

# Talent Justice | Toolkit

Investing in Equity  
in the Nonprofit  
Workforce





# ACKNOWLEDGMENTS

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## About Fund the People:

Fund the People is the national campaign to maximize investment in the nonprofit workforce. To achieve this goal, we are making the case, equipping for action, and building a movement for talent-investing among funders, nonprofits, and the intermediaries that support them. Launched in 2014 and headquartered in Beacon, NY, Fund the People is a project of Community Partners, an LA-based fiscal sponsor organization. Our work is informed by a national Advisory Council of diverse leaders and a team of skilled staff and consultants. To learn more, visit [fundthepeople.org](https://fundthepeople.org).

## About the Center for Urban and Racial Equity:

The Center for Urban and Racial Equity partners with people and organizations to advance equity through policy, systems, institutional, community, and societal change. We work locally and nationally, across sectors and issue areas to bring an equity lens to long standing inequities in health, employment, criminal justice, housing, and civic engagement. CURE conducts research that documents gaps and opportunities for action, leads organizational change efforts, and facilitates training and learning programs that foster equitable policies, programs, practices, and environments. To learn more, visit [urbanandraciaequity.org](https://urbanandraciaequity.org).





# TALENT JUSTICE

## Investing in Equity Across the Nonprofit Career Lifecycle

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# INTRODUCTION



Fund the People works to maximize investment in the nonprofit workforce by advancing talent-investing - the intentional deployment of resources to support and develop professionals, workers, and leaders. This toolkit is based on the findings and recommendations highlighted in Fund the People's Talent Justice report. Conducted in 2018, the Talent Justice study examined the intersection of talent-investing and workforce equity issues.

Using an intersectional racial equity lens, we explored the dynamics of inequity associated with three key phases of nonprofit career development:

## **Access to Nonprofit Work:**

**How unpaid and underpaid internships, apprenticeships, and entry-level jobs contribute to exclusionary entry points into nonprofit work**

## **Advancement and Retention:**

**How the uneven distribution of mentorship, professional development, compensation, and benefits make nonprofit careers unsustainable**

## **Ascension to Positions of Leadership:**

**How the lack of thoughtful investment in equity and inclusion before and during the process of**

**executive transition, executive recruitment, and executive onboarding maintains an exclusionary top-tier of leadership in the sector**

The results of our research point to the need to invest in talent in a manner that seeks to eliminate bias, white dominant organizational norms, and exploitative practices that inflict harm not only on nonprofit professionals of color, women, and young people but on the sector as a whole. It is critical that the sector take more urgent and intentional action to align workplace practices so they are more equitable and just to the people who fuel and power nonprofits.

This toolkit presents easy-to-use resources to help nonprofits and funders take action to advance Talent Justice. The toolkit outlines specific strategies for investing in nonprofit talent and advancing workforce equity across the nonprofit career lifecycle, including tools to help organizations design fair apprenticeship opportunities, reduce bias in hiring and performance evaluations, increase compensation, embrace diverse leadership styles, and challenge white dominant organizational norms. These Talent Justice tools are now part of Fund the People's overall **Toolkit**, which also offers an array of resources to help funders, nonprofits, and others maximize investment in the nonprofit workforce.



# USERS MATRIX

The resources in this toolkit can be used by both nonprofits and funders to increase their investments in Talent Justice at all stages of the nonprofit career lifecycle. The matrix below provides guidance on the different organization types and lifecycle stages addressed by each tool.

TOOL	PAGE	APPLICABLE TO PHILANTHROPY	APPLICABLE TO NONPROFITS	ACCESS TO THE SECTOR	ADVANCEMENT AND RETENTION	ASCENSION TO LEADERSHIP
<b>The Grantmakers' Talent Justice Menu</b>	<b>6</b>	●		●	●	●
<b>Eliminating Bias in Recruitment, Hiring, and Performance Evaluations</b>	<b>9</b>		●	●	●	●
<b>Designing Fair and Worthwhile Apprenticeship Experiences</b>	<b>12</b>		●	●		
<b>Strategies for Equitable Compensation</b>	<b>15</b>	●	●	●	●	●
<b>Challenging White Dominant Culture to Build Real Inclusivity</b>	<b>18</b>		●	●	●	●
<b>Dos and Don'ts of Managing Staff Burnout and Stress</b>	<b>21</b>		●		●	●
<b>Creating Pathways for Leadership Advancement</b>	<b>24</b>	●	●		●	●
<b>Understanding and Embracing Diverse Leadership Styles</b>	<b>27</b>	●	●			●
<b>Case Studies</b>	<b>29</b>	●	●	●	●	●
<b>Talent Justice Annotated Bibliography</b>	<b>33</b>	●	●	●	●	●



# THE GRANTMAKERS' TALENT JUSTICE MENU



## PURPOSE:

This tool details options that funders can take to jump start or strengthen existing Talent Justice activities.

## AUDIENCE:

Foundations and other grantmakers

## LIFECYCLE STAGE:

Access to the sector, Advancement and Retention,  
Ascension to Leadership

Foundations across the U.S. are seeking to infuse equity into grantmaking and operational activities. However, investment in building organizational cultures and practices that advance equity and inclusion in nonprofit workplaces is rarely a grantmaking priority. Nonprofits may recognize the need to develop their talent and work toward racial

equity in their organizations but existing funding approaches may leave many to conclude that these activities will not be supported by foundation dollars.

Funders can play a unique role in supporting transformational change in the sector. Building upon the findings of *Talent Justice: Investing in Equity Across the Nonprofit Career Lifecycle*, the following Grantmakers' Talent Justice Menu outlines ways that foundations can strengthen grantee organizations and support diverse nonprofit talent by directly and indirectly funding efforts to advance workforce equity.

## Directly fund talent-investing activities in grantee organizations.

The most impactful action that foundations can take is deploying grant funds specifically for grantees to hire, train, develop, and support a diverse workforce. Funding options include, but are not limited to:





### • **Equitable salaries and benefits**

Ensuring that nonprofit employees are paid competitive salaries and provided health insurance, retirement accounts, and other benefits will allow nonprofits to build and maintain diverse workforces, rather than limiting the talent pools to those with external or inherited sources of wealth, or those willing to forgo better salaries in other sectors. The “*Strategies for Increasing Compensation*” tool provides exemplary approaches.

### • **Well-paid apprenticeships**

Whether paid to grantee organizations or directly to interns and fellows, paying young workers for experiential early career opportunities allows them to develop skills, networks, and experience in the nonprofit sector while removing financial barriers for participation that many young people of color encounter. See the “*Designing Fair and Worthwhile Apprenticeship Experiences*” tool for more information on the benefits and best practices of paid apprenticeships.

### • **Talent recruitment and search processes**

Foundations can directly support inclusive hiring by funding broader and targeted talent searches. These processes, when conducted thoughtfully and deliberately, can allow nonprofits to attract a more diverse and experienced candidate pool. Learn more in the “*Eliminating bias in recruitment, hiring, and performance evaluations*” tool.

### • **Leadership and skill training opportunities**

Funding development opportunities for nonprofit employees, especially people of color and others not typically represented in management, can help build a pipeline of future leadership for the nonprofit sector. Funding sabbaticals for executive leadership can also provide opportunities for mid-level employees to “try out” and stretch their skills before fully stepping into new leadership roles.

### • **Equity working groups, assessments, and strategic planning processes**

Addressing equity and inclusion within nonprofit organizations requires time and resources. Foundations can support Talent Justice by funding staff time

to gather, assess, discuss, plan, and implement new equity-focused policies and practices. Funding equity working groups with decision-making authority ensures that these groups can facilitate true change and transformation in their organizations.

## **Make funding flexible and long term.**

In combination with directly funding talent-investments, foundations should consider moving away from project-focused funding models and towards grants for general operating expenses with funding specially allocated to support for what The Bridgespan Group has called “overhead for talent management capacity” and what Fund the People refers to as “talent-investing.” These grants allow nonprofits to determine the best ways to achieve program goals while also investing in the long-term health of their organization by building equitable and inclusive cultures and teams, and a diverse pipeline of leaders. Committing to long-term funding relationships allows organizations to spend less time and resources on fundraising and shift more towards mission-focused activities.

## **Prioritize equity in grantmaking decisions while decreasing application and reporting burdens on nonprofits.**

Many foundations make an effort to demonstrate a commitment to workforce equity by including questions about staff diversity, cultural inclusivity, and equitable policies in their application process. This, however, must be done carefully to ensure that data collection methods do not create a significant obstacle for nonprofits, especially small, community-based, and/or people of color-led organizations with limited infrastructure to manage foundation relationships and fundraising activities. Here are some options to reduce the burden:

- *Conducting discussions and research to determine if a nonprofit’s work aligns with foundation goals before inviting a group to apply;*
- *Using phone conversations and meetings rather than overly structured application questionnaires, proposals, and reporting forms can allow foundations to collect critical data while decreasing the burden on nonprofits.*



These approaches, which are often part of an emerging practice called “trust-based philanthropy,” can lead to more diverse organizations receiving consideration as potential grantees. See a snapshot from a foundation practicing this philosophy on page 36, “*Trust-Based Philanthropy as an Approach to Talent Justice: The Whitman Institute.*”

## Host conversations and learning opportunities, build peer groups, and make connections to consultants and experts.

Foundation staff frequently have greater access to networks, knowledge, and social capital than nonprofit leaders, especially new leaders of color. Funders can support the development of nonprofit employees by building peer support and networking groups among grantee cohorts and hosting career development training or workshops. Foundations should work with grantees to customize offerings for what nonprofit professionals and staff want, not just what they think will be valuable. Funders are also ideally positioned to identify experts and consultants who can support nonprofits. This can include leadership coaches, racial equity consultants, and others who can help strengthen the capacity of grantee organizations to practice Talent Justice.

