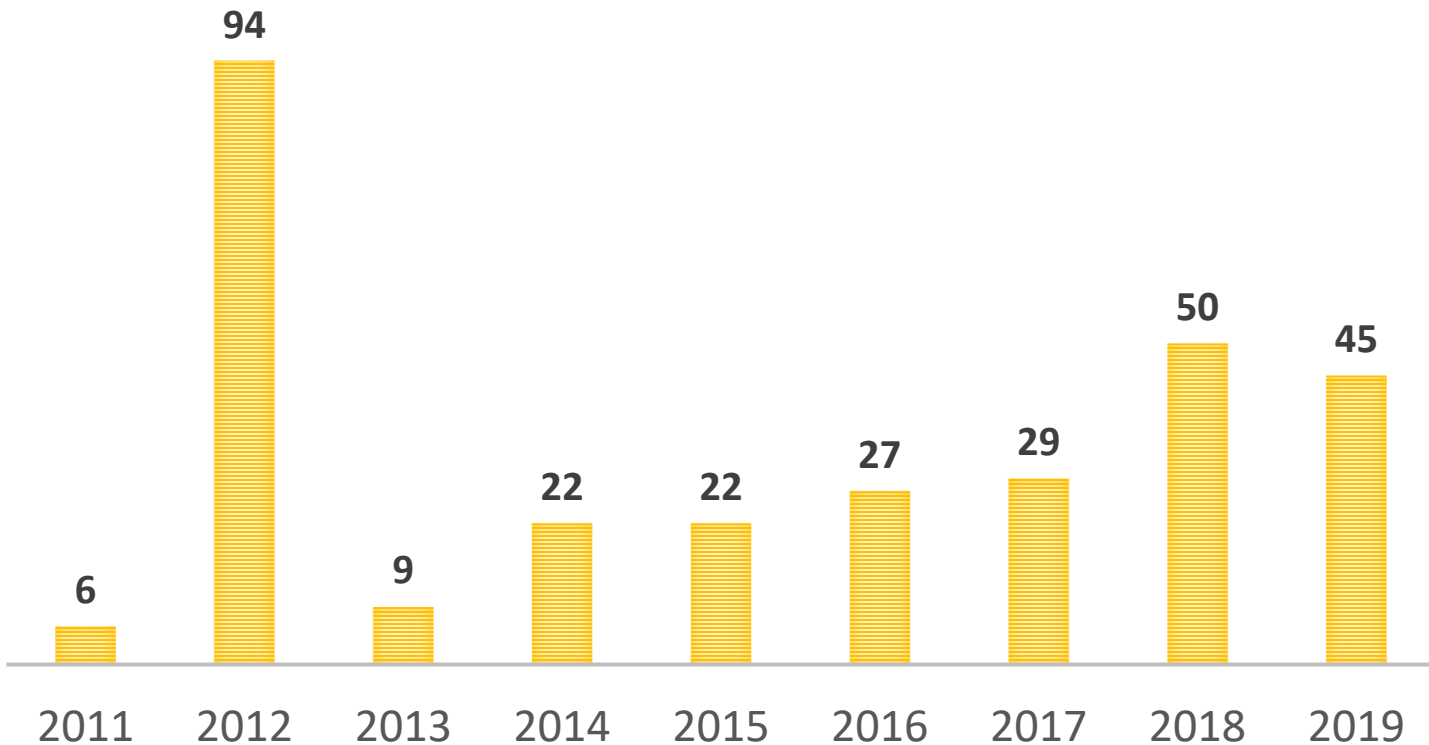
Major Theme

- Leveraging what we learn from the survey of who are members are today - how do we engage a more diverse membership tomorrow?