## Lead by example.

Foundations that have not done their own internal work will have less credibility and lack the necessary grounding to promote and encourage grantee equity efforts. Thus, any initiative to embed equity in grantmaking would benefit from first looking at the foundation’s internal practices and culture. Once the hard internal work is underway, foundations can apply and share their own experiences to conversations with grantees.

## Reflection Questions

- *How do we support equity and inclusion within our organization?*
- *What standard do we hold our grantees to when it comes to Talent Justice? How do we support them in achieving those standards?*
- *How do we communicate with our grantees about our commitment to racial equity and inclusion?*
- *What unintentional structural barriers do we impose on our grantees and applicants?*
- *What actions can we take to remove these barriers?*

## Further Reading

- Fund the People. *Fund the People Toolkit How-To Guides for Funders*. Beacon, NY, 2017.
- The Whitman Institute. *Principles of Trust-Based Philanthropy*. San Francisco, CA.
- Bridgespan. *Smart Funding to Close the Leadership Development Deficit*. Boston, MA, 2016.
- Equity in the Center. *AWAKE to WOKE to WORK: Building a Race Equity Culture*. 2018.





# ELIMINATING BIAS IN RECRUITMENT, HIRING, AND PERFORMANCE EVALUATIONS



## PURPOSE:

This tool identifies ways that bias influences the evaluations of nonprofit professionals and provides tangible recommendations to reduce bias in hiring, recruitment, and performance review processes.

## AUDIENCE:

Nonprofits (management, human resources)

## LIFECYCLE STAGE:

Access to the sector, Advancement and Retention, Ascension to Leadership

Given the deep-rooted history of racial, gender, and LGBTQ exclusion, it is no surprise that bias affects recruitment, hiring, and advancement decisions. Biases shape what we value, pay attention to, and how we process and interpret information. Our preferences, frames of reference, upbringing, media, and culture create biases that are often unconscious or unintentional. Biases tend to activate when we need to fill in missing information, make decisions, or find ourselves in stressful situations.

Reducing the unintentional influence of one's biases can generate more racially diverse pools of candidates for open positions and reduce the lack of appreciation and overly disparaging evaluations that marginalized employees often experience in workplaces. The list below includes recommendations for leaders who want to eliminate bias during critical decision-points.



## Implement implicit bias and organizational culture enhancement training for members of hiring search committees, board members, executive teams, and staff.

Such training could bring attention to how intercultural dynamics and unintentional biases impact organizational culture. These biases create roadblocks for maintaining staff diversity and affect career pathways for people of color and other employees from other underrepresented groups.

## Standardize the candidate review and interview process.

A standardized process can ensure that implicit biases do not impact candidate selection.

### • **Recruitment:**

Recruiters should ensure that job postings focus on qualifications and experiences that the candidate actually needs to perform the job, rather than traditional filtering mechanisms such as advanced degrees or specific years of experience.

### • **Review:**

Names of candidates and schools can be redacted during the resume review process.

### • **Interview:**

Structured interviews, including using the same list of questions directly relevant to the job and their experience, should be used for every prospect.

### • **Ranking:**

Interviewers should also consider rating the candidate's answers on a consistent scale and providing supporting evidence for their assessments.

## Engage in targeted outreach and do not rely on your usual networks.

Hiring managers can severely limit their potential employee pool by relying on personal networks or professional circles. The excuse that there are no qualified applicants of color often comes from a lack of effort to

extend the reach of recruitment activities. Practicing equity requires each of us to be more deliberate in our outreach.

- Identify and send recruiters to job affinity networks, colleges, conferences, and training programs that are aimed at underrepresented communities.
- Conduct career and job fairs at historically Black, Hispanic and Native American-serving institutions.
- Partner with people of color-focused and LGBTQ organizations to distribute job postings to diverse candidates who may not be accessible through an organization's traditional methods for staff recruitment.
- Develop authentic, meaningful partnerships with organizations in communities of color that lead to mutual benefits for all involved.
- Connect efforts to a clearly articulated commitment to equity that is supported with specific goals, including shifting staff demographics to reflect organizational values.

## Establish clear and specific criteria for performance reviews.

1. First, set criteria that are directly related to the job requirements and rely on actual work quality during the assessment period.
2. Second, develop separate evaluation forms/sections for different areas of review. Assessors should also evaluate performance separately from potential, and personality separately from skillsets. When these areas are not distinguished, the reviewer may place more value in the areas that are not performance-related and favor white men over employees from other demographics.
3. Finally, criteria should be developed - and job descriptions amended - to acknowledge the work by people of color who address issues of race and equity for the organization.



## Create succession and transition plans to support newly appointed leaders, especially women and racial minorities.

New executive leaders from minority backgrounds are often, if unintentionally, “set up to fail” because they are not provided with the same support or resources that white leaders are given. Funders may wait to see how new leadership performs before they renew funding — a self-fulfilling prophecy that undermines the success of these leaders. This is in spite of the fact that marginalized people may be more likely to enter positions of leadership during crisis when the likelihood of failure is the highest. This phenomenon, when experienced by women, is often referred to as a “glass cliff.” Board members may walk away from the leader or the organization altogether, eroding internal support for the new executives. These behaviors may be driven by unspoken, unconscious biases. Funders, board members, and both outgoing and incoming executives must be aware of these potential pitfalls.

### Talent Justice fundamentals for an effective transition plan:

- Provide tailored professional development support to new leaders, allow room for risk-taking and experimentation, and facilitate relationships with funders, partners, executive coaches, and mentors.
- Ensure that diverse incoming executives are provided a financial runway — composed of multi-year funding raised and any debts settled — before they arrive on the job.
- If debts or other challenges are still present, the incoming executive director should be made aware of these issues during the hiring process, so that they take the job with eyes open. This will increase trust and improve the likelihood of success for all involved.

See this resource, [\*Demos’ Racial Equity Transformation: Key Components, Process & Lessons\*](#), for an organization that has implemented many of these strategies to support Talent Justice.

## Equity in Recruitment, Hiring, and Evaluation Checklist

Are we...

- *Thinking beyond our personal networks?*
- *An organization people of color trust?*
- *Working with organizations people of color trust?*
- *Creating partnerships with these organizations that are mutually beneficial?*
- *Developing and implementing racial equity initiatives?*
- *Prioritizing the elimination of unconscious bias in our rubrics?*
- *Providing professional development to people of color—beyond skill-based training?*
- *Connecting new leaders, particularly leaders of color, to funders?*

### Further Reading

- Bias Interrupters. [\*Interrupting Bias in Performance Evaluations\*](#). Center for WorkLife Law, 2016.
- Goren, Nicky. [\*Toward Equity: Hiring Processes in Action\*](#). Daily Wrag, February 27, 2018.
- Forbes Coaches Council. [\*Want Diversity? 15 Recruiting Tactics to Attract a Wider Range of Candidates\*](#). Forbes, August 29, 2017.
- Brissett, Leniece Flowers, Suarez, Kerrien and Plumley, Andrew. [\*How to Lose/Retain Diverse Leaders in 365 Days\*](#). Equity in the Center, October 2018.



# DESIGNING FAIR AND WORTHWHILE APPRENTICESHIP EXPERIENCES



## PURPOSE:

Talent Justice requires changing the conditions that prevent equitable access and advancement in the sector. This tool provides guidelines for organizations offering apprenticeships — internships, fellowships, and service programs — that are traditionally unpaid or underpaid.

## AUDIENCE:

Nonprofits, Foundations

## LIFECYCLE STAGE:

Access to the sector

Internships, fellowships, and year-of-service corps are major entry-points to nonprofit careers. Unfortunately, these apprenticeships are often unpaid or underpaid, discouraging or preventing underrepresented talent

from pursuing these opportunities. This creates an unequal pipeline from the beginning, siphoning out thousands — perhaps millions — of potential leaders from middle-class, low-income, and poor backgrounds from ever joining the nonprofit workforce.

**Consider the following guidelines when planning internships:**

### 1. Recruit from diverse communities, especially those being served.

Recruitment strategies that are not intentional about attaining diverse interns may stop such talent from entering the “nonprofit door” because they may not know that these opportunities are available. Nonprofit organizations can diversify their candidate pools through targeted outreach to underrepresented



communities. These diverse candidates can be reached “where they are” by identifying and sending recruiters to job affinity networks, colleges, conferences, and training programs that are aimed at people of color.

For those nonprofits that serve people of color or other marginalized communities, but do not have community representation on their staff or board, there is an important moral obligation and business case for intentionally recruiting latent leaders from the served population into the professional and voluntary ranks of the organization. For one example of an organization with apprenticeships designed to tap into diverse talent and uplift leaders from among the youth they serve, see the fellowship program from [Red Hook Initiative](#) in New York.

## 2. Plan a strategy to transition from unpaid to well-paid internships.

Unpaid internships can unintentionally filter out individuals who cannot forgo income, including non-college bound youth, community college students, first-generation college students, LGBTQ individuals who have been abandoned by their families, and people from low-income, working and middle-class backgrounds. In addressing the inequities in unpaid internships, there are incremental changes that can be made before compensating interns with a living wage.

- Provide stipends to cover costs like housing, transportation, and meals.
- Be flexible with time if interns have financial priorities like a part-time campus job.
- Provide breakfast and/or lunch on-site.
- Provide specific stipends/scholarships for marginalized groups to participate in internships, like people of color and LGBTQ people.
- Become a federal work-study site — organizations will only have to pay a portion of the wages (usually about 30%) because many universities will subsidize payments for students. Work with your local colleges to become a partner.

## 3. Create meaningful opportunities for interns to engage with the work.

Too often, unpaid internships focus on fulfilling the needs of employers through grunt work at the expense of the professional development of interns. Not only is this illegal — unpaid internships must have educational value and the intern, not the organization, must be the primary beneficiary of the position — it’s inequitable.

Assigning tasks and roles that allow interns to be challenged and contribute to enhancing the value of a nonprofit organization’s tangible outcomes will enhance their sense of belonging to the organization and the sector as a whole. Nonprofit leaders should identify a standalone project or a portion of a significant initiative and encourage interns to lead project implementation.

For example, opportunities to produce reports, briefs, or events allow interns to build their portfolios and leave with work samples that demonstrate their marketable skills. Deliverables of this type will make the internship worth their while and benefit all parties.

## 4. Pair interns with mentors.

Partnering an intern with an early career or senior-level mentor will create an opportunity for the intern to develop a one-on-one relationship and get the inside scoop on what it is really like to be a professional in the social sector. This mentor can serve as a role model, share advice on how to successfully transition into a permanent nonprofit position, and provide the mentee access to their personal and professional network.

## 5. Introduce interns to networks for future employment opportunities.

Connecting interns to potential employers at other nonprofits is a valuable step towards keeping diverse talent within the pipeline. This can be achieved by inviting interns to informal and formal networking events hosted by nonprofit, philanthropic, and affinity-based organizations. Affinity-based support networks, in particular, can help mitigate the lack of social capital often experienced by people of color in the sector.



Nonprofit professionals are often expected to have certifications and degrees, which cause them to incur significant student loan debt. Still, nonprofits often utilize “unpaid internships” that function more like illegal unpaid employment - internships that primarily benefit the organization, rather than the intern, or interns that perform core services normally performed by employees. These are then valued as work experience for people trying to enter the field, in ways that paid opportunities in other sectors are not (i.e. retail, food service). Any plan to invest in Talent Justice should take into account these potential disparities.

## Equity in Practice — Worthwhile Apprenticeships

Using the “**primary beneficiary test**” from the Department of Labor as a template, we’ve created a set of questions to ask yourself, to see if your unpaid or underpaid apprenticeship provides a net benefit to the apprentice.

- It is clear to my organization and to the apprentice that there is no expectation of staff-level compensation. Yes or No? Why or Why not?
- The training that the apprentice receives is comparable to the training they would receive in an educational environment. Yes or No? Why or Why not?
- Our program accommodates external commitments that the apprentice might have, including school or paid work. Yes or No? Why or Why not?
- We’ve limited the length of the apprenticeship to the scope that it’s beneficial to the apprentice, rather than the organization. Yes or No? Why or Why not?
- The work the apprentice does complements, instead of replaces, the work of paid employees. Yes or No? Why or Why not?
- The apprentice expects and understands that there is no expectation that the apprenticeship will end with employment at the organization. Yes or No? Why or Why not?

## Further Reading

Le, Vu. *When You Host an Unpaid Internship, a Unicorn is Very, Very Sad*. Nonprofit AF, August 13, 2018.  
Forbes Human Resources Council. *12 Ways to Make Internships More Beneficial For All Parties*. Forbes, August 24, 2018.





# STRATEGIES FOR EQUITABLE COMPENSATION



## PURPOSE:

Making the nonprofit sector attractive and accessible to people of color requires addressing solutions to the low salaries and lack of benefits that are associated with nonprofit work. This tool provides steps to change the culture and reality of substandard pay.

## AUDIENCE:

Nonprofits (executives and human resources),  
Foundations

## LIFECYCLE STAGE:

Access to the sector, Advancement and Retention,  
Ascension to Leadership

The low pay associated with nonprofit work is a major barrier to entering and remaining in the sector.

Inadequate compensation is a particular concern for people of color, with many in our Talent Justice study noting that unpaid internships and low-salaried jobs were significant barriers early on in their careers and poses a challenge to their retention and advancement. Nonprofit managers may assume their options for increasing compensation are limited. However, there are several strategies that organizations and funders can employ to make nonprofit pay more fair and equitable.

## Transparency is a benefit

Transparency about organizational budgets, salary bands, and staff compensation develop trust and increase commitment to equity. Organizations can document their compensation practices to combat structural biases, which may be affecting people of color and/or young people.



- Organizations should be able to clearly articulate the basis for compensation decisions, which may include predetermined schedules for pay raises in line with the cost of living, performance, and seniority or rank.
- Always post salary ranges when hiring in order to provide all applicants with knowledge of how much they can expect to negotiate for the position. This reduces time waste on both sides, as only applicants who are willing to get paid within the posted range will apply.
- End the practice of asking candidates for their past salary history. This practice can lock people of color and women into low salary bands that follow them throughout their careers.

## Do an environmental scan — then make a plan

Organizations should always pay their staff a living wage, and whenever they can - a competitive wage. Here are some strategies for both nonprofits and funders:

### NONPROFITS:

1. Use online aggregators like Glassdoor to see what other organizations in the area are paying and be realistic about your own budget.
2. Work with your board to set ambitious and accessible goals to increase employee pay.
3. Avoid the scarcity/scrappiness trap — the idea that the people who are most dedicated to the work will do the work for close to nothing.

### FUNDERS:

1. Include questions of adequate compensation during learning and negotiation processes with prospective/renewal grantees.
2. Encourage and support grantees to create clear salary tiers, and then use foundation dollars to get staff up to their appropriate tier. For example, the [\*Pierce Family Foundation offers a consultant who can help grantees to compare their salaries to similar groups, develop their scales, and more.\*](#)

3. Allow and encourage use of funds for performance bonuses and other non-salary compensation measures.

## Real talk with funders and donors

Many funders and donors are invested in the idea of “low overhead.” While some in philanthropy are trying to eliminate the concept altogether, if you’re planning to increase salaries for your employees, you’ll need to make the case that higher staff costs make sense:

- Make an argument on the basis of **organizational values**. For example: If your organization promotes health and safety for the communities you serve, then your organization should also value health and safety for its employees — and recognize that finances play a large role in creating those things.
- Make a business case for **organizational effectiveness**. For example, you can note that staff that are well-compensated are less likely to move from the organization to another nonprofit, or even to another sector, which means there will be less turnover and loss of institutional memory.

To ease the process of making your argument, develop a plan for improving salaries and benefits, and integrate this into strategic plans, budgets, and other guiding documents. This will enable you to bake these proposed costs into fundraising campaigns and funding requests of foundations and major donors.

## Be competitive and creative with benefits

Nonprofit professionals need competitive benefits, especially when salaries are not as competitive as they are in other sectors. Some benefits to consider:

- Health insurance that includes vision and dental, with employer-paid premiums
- Generous and flexible paid time off
- Floating holidays to accommodate religious and cultural differences
- Extensive parental leave for the birth parent and other caregivers
- Other family leave, including bereavement leave (bereavement leave should be flexible to include different cultural practices)



- 401K / 403b plan with an employer match
- Life insurance
- Flexible scheduling/remote work/telecommuting options — part-time or full-time
- Tuition and professional development financial assistance, loan forgiveness/repayment support

These strategies will support people of color in the sector, particularly for black and brown people who don't have access to inherited wealth. It is necessary to compensate all nonprofit professionals with salaries and benefits that correspond to the value of their work.

## Snapshot - Talent Equity in Practice

At the Children's Creativity Museum in San Francisco, people of color see representation in both executive leadership and the board of directors. The Executive Director, Carol Tang, notes that is unusual for museums - and how this representation has led to high investment in changing structural inequities in their nonprofit. Often, organizations believe they are held back in their ability to create inclusive spaces because of a lack of budget or internal leadership pipelines. Tang believes that prioritizing transparency and authenticity counters those barriers. "We're able to be transparent about our flaws because we have an underlying pride and love of the organization. I talk about our budget with staff, and I'm clear when I think there won't be a path to leadership in the immediate future. I'm deeply gratified when staff decides to stay - and supportive of when they need to leave to support themselves differently."