Graham Cox, McKenna Management

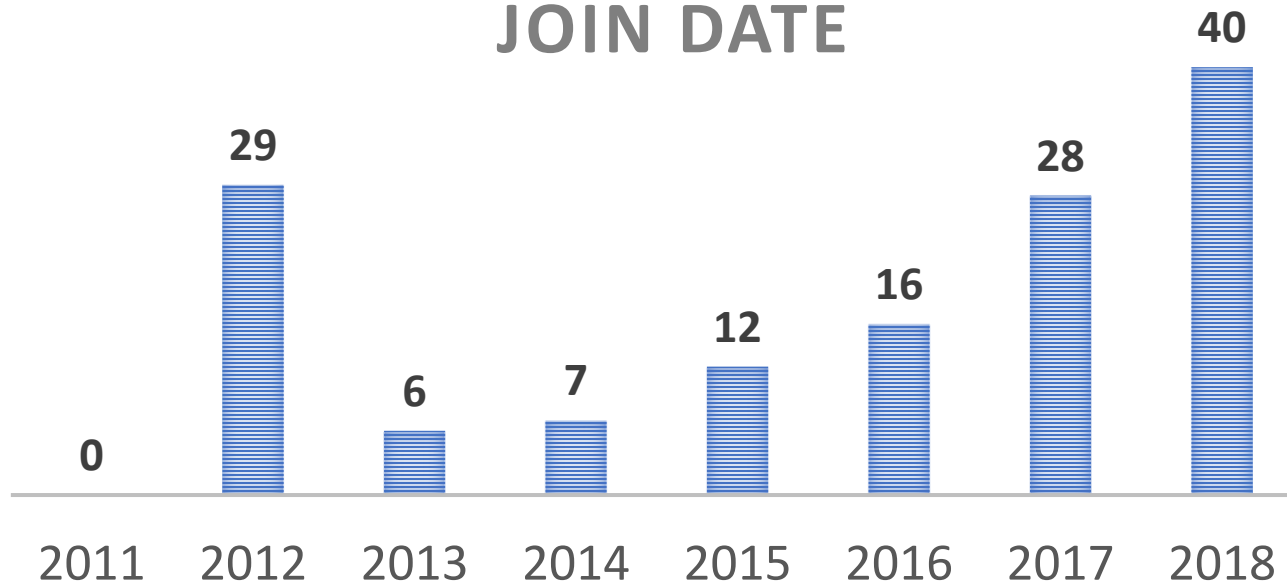
CURRENT MEMBERSHIP LANDSCAPE

MEMBER COUNT BY JOIN DATE



Membership tenure is 1/3 long term, 1/3 mid-range, and 1/3 new membership.

2019 LAPSED MEMBERS BY JOIN DATE

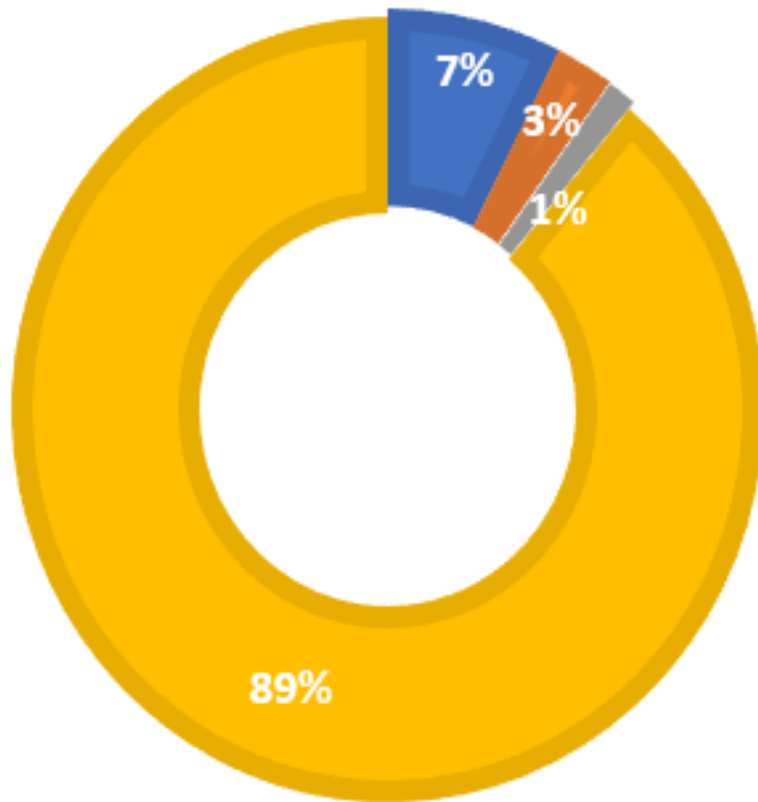


Disregarding 2012*, tenure of lapsed members is **negatively correlated with join date**, suggesting 'new member' onboarding and engagement practices would increase retention.

* All members imported to YM in 2012, skewing join date as 2012 for any record occurring in 2012 or before.