This commitment to transparency has seen staff who have left come back, particularly because of the intangibles - staff are entrusted to lead their programs, and given space to "be slow and critical and reflective," according to Tang. And as the organization grows, Children's Creativity Museum will be using new income to increase salaries, as well as impact their clientele through new initiatives.

## Reflection Questions

1. Do our salary standards meet the living wage requirements where we live? Why or why not?
2. Do we provide competitive benefits to our staff, whether or not our salaries are competitive? Why or why not?
3. Do our funders and donors support and believe that our staff deserves competitive salaries and benefits? If not, how can our donor stewardship team change the funder culture?
4. As a funder, do I see staff compensation as an equity indicator? Why or why not?

## Further Reading

Fund the People. *Top Reasons to Invest in Nonprofit Talent*. Beacon, NY. 2017.

Emily Chan. *Compensation Strategies and Best Practices for Nonprofit Organizations - Part One*. Nonprofit Law Blog. San Francisco, CA. October 2010.

Vu Le. *When You Base Pay on Salary History, a Unicorn Loses its Horn*. Nonprofit AF. June 4, 2018.



# CHALLENGING WHITE DOMINANT CULTURE TO BUILD REAL INCLUSIVITY



## PURPOSE:

This tool identifies how white dominant culture affects the well-being and effectiveness of people of color in the workplace. Along with recognizing these challenges, we offer strategies for change that allow for new cultures to take root.

## AUDIENCE:

Nonprofits

## LIFECYCLE STAGE:

Access to the sector, Advancement and Retention,  
Ascension to Leadership

Anti-racism, equity, and inclusion professionals have documented the role that white dominant work culture plays in creating spaces that exclude people of color.

In a nation built on laws and practices that are punitive and suppressive to people of color, white dominant culture has become the operating principle for business, government, and other institutions. Diversity efforts often fail because people of color are expected to “fit” into a structure or culture that doesn’t truly value diverse backgrounds and experiences.

As our *Talent Justice: Investing in Equity Across the Non-profit Career Lifecycle* indicates, organizational culture is a significant barrier to the advancement of people of color to leadership roles in the sector. White dominant culture is not invisible, but it often goes unnoticed in organizations that are predominantly white. Elements of white dominant culture may also be practiced in more diverse organizations. It’s important that nonprofits make room for different types of thinking, management, and evaluation in order to create a more equitable culture.



## White dominant culture condition: it's only about numbers

White dominant culture promotes short-term, quantitative measures at the expense of long-term, qualitative measures. These measures are often justified as more objective, or equal. For example, a case manager at a social service nonprofit may be evaluated primarily on the number of clients they have housed, rather than the quality of relationships with their clients and investment in their long-term goals. Sometimes, these measures are developed as a short-term response to funder requirements. However, by deprioritizing qualitative and holistic measurements of performance, white dominant culture undervalues relationships, emotional intelligence, and big-picture thinking.

### STRATEGIES:

1. Develop qualitative metrics that are focused on the quality of relationships, care, and services rather than simply the number of people served.
2. Include holistic, big-picture goals in evaluation tools.
3. Have conversations with funders about the value of qualitative metrics.

## White dominant culture condition: comfort > safety, equity, justice

While an equitable and inclusive culture may be more comfortable for people of all backgrounds, nonprofits often rely on “comfort” to avoid conflict. This can mean the suppression of difference, such as staff offering opinions that differ significantly from those of management; people of color pointing out structural racism; or LGBTQ people discussing homophobic and transphobic microaggressions. Occasionally, white individuals use their discomfort to redirect attention from the issue (e.g. a racist comment), to their own feelings (e.g. “I’m feeling attacked by your accusation!”). While comfort is an admirable goal, it can be weaponized against people of color.

### STRATEGIES:

1. Use racial identity caucusing, or providing space for people of color to congregate by race to discuss their needs, to develop an understanding of racialized differences in the workplace.
2. Invest in workplace communications training grounded in an anti-racist lens.
3. Provide outside avenues for conflict management, like an ombudsperson.
4. Recognize that equity work by nature is about “disrupting” the status quo. Discomfort is a necessary part of the growth and change process.

## White dominant culture condition: trying to find the “right” answer - now!

Most nonprofit professionals are working towards a better world, a more humane and just society. There is an impetus to find the “correct” solution to social injustices and to deliver on that solution immediately. However, this is yet another aspect of white dominant culture, which expects to discover cures for societal issues, and demands that individuals exhaust themselves in attempting to find it. This has serious repercussions for mental health and oversimplifies the complex web of social injustices that nonprofit professionals must address. Instead, nonprofits should create space for different/multiple ways to address challenges, using multiple methodologies.

### STRATEGIES:

1. Recognize that addressing systemic issues requires iterative processes - they cannot be solved in 1-2 years.
2. Allow employees to trial run new/different programming using information from the served communities - not just academic research.
3. Use collaborative decision-making processes to gather feedback from diverse perspectives.



## White dominant culture condition: choosing hierarchy over transparency

Nonprofits can be chaotic spaces and some executive teams choose to stockpile power at the top as a way to create structure and order. This can look like many things: requiring several layers of approval in order for staff to complete tasks, shrouding human resources decisions in secrecy, and being opaque about salary. Sometimes, nonprofit executive leadership will even restrict staff contact with the board. This type of decision-making prevents conversations and steps towards equity.

### STRATEGIES:

1. Make policies clear, and communicate not just in writing, but in face-to-face conversations.
2. Use town halls to communicate potential new policies and organizational changes, and collect input before concretizing them.
3. Bring clarity into management decisions about why some employees are restricted from certain information, and challenge structural bias in those decisions.

Changing white dominant culture in your organization will take dedicated time, effort, and resources. These strategies are a starting point - work with the people of color in your organization and your community to identify where change is needed the most.

## Discussion Activity

Read Tema Okun's "White Supremacy Culture" as a team - whether it's your whole organization or specific departments. Ask staff to rank the traits of white supremacy culture as they are most applicable to least applicable to your organization. Make time and space to discuss these rankings as a team and strategies to counter the traits most at work within your organization's culture.

## Further Reading

Okun, Tema. *White Supremacy Culture*.  
DismantlingRacism.org.

Gulati-Partee, G. and Potapchuk, M. *Paying Attention to White Culture and Privilege: A Missing Link to Advancing Racial Equity*. The Foundation Review. 2014. Vol 6:1.

Equity in the Center. *AWAKE to WOKE to WORK: Building a Race Equity Culture*. 2018.

Equitable Evaluation Initiative. *Equitable Evaluation Framing Paper*. July 2017.





# DOS AND DON'TS OF MANAGING STAFF BURNOUT AND STRESS



## PURPOSE:

Trauma and stress in the workplace are serious challenges for nonprofit professionals. The effects are compounded for people of color, who are simultaneously experiencing race-based stress. This tool is a starting point for organizations to think more holistically about the needs of their staff and develop structural and interpersonal opportunities to proactively address burnout.

## AUDIENCE:

Nonprofits

## LIFECYCLE STAGE:

Advancement and Retention, Ascension to Leadership

## **DO clarify goals and priorities for staff - it's impossible to be 100% at everything.**

Nonprofit staff often have job descriptions that exceed 40 hours/week. Management should work with staff to reduce and prioritize their workloads. If staff take on multiple roles, particularly during staff transitions, it should be clear to them where they should focus their time. Try using a “Roles and Goals” sheet like the one offered by the Management Center to give staff a sense of ownership over their work and provide deliverables.



### **DON'T glorify overworking.**

Nonprofit professionals who come in early to work, stay late, and don't take their vacations are often lauded for being committed to the cause. However, a culture of overworking can lead to unrealistic expectations for all staff - leading to mental stress and burnout. Keep track of employee paid time off and remind staff to take their vacation.

### **DO develop healthy feedback mechanisms.**

Often, nonprofit staff only hear feedback when they have made a mistake. It's important to give feedback regularly and develop a culture of evaluation so that constructive and corrective criticism do not feel like attacks.

Try an "inverted triangle" model of feedback - ideally, staff mostly receive positive feedback, some constructive feedback, and very rarely get corrective feedback. If this isn't the case, create a plan to get staff on track - and be a manager who wants to give positive feedback. When giving constructive and corrective feedback, focus on the impact on a staff member's behavior, rather than their personality.

### **DON'T weaponize the trauma of the communities you serve.**

Leveraging the pain of marginalized people to make your staff work longer and harder hours is not a professional development strategy. Constructive and corrective feedback are important tools to increase staff impact, but impact may be diminished when staff are punished for not being able to fix systemic oppression by themselves. This is especially true for staff members of color or staff members who come from the communities being served.

### **DO encourage self-understanding.**

Different staff members will have different needs for their own self-care. Encourage staff to think through what works for them, whether it's talk therapy, holistic medicine, exercise routines, or setting emotional boundaries. Try making self-care goals a part of an employee's work plan, and be flexible if their needs require taking an extra hour at lunch once a week for a class or an appointment.

### **DON'T do this at the expense of organizational change.**

While it is important that staff members set their own boundaries, learn their own bodies, and develop their own tools, organizations have responsibilities too. Nonprofits should make sure their benefits include therapy and holistic wellness. Make sure your leave policy doesn't require that staff explain their sick days - and don't require doctor's notes (which assume that co-pays, transportation, and in-person care are accessible). Consider consolidating sick time and vacation time into general paid time off, so that staff members don't have to justify their time apart from the office.

### **DO prioritize staff safety and health.**

Often, staff of color feel an enormous amount of race-based stress and pressure. They may feel like they have to be perfect at all times because they are being asked to represent their race. At other times, they may feel like a viral event that impacts them deeply -- such as a video of police brutality -- doesn't impact their white leadership team or white colleagues, which can cause disconnect, pain, and further trauma. With an eye towards equity, organizations should create opportunities for staff of color to lead conversations on community care, and what staff members need from each other to thrive.

### **DON'T confuse care with comfort.**

Conversations about race can bring up tension and anger, especially when they are not normalized in the workplace. Sometimes, organizations scapegoat staff of color for bringing conversations to light - thereby accusing them of causing stress. This often prioritizes community members who feel uncomfortable with discussing race, rather than those who feel uncared for or unsafe in their position at work. Instead, organizations should normalize conversations about race, focus on mediating conflict, support staff of color to achieve equity, and develop or find tools for white staff to address their discomfort and biases.

In addition to race, there are other courageous conversations to be had about gender, ability, generation, class, etc. Marcus Littles, founding principal of the consulting firm Frontline Solutions, has written about how the firm, which is owned by black men and predominantly staffed by people of color, was shocked to learn



staff reported the organizational culture as hetero-normative and male-dominated. As Littles writes:

*“Taking a pulse regularly is a necessary process for any healthy organization pursuing equity. It doesn’t matter how dynamic or progressive you are as a leader, how much your corporation does in the community, how diverse your staff is, or whether everyone wears Black Lives Matter t-shirts on Tuesdays. The practice of assessment facilitated by an outside, objective party is imperative. It will provide you with valuable information about the extent to which equity values, principles, and practices are embedded in your organization’s culture.”*

## Reflection Questions

1. What “Do” strategies resonate with you? What structural problems do you think they will address?
2. What “Don’ts” are currently being practiced in your organization? Who is being harmed by these practices?
3. How can addressing burnout and stress be built into the structure of your organization?

## Further Reading

Corson, “Doc Warren” III. [Nonprofit News: Burnout prevention for nonprofits](#). Counseling Today. December 2017.

Littles, Marcus. [Equity Lessons for Organizational Leaders](#). Medium. May 2018.

# CREATING PATHWAYS FOR LEADERSHIP ADVANCEMENT



## PURPOSE:

There are many barriers to retention and advancement in nonprofit organizations, and those barriers are magnified for people of color. This tool focuses on creating pathways for leadership advancement that address the specific reasons that people of color leave the sector.

## AUDIENCE:

Nonprofits, Foundations

## LIFECYCLE STAGE:

Advancement and Retention, Ascension to Leadership

In Fund the People's Talent Justice study, nonprofit professionals consistently report heavy workloads leading to burnout, limited room for advancement,

and low salaries and poor benefits as barriers to staying and advancing in nonprofit organizations. Moreover, organizations are not investing in succession planning, which has been especially helpful in creating pathways for people of color to ascend to leadership positions. Nonprofit professionals of color are more likely to feel that their prospects for advancement are limited due to exclusionary organizational cultures and bias in hiring and performance evaluations. A lack of connections to funders and current leadership that is unwilling to vacate or fully depart are also challenges that people of color experience more frequently as they seek or assume leadership roles.

The following strategies outline steps that nonprofits can take to expand pathways to leadership for people of color.





## Strategy one: Invest in equity

Developing an equitable organizational culture requires prioritization from both foundations and nonprofits. Rather than focusing on how people of color may be deficient (e.g. emphasizing formal skill development), create tools to see where the organization may be operating in a biased or discriminatory manner, implicitly or explicitly.

This may include an organizational assessment, racial equity training, and salary adjustments. People of color also tend to feel more isolated, or called upon to represent their entire communities, so investing in race equity also requires developing a culture where diversity is valued not as a way to “do the right thing,” but to actually increase different beneficial perspectives and approaches from which all employees can learn.

## Strategy two: Formalize strategic networks

Often in nonprofits, people are hired through social networks, and outside candidates are vetted through vague and undefined notions like “culture fit.”<sup>1</sup> A 2012 study published in the ANNALS of American Academy of Political Social Science reported that compared to white women, a black woman’s route to mobility into upper-tier occupations was relatively narrow and structured by traditional stratification factors like: human capital (educational attainment, job commitment as indicated by years of absence, time with present employer, and prior work experience), background status (years of mother’s education, both parents in the household from 0 to 16), and job market characteristics.<sup>2</sup>

Comparatively, white women’s route to mobility was relatively broad and unstructured by the aforementioned stratification factors, subsequently leading to experiences of quicker mobility. These differential routes to mobility perpetuate inequity in networks and organizations often overlook how these informal relationships accelerate the career trajectories of people who hold systemic power.

For people of color, informal mentorship may be difficult to access and difficult to incorporate tangibly into the workplace. Organizations should develop formal mentorships that include deliverables and accountability for mentors.

## Strategy three: Leverage funders and funding

Funders should also work with grantees to develop opportunities for emerging nonprofit leaders to build relationships with funders and external partners. Current executive leaders may choose to use short sabbaticals as a way for employees to “try out” roles with more authority and responsibility. This may also address some underlying hesitation from funders when executive leadership changes, as they will already have developed relationships, and current staff will have had some internal experience.

A Talent Justice approach requires developing integrated solutions to current barriers to advancement and ascension, with a particular focus on structural interventions, rather than individualized solutions.

<sup>1</sup> Reynolds Lewis, K. How ‘Culture Fit’ Can Be a Shield for Hiring Discrimination. Fortune. Retrieved from [fortune.com/2015/12/07/culture-fit-hiring-discrimination/](https://fortune.com/2015/12/07/culture-fit-hiring-discrimination/).

<sup>2</sup> Wilson, G. (2012). Women’s Mobility into Upper-Tier Occupations: Do Determinants and Timing Differ by Race? The Annals of the American Academy of Political and Social Science, 639(1), 131-148.



## Snapshot - Talent equity in practice

The Emerging Leaders Fellowship is an 8-month leadership development program designed for mid-level, nonprofit professionals of color from the organizations that Tipping Point Community supports. Tipping Point is committed to fighting poverty in the San Francisco Bay Area for the 1.7 million people who don't have the resources to meet their basic needs. The goal of the Emerging Leaders fellowship is three-fold: 1) Increase the representation of people of color in senior leadership roles in nonprofit organizations, 2) Develop a pipeline to senior leadership roles for professionals of color, and 3) Create a network of equity-centered leaders of color throughout the nonprofit sector in the Bay Area. Over the course of the 8-month program, fellows participate in monthly, day-long learning and development sessions; receive individualized, hour-long leadership coaching from a dedicated coach; are pre-registered for a minimum of three Tipping Point Community workshop series; and earn a \$7,500 stipend for their time and participation.

Tipping Point Community used feedback from their initial program evaluation to further support emerging leadership of color. First, it was crucial to further integrate one-on-one leadership coaching throughout the program and meet the need for more formal mentorship structures in nonprofit communities. Second, engaging the fellows' supervisor was key to understanding the efficacy of the Emerging Leaders Fellowship on individual on-the-job performance and the likelihood of promotion to senior level roles. These collaborations between foundations and the organizations they support have a strong impact on racial and other types of equity in the sector.

## Reflection Questions

1. How much do informal networks play into recruitment and hiring in my organization?
2. As a funder, how can I connect with staff in grantee organizations and other nonprofits that aren't in executive leadership?

## Further Reading

Thomas-Breitfeld, Sean and Frances Kunreuther. *Race to lead: Confronting the Nonprofit Racial Leadership Gap*. New York, New York, Building Movement Project, 2017.

Bridgespan. *Smart Funding to Close the Leadership Development Deficit*. Boston, MA, 2016.

Annie E. Casey Foundation. *Building Leaderful Organizations: Succession Planning for Nonprofits*. Baltimore, MD: Executive Transitions Series, January 1, 2008.



# UNDERSTANDING AND EMBRACING DIVERSE LEADERSHIP STYLES



## PURPOSE:

When the time comes for hiring new executive leadership, even recruiting a diverse pool doesn't mean people of color can succeed as leaders - especially without examining how cultural norms prevent leaders of color from using new tools and styles to lead. This tool provides an approach to supporting non-traditional leaders.

## AUDIENCE:

Nonprofits (boards and hiring committees)

## LIFECYCLE STAGE:

Ascension to Leadership

A Talent Justice approach recognizes that more diversity in leadership means more diversity in leadership styles. White dominant culture often prioritizes perfection, measurable quantities, and a hierarchical power structure. These characteristics are assumed to be value-neutral, and they are often seen as the only way to lead. Diverse leadership means using the right leadership style for a team, a moment, and a movement - and that may mean something very different than what is seen as the norm.