2018 members who did not renew for 2019

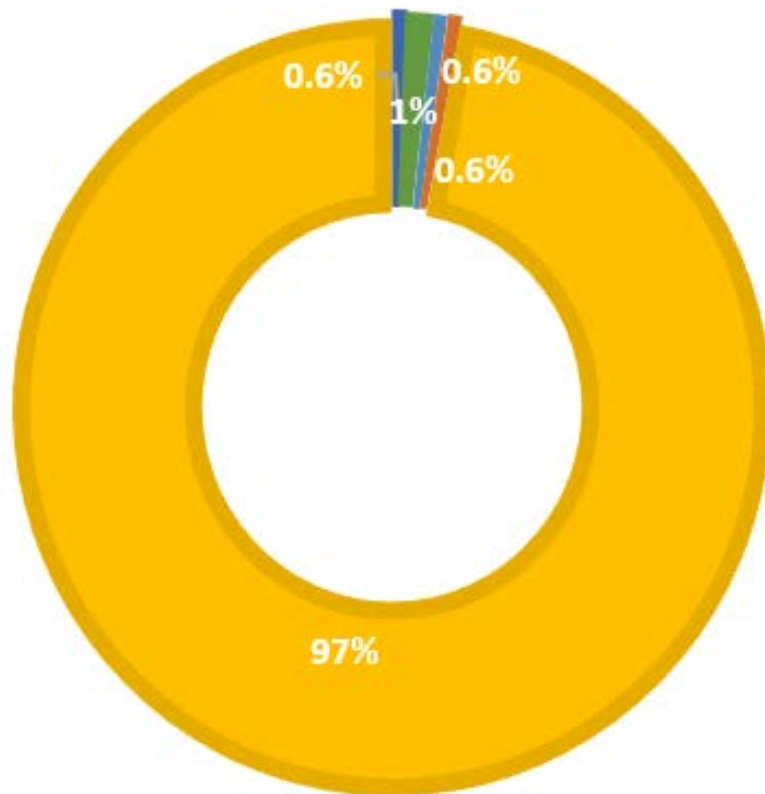
■ African American ■ Hispanic/Latino ■ Other ■ White (non-caucasian)



Lapsed Members	Count	%
African American	6	7.4
Hispanic/Latino	2	2.5
Other	1	1.2
White (non-caucasian)	72	88.9
Total Reporting	81	

Current Member Demographic

■ African American ■ Asian ■ Hispanic/Latino ■ Multi-racial ■ White (non-caucasian)



Current Members	Count	%
African American	1	0.60
Asian	2	1.10
Hispanic/Latino	1	0.60
Multi-racial	1	0.60
White (non-caucasian)	169	97.10
Total Reporting	174	

Membership Opportunities

- Thoughts and actions about how to improve our current member data
- Thoughts and actions about the best approaches to grow HRLF membership
- Thoughts and actions about the best approaches to grow *a more diverse* membership



Ideas shared to date

- Invest in a membership-focused database/ Client Relationship Management System – ie: Salesforce.com; My Membership
- Social Media – how can better leverage these vehicles (LinkedIn, Instagram, Twitter etc...) to connect with our current members, and more diverse groups of possible members?
- Conduct member update exercises. Start with an appeal to members to *help us* improve our data.

Ideas shared to date

- Partner/Collaborate/Co-Sponsor with other related and perhaps non-related professional functional groups to broaden our reach and exposure in the Boston market; For example run a program with the Mass High Tech Council that focuses on “HR Leadership in Tech”;
- Partner/ Collaborate/ Co-Sponsor with other organizations focused on race/ethnicity – North American African Americans in HR; Asian Professionals – find the Boston chapters and collaborate.
 - National Association of African American Human Resources – New England <https://naaahr.site-ym.com/mpage/NEHome.>;NAAAP – National Association of Asian Professionals. Need to check if there are HR subgroups for ALPFA, NSHMBA

Membership Strategy Ideas

- Consider the types of programming and vehicles we use. What is the next-gen interested in and how do they get and want to get their information; they care about: career path; learning in “micro-ways”; virtual delivery; and the social network aspect.
- There is an opportunity to create a holistic membership strategy.
- There is an opportunity to be more creative about content delivery – leverage on-line forums; on-line delivery etc...
- Consider an opportunity to look at industries and target CHROs and their teams in industries not currently engaged like tech.

- Next Steps

- Questions/ Comments/ Final Thoughts

ADDED SLIDES



Diversity & Inclusion Defined

di·ver·si·ty (d-vûrs-t, d-) n.:

- the quality of being different or unique at the individual or group level. This includes age; ethnicity; gender; gender identity; language differences; nationality; parental status; physical, mental and developmental abilities; race; religion; sexual orientation; skin color; socio-economic status; work and behavioral styles; the perspectives of each individual shaped by their nation, experiences and culture—and more. Even when people appear the same on the outside, they are different!

in·clu·sion (n-klzhn) n.:

- a strategy to leverage diversity. Diversity always exists in social systems. Inclusion, on the other hand, must be created. In order to leverage diversity, an environment must be created where people feel supported, listened to and able to do their personal best.

Is there anything missing?



Why D&I?

- *“Being around people who are different from us makes us more creative, more diligent and harder-working...”*
- *“The fact is that if you want to build teams or organizations capable of innovating, you need diversity.*
- *Diversity enhances creativity. It encourages the search for novel information and perspectives, leading to better decision making and problem solving.*
- *Diversity can improve the bottom line of companies and lead to unfettered discoveries and breakthrough innovations.”*

Diversity works for professional associations as it does for public companies...

HRLF Diversity & Inclusion

June 2019