## Expand professionalism

Professionalism in the workplace suggests a variety of social standards: dress codes, appropriate conversation, and a certain amount of distance in relationships. Often these standards end up perpetuating bias against people of color - leaders of color who choose to do away



with these unwritten rules may be seen as unprofessional. For example, an executive who prioritizes conversations about race and gender in the workplace might be seen as “distracting” from the real work due to their own personal biases. At the same time, leaders of color are often called upon to not only represent the organization, but people of color in general. These increased expectations lead to a double bind - and expanding our idea of “professionalism” in the workplace will help to lessen the burden on diverse leaders.

## Lead with values

In the social sector, a sense of urgency often permeates the work. In white dominant culture, this sense of urgency is leveraged to maximize the productivity and speed of employees by management. People with different leadership styles may choose to prioritize different values than urgency. For example, a nonprofit executive may choose to focus on strategic planning rather than expanding services, even though a major funding opportunity comes up to increase programming. Although expansion is often seen as progress, a different leadership approach would see looking inward, building relationships with staff, and developing intentional plans as a more valuable sign of progress. Funders often pause their work to complete strategic planning processes, and that space should be extended to nonprofits as well.

## Enable risk taking

Leaders of color often feel the pressure not to make mistakes more strongly than their white counterparts. At the same time, many leaders of color will take different approaches to leadership than the existing white dominant styles - therefore taking risks and potentially making mistakes that their predecessors did not. Taking carefully planned, evidence-based, and community-driven risks are necessary to change white dominant culture. Boards should focus on working with those with diverse leadership styles to look at the potential challenges and mitigate potential harms within those risks.

## Understand gender

Women of color experience even greater barriers to leadership, particularly when it comes to evaluating leadership effectiveness. Intersectionality, or the idea that the intersection of multiple systems of oppression

(e.g., race, class, sexual orientation) results in fundamentally different experiences of discrimination and harm, illuminates the importance of thinking more broadly about leadership. Women of color are often put in the position of fixing race and gender problems at organizations, and then decried as difficult or ineffective when problems are not fixed overnight. A leadership style informed by those experiences may choose to collectivize input and develop many leaders at an organization, in order to think differently about responsibility and hierarchy. Instituting leaderful organizations means developing a network of leaders with different strengths. A team-based approach, informed by race and gender, may be an entirely different method that can develop effective solutions to social injustices.

## Reflection Questions

1. How does a white dominant leadership style affect who is seen as a leader in our workplace?
2. Does my organization see “leadership” as people with external accomplishments, rather than people with strong relationships? Why or why not?

## Further Reading

Brancu, Mira. *Advancing Women of Color: Burden or Opportunity?*. Psychology Today. October 2018.

Biu, Orfanama. *Race to Lead: Women of Color in the Nonprofit Sector*. Building Movement Project. 2019.

Page, Kira. *The “Problem” Woman of Colour in the Workplace*. COCo Highlight. March 2018.

Management Assistance Group. *Leaderful Change*. Washington, DC.





# TALENT JUSTICE IN PRACTICE— STORIES FROM THE FIELD



## **PURPOSE:**

Implementing talent justice can be challenging. We're highlighting stories from organizations that have committed to racial equity. The first, the Whittman Institute, is a foundation in San Francisco that has developed an approach to funding that focuses on grantee-led sustainable change through "trust-based philanthropy." The second, the Ballot Initiative Strategy Center, a national nonprofit with a staff of just 11, has completely overhauled their internal equity structures to prioritize equity and inclusion - and has seen the results ripple.

## **AUDIENCE:**

Nonprofits, Foundations

## **LIFECYCLE STAGE:**

Access to the sector, Advancement and Retention, Ascension to Leadership



## Trust-based philanthropy as an approach to Talent Justice: the Whitman Institute

At the *Whitman Institute*, talent justice is baked into the framework of their approach. This San Francisco, CA-based foundation, which grants unrestricted, multi-year funding to nonprofit organizations, invests in civic and community engagement, leadership development, human rights, movement building, and media and journalism. Their approach - “trust-based philanthropy” - advocates for a new style of grantmaking, one which emphasizes trusting nonprofits themselves to know what they need to develop sustainable, meaningful change. While the cornerstone pillar of trust-based philanthropy is unrestricted funding over time - allowing leadership the capacity to move on their mission without having to fit into rigid boxes determined by grantmakers - other principles, like streamlined reporting, doing away with requiring reports just for one foundation, and no formal proposals, provide organizations the time and resources to develop their own internal capacity. Current co-executive director, John Esterle, notes that this approach has given nonprofit organizations the ability to invest in more leaders of color, as well as younger leadership.

Often, foundations that hope to invest in talent justice develop specific grants for investing in the leadership of people of color, or equity and inclusion programming. However, this has the potential to lead to onerous reporting requirements, restrictive lists of where nonprofits can access their technical assistance and training, or mandatory quantitative deliverables that don’t take into account local demographic differences. The Whitman Institute’s approach focuses on working with its grantees to develop solutions that fit their needs.

While the relationships between foundations and their grantees are often transactional, the Whitman Institute advocates for support “beyond the check.” They operate as an empathic ear for executive directors and connect them to other funders. They host retreats to bring together grantees and grantee alumni to cross-fertilize ideas and build new partnerships. As part of trusting

their grantees, all these events and opportunities are invitations, not requirements. Although foundations often encourage nonprofits to take innovative approaches, philanthropic institutions themselves are often more risk-averse. In a blog post on challenging current norms in philanthropy, co-executive director of the Whitman Institute Pia Infante, writes:

*“What would it look like to take more personal and institutional risks in order to address inequities? Perhaps it means having tough conversations with our boards. Perhaps it means taking a long reflective look at our own self-preserving mechanisms and see if it is time to step aside and **share power**. Perhaps it means getting more proximate to those experiencing the problems of poverty, criminalization, deportation, homelessness — and being in the uncomfortable position of outsider in a room full of those who do not benefit from our privileges. Perhaps it means getting out from behind our bureaucratic processes and having direct conversations about money and time commitment.”<sup>3</sup>*

In addition to their own philanthropic approach, learning to share power was also crucial to the Whitman Institute’s own internal growth. For a while, Esterle was the sole executive director of the Whitman Institute. After an internal survey of grantees, the Whitman Institute discovered that grantees wanted them to do more to advocate for their trust-based approach among other funders. Esterle knew that he could not do it alone - but rather than bringing on a Director of Programs to delegate some of his current work, he brought on a co-ED. He says, “This is something for other older, white, executive directors to think about. When I gave up some of my own personal power, we became a more powerful organization - and that’s what we as funders need to do. Give up some of our personal power to become a more powerful organization.”

<sup>3</sup> Pia Infante. Finding Power in Practice. San Francisco, CA.



## Tips from the Whitman Institute for foundations investing in Talent Justice:

- 1. Switch from “general operating support” to “unrestricted funding.”** While general operating support implies money that can be used for anything related to the nonprofit, organizations often feel that they can only use this money for programming and day-to-day operations. Whitman Institute grantees note using their unrestricted funding for opportunities like sabbaticals and reserve funding, which prioritizes sustainability. Esterle believes that this change opens more flexibility with the funds and creates more opportunities for grantees to think creatively.
- 2. Change your reporting requirements to be applicable to multiple funders.** Most organizations have more than one or two funders, and they often have dozens. Massive amounts of reporting requirements, that are only applicable to certain funders, take time away from mission implementation - and this administrative time is often not funded or underfunded by foundations. Some suggestions include: accepting proposals and reports written for other funders, using phone calls rather than formal reports to check in on grantee progress, and compensating grantees for the time taken to prepare a proposal.

## Further Reading

The Whitman Institute. *Principles of Trust-Based Philanthropy*. San Francisco, CA.



## Infusing Talent Justice organization-wide: the Ballot Initiative Strategy Center

The work of talent justice requires looking inward and committing fully. For the Washington, D.C. based [Ballot Initiative Strategy Center](#) (BISC), an investment of time, money, and resources into equity and inclusion paid in dividends. In 2017, although BISC's mission was already committed to racial equity, leadership made an official decision to make inclusion a priority in the workplace. They engaged consultants to do interviews with staff and to lead a number of all-staff, day-long discussions about what racial equity is and how it was or was not currently showing up in the organizational culture and work, and how it could.

**Just a year ago, of BISC's 11 staff, only 3 were people of color. Now, 7 of BISC's 11 staff are women of color, including 2 of the 3 most senior staff at the organization.**

While the numbers are important, talent justice must be an approach, not simply a benchmark. BISC took several steps to increase access to their organization, create a culture of advancement, and build a foundation where people of color could ascend to leadership. They involved the whole staff in broadening the search and hiring processes. In addition to posting on general non-profit and political job sites, BISC encouraged staff to send personalized notes with the position descriptions to their networks, emphasizing that they were looking for talented people of color to apply. All staff are also required to join one of two standing groups working towards the organization's racial equity and values work, making sure that DEI is an organization-wide priority.

"Every time we dive in and begin identifying things like perfectionism as an outgrowth of white supremacy culture or noting that white people are assumed to be the default and we only describe others when they are not white, it is like a light being switched on that cannot be turned off," says Jane Norman, Director of Programs. "What would have been done without question a few years ago, now gets called into question and that has led to good conversation and often times, adjusted work. It also points to the necessity of having staff that

come from different backgrounds and lived experiences in order to even identify and name what is dominant culture and the results of white privilege, as well as to understand the impact."

BISC's commitment to racial equity has had positive implications not only for the organization itself but for other organizations - nonprofits and businesses. When some staff members attended a presentation of data produced by BISC consultants, they noted how the importance of racial equity was emphasized in the introduction and conclusion of the presentation, but was not reflected in the presentation of the data. In response, BISC staff created a set of Research Equity and Inclusion guidelines that was shared with the vendor. Not only did the vendor incorporate these guidelines into their verbal, visual, and written presentations for BISC, they are also using them with other clients.

As BISC homed-in on racial equity as a priority for its internal and external work, the Managing Director noted that the organization should be putting its money where its values were. That meant taking a look at the vendors and consultants they contracted, as well as actively seeking new and different respondents to the Requests For Proposals (RFPs) they issued. And if they did not receive enough proposals from people of color-led or -owned businesses, they extended the search and redoubled outreach efforts to new networks. As with search and hiring, the entire staff was engaged in helping to spread the word about the RFPs.

All of these strategies created a culture of equity and inclusion, with a commitment to equity by leadership, and full involvement of all staff. The big picture thinking, combined with significant attention to the details, make BISC an exemplar of talent justice. As Norman says, "Ultimately, in many ways because we have staff that reflects the communities we are fighting for and embrace our different cultures, backgrounds, and identities, it makes it a better place to work. It allows us to stretch our thinking and reimagine ideas because we are working hard to take the dominant culture in the United States head-on and be better humans for each other and our partners."





## Tips to invest in Talent Justice from the Ballot Initiative Strategy Center

- 1. Put your money where your mouth is.** Claiming to be committed to racial justice, but not financially investing in POC-led businesses, or not paying competitive salaries, is not a strategy to hire and retain people of color. Use funds to create sustainable strategies that are mission-driven and support equity in the workplace.
- 2. Don't get defensive.** When approached about an inequity or injustice, focus on actively listening to your staff or community member, and only then seeking to develop potential solutions. Defensiveness doesn't solve problems - it only exacerbates them.
- 3. Be flexible.** Jane Norman says, "Taking the time to talk to someone who may not be a top candidate on paper but has the commitment and skills to succeed in your organization (with sufficient training and support) is a way to ensure you are not missing out on talented people." This approach means that nontraditional candidates who may have been disadvantaged by structural racism or classism aren't initially denied access to positions at nonprofits.

# TALENT JUSTICE ANNOTATED BIBLIOGRAPHY



## PURPOSE:

We curated this annotated bibliography to provide you with additional tools and resources on talent justice. It's arranged by our three categories - access to the nonprofit sector, advancement and retention, and ascension into executive leadership. We hope that you can use these resources to develop your own knowledge and make the case for talent justice at your nonprofit organization or foundation.

## AUDIENCE:

Nonprofits, Foundations

## LIFECYCLE STAGE:

Access to the sector, Advancement and Retention,  
Ascension to Leadership



## Background

**Bell, Jeanne, Richard Moyers and Timothy Wolfred**  
*Daring to Lead 2006.*

San Francisco, CA: CompassPoint Nonprofit Services and the Meyer Foundation, 2006.

This report documents the dearth in leaders of color in the sector and notes that people of color are significantly more likely to be an organization's primary clientele than they are to be its executive directors or deputy directors.

**Chandler, Arnold, Elizabeth P. Russell and Kristen Putnam-Walkerly**

*Generating Change: Investing in a New Era of Nonprofit Talent and Leadership.*

Emerging Practitioners in Philanthropy, 2012.

This concept paper focuses on the gaps in foundation support for nonprofit leadership development, and recognizes seven necessary components of addressing the need for a leadership pipeline: recruitment, retention, development, realignment, renewal, success and transition, and re-engagement.

**Colby, Sandra L. and Jennifer M. Ortman**

*Projections of the Size and Composition of the*

*U.S. Population: 2014 to 2060*

Current Population Reports, P25-1143, U.S. Census Bureau, Washington, DC, 2014.

According to the U.S. Census Bureau, by 2044 more than half of all Americans are projected to belong to a minority group (any group other than non-Hispanic white alone).

**CommonWealth Partners**

*The State of Diversity in the Nonprofit Sector.*

Washington D.C., Democracy Collaborative, May 12, 2015.

This report notes that diversity in the nonprofit sector lags in comparison to the percentage of people of color in the labor pool. People of color comprise only 18% of the U.S. nonprofit sector, as compared to 30% of the entire employed population.

**Emerging Practitioners in Philanthropy.**

*The Nonprofit Talent and Leadership Development Tool Kit.*

New York, NY, 2012.

This toolkit provides case studies, videos, and a concept paper to help funders of all sizes and types explore ways to successfully invest in nonprofit talent and leadership development. In particular, it provides a framework for how and when funders can invest, along with successful examples of this investment.

## Nonprofit HR

*2016 Nonprofit Employment Practices Survey Results.*

Washington, D.C., Nonprofit HR and GuideStar, 2016.

NonProfit HR's annual survey from 2016 indicates that a quarter of the participants reported that balancing ethnic/cultural diversity was a top challenge while half reported that their nonprofit did not have a formal diversity and inclusion strategy.

**Poblano, Lupefe and CompassPoint**

*Challenging White Dominant Culture:*

*Time to Look In The Mirror.*

The author notes that the nonprofit sector, much like other fields, is informed by white dominant culture that structures the workplaces and daily life experience in the U.S. He challenges readers to call out white dominant culture and offers various ways to shift the power paradigm.

**Schwartz, Robert, James Weinberg, Dana Hagenbuch and Allison Scott**

*The Voice of Nonprofit Talent:*

*Perceptions of Diversity in the Workplace.*

Boston, MA, CommonGood Careers, 2011.

As of 2011, this national study reported that nonprofit employees are approximately 82% white, 10% African-American, 5% percent Hispanic Latino, 3% percent other, and one percent Asian or Pacific Islander.

**Thomas-Breitfeld, Sean and Frances Kunreuther**

*Working at the Intersections:*

*LGBTQ Nonprofit Staff and the Racial Leadership Gap.*

New York, NY, Building Movement Project, 2017.

This study highlights the racial leadership gap as it pertains to LGBTQ nonprofit employees and compounded barriers to career advancement experienced due to the intersection of two marginalized identities.

**Wilson, George**

*Women's Mobility into Upper-Tier Occupations:*

*Do Determinants and Timing Differ by Race?*

The Annals of the American Academy of Political and Social Science, Vol. 639 no. 1 (2012) pp. 131-148.

This study reported that compared to white women, black women's route to mobility into upper-tier occupations is relatively narrow and structured by traditional stratification factors like human capital (educational attainment, job commitment as indicated by years of absence, time with present employer, and prior work experience), background status (years of mother's education, both parents in the household from 0 to 16), and job market characteristics.



## Access

### AmeriCorps

#### What is AmeriCorps?

Washington, D.C., AmeriCorps, 2018

The goal of AmeriCorps is to foster civic engagement and address critical community needs. In return, the corps members receive student loan deferments, skills and training, a living allowance, an education award, and career opportunities with leading employers from the private, public, and nonprofit sectors.

### Baucher, Lindsay

#### We need to raise the AmeriCorps living allowance. Here's why.

Young Nonprofit Professionals Network of the Twin Cities, 2017.

AmeriCorps VISTA stipends are intentionally low so that the members can live at the same poverty line of the communities in which members are serving. However, the author argues that these living allowances are often so low only those who are financially well-off can “afford” to take them. The author, a former AmeriCorps member, notes that by paying AmeriCorps members so poorly, the nonprofit sector is losing qualified individuals before they can even enter the talent pipeline. To expand the accessibility of this important entry-point into the nonprofit world, the author argues that AmeriCorps living allowances should be raised.

### Berson, Nora and Lyn Freundlich, L.

#### Wage Equity Matters: A Deeper Analysis of Compensation and Benefits Data from Valuing Our Nonprofit Workforce.

Boston, MA, TSNE MissionWorks, 2017.

This 2017 compensation survey in the New England region revealed that the average base pay for entry-level positions in the nonprofit workforce was \$28,684. The researchers also reported that compared to black and Hispanic/Latino employees, white employees are over-represented in Mid-Level, Coordinator, Manager/Supervisor, Director, Professional, and Executive roles in the nonprofit sector. The higher the job level, the more over-represented white employees were.

### Bias Interrupters

#### Interrupting Bias in Hiring: Tools for Organizations.

Center for WorkLife Law, 2018.

This toolkit lists various approaches to interrupting biases in hiring processes. One recommendation is to limit referral hiring. If an organization is not diverse, hiring from current employees' social networks will replicate the lack of diversity. The toolkit also recommended that diverse candidates can be reached “where they are” by identifying and sending recruiters to job affinity networks, colleges, conferences, and training programs that are aimed at people of color.

### Bridgestar

#### Recruiting Diverse Talent.

San Francisco, Ca: The Bridgespan Group, 2009.

This article about recruiting racially diverse talent in the nonprofit sector discusses tactical steps for a successful search. The authors emphasized that organizational leaders should work harder and make a concerted effort to not rely on your usual networks, sources, or databases.

### Bush Foundation

#### Ron McKinley Philanthropy Fellowship.

Saint Paul, MN, Bush Foundation, 2018.

The Bush Foundation's Ron McKinley Philanthropy Fellowship places high potential individuals from communities underrepresented in leadership in philanthropic leadership positions into three-year positions at grantmaking institutions in Minnesota and the Dakotas. During this fellowship, participants, largely from Native American communities, are employed at a grantmaking institution and receive extensive professional development and networking opportunities. At the third year mark, the program helps Fellows find permanent employment in philanthropy or elsewhere in the social sector. The Ron McKinley Fellowship Program is committed to developing diverse and inclusive internal leadership.

### Bynum, Kayla J. and Paula Gomez Stordy

#### Factors Supporting the Leadership of Women of Color in Higher Education, Local Politics, and the Nonprofit Sector.

Education Student Work, 26, (Spring 2017).

The participants in Bynum and Sturdy's study on the factors of support for women of color leaders confirmed that networking opportunities were helpful to their advancement. The authors of this study recommended that women of color connect with associations and networking opportunities tailored to women and women of color.

### Sue, Derald W., Capodilupo, Christina M., Torino, Gina C., Bucceri, Jennifer M., Holder Aisha M., Nadal, Kevin L. and Marta M. Esquilin

#### Racial Microaggressions in Everyday Life:

#### Implications for Clinical Practice.

American Psychologist, Vol. 62 no. 4 (2007), 271.

The ascription of intelligence or assigning intelligence to a person of color on the basis of their race in an example of a racial microaggression.





**Curiale, Jessica L.**

*America's New Glass Ceiling: Unpaid Internships, the Fair Labor Standards Act, and the Urgent Need for Change.*  
Hastings Law Journal, Vol. 61, Iss. 6 (2010), pp. 1531-1560.

The author argues that unpaid internships are the “new glass ceiling” and that they indirectly contribute to rising unemployment because many may decide to hire unpaid interns instead of paid laborers. She adds that those who can afford unpaid internships gain both powerful experiences and lucrative connections.

**Dovidio, John F., Kawakami, Kerry and Samuel L. Gaertner**  
*Implicit and Explicit Prejudice and Interracial Interaction.*  
Journal of Personality and Social Psychology,  
Vol 82 no 1 (2002), pp. 62-68.

This study found that whites’ self-reported racial attitudes significantly predicted bias in their verbal behavior to black relative to white confederates. Furthermore, these explicit attitudes predicted how much friendlier whites felt that they behaved toward white than black partners. In contrast, the implicit bias measure significantly predicted whites’ nonverbal friendliness and the extent to which the confederates and observers perceived bias in the participants’ friendliness.

**Fair Internship Initiative**  
*2017 UN Internships Report.*  
Geneva: Fair Internship Initiative, 2017.

The 2017 UN Internships Report found that the participation of economically less privileged people in unpaid UN internships is substantially lower than in paid ones. Additionally, as high as half of the unpaid interns reported that their internships have either caused them and their families financial difficulties or affected their living conditions.

**Fund the People**  
*Fund the People Toolkit:*  
*Equity and Inclusion Literature Review.*  
Beacon, NY: Fund the People, 2017

This review explores the various approaches of investing in equitable and inclusive talent in the nonprofit workforce. The authors noted that unpaid internships can unintentionally filter out individuals who cannot forgo income including non-college bound youth, community college students, first-generation college students, and people from low-income, working and middle-class backgrounds. They also recommend that nonprofit organizations diversify their candidate pools through targeted outreach to underrepresented communities.

**Fund the People**

*Fund the People Toolkit:*  
*Invest in Equity Inside the Nonprofit Workforce.*  
Beacon, NY: Fund the People, 2017

To decrease socioeconomic disparities inherent in unpaid internships, the authors recommend that nonprofits start offering well-paying internships that are enabled by the investment of funders.

**Goren, Nicky**  
*Toward Equity: Hiring Processes in Action.*  
Daily Wrag, February 27, 2018.

The author, Nicky Goren, President and CEO of The Meyer Foundation outlined how they build equity into their hiring process, subsequently generating pools of racially diverse candidates. Her recommendations include 1) Defining your organization’s approach to diversity, equity, and inclusion, 2) Posting positions with the qualifications and experiences that the candidate actually needs, 3) Posting positions in spaces that attract diverse applicant pools 4) Blind names and education in the candidate’s resumes to eliminate implicit bias.

**Jackson, Victoria W.**  
*Institutional Intervention to Prevent Implicit Bias from Undermining Organizational Diversity.*  
The Kirwan Institute for The Study of Race and Ethnicity,  
April 30, 2018.

The Kirwan Institute for the Study Race and Ethnicity at The Ohio State University released a report highlighting institutional level interventions to reduce implicit bias in hiring. They suggest that organizations standardize the interview process. The authors also note that implicit bias trainings for members of hiring search committees are beneficial ways to encourage both self-reflection and implementation of hiring policies/practices that address issues of implicit bias.

**Le, Vu**  
*When You Host an Unpaid Internship, A Unicorn is Very, Very Sad.*  
Nonprofit AF, August 13, 2018.

Vu Le, Founder of the Blog Nonprofit AF, argues that given the increased necessity of internships to be competitive in the workplace, the class divide raised by unpaid internships “allows the perpetuation of inequity in society.” This normative practice within the sector is an unintentional barrier for many people of color whom not only have to support themselves, but often have to simultaneously support their families. Le also noted that many LGBTQ individuals who have been abandoned by their families aren’t able to obtain the financial support that they need to take on an unpaid position.



**Madani, Doha**

*Congress Finally Approves Pay for House, Senate Interns.*  
Huffington Post, September 13, 2018.

This article reports that as of September of 2018, Congress approved a \$147 billion spending package that included a budget to pay House and Senate interns. This new budget is expected to increase opportunities for students who come from families that cannot afford to bear the expenses associated with an unpaid internship.

**National Council of Nonprofits**

*Interns: Employee or Volunteer.*  
National Council of Nonprofits, 2018.

The National Council of Nonprofits (NCN) is one model of an organization that compensates its interns. In 2002 NCN decided to compensate their interns to more equitably offer interns exposure to what it is like to work in the nonprofit sector.

**Quillian, Lincoln, Devah Pager, Ole Hexel  
and Arnfinn H. Midtbøen**

*Meta-Analysis of Field Experiments Shows no Change  
in Racial Discrimination in Hiring Over Time.*

Proceedings of the National Academy of Sciences,  
Vol. 114 no. 41 (2017), pp. 10870-10875.

This study investigated the change in hiring discrimination in U.S. labor markets by racial/ethnic background over 25 years. The authors found no change in the level of hiring discrimination against African Americans over the past 25 years, although they found modest evidence of a decline in discrimination against Latinos. To improve equality of opportunity, the authors of this meta-analysis recommend strong enforcement of anti-discrimination legislation and the continuance of policies like affirmative action.

**Rainier Valley Corps**

*Fellowship Program.*  
Rainier Valley Corps, May 29, 2015.

In 2015, the Rainier Valley Corps Emerging Leaders of Color Fellowship was established to diversify the nonprofit workforce by training leaders of color. The cohort members were provided ongoing professional development training and a two-year, full-time paid placement at host organizations. To be eligible for the fellowship, applicants need to have at least four years of experience working or volunteering with a nonprofit organization and be a person of color. The training curriculum is novel because it includes discussions on systematic racism, power, privilege, and intersectionality. They are currently on their second cohort.

**Reynolds Lewis, Katherine**

*How ‘Culture Fit’ Can Be a Shield for Hiring Discrimination.*  
Fortune, December 7, 2015.

The author outlines various ways that ‘culture fit’ can unintentionally promote hiring discrimination. She discusses the importance of both defining the organization's culture and challenging the ‘fit excuse’ by limiting how much fit can sway hiring decisions.

**Russell, Elizabeth, & Kris Putnam-Walkerly**

*Creating New Leaders of Color for the Social Sector: A Case Study of the Annie E. Casey Foundation’s Investment in Leadership Management for Tomorrow and New York University’s Wagner School of Public Service and Stern School of Business.*  
Baltimore, MD: Annie E. Casey Foundation, February 26, 2013.

Management Leadership for Tomorrow (MLT) serves as a model for talent-investment strategies that facilitate equitable selection and development of nonprofit leaders. To address the urgent need to improve the pipelines for people of color entering the nonprofit sector, MLT partnered with Annie E. Casey Foundation and New York University’s Robert F. Wagner Graduate School of Public Service and Leonard N. Stern School of Business to launch the Social Sector Talent Initiative. Through this initiative, they host MBA career development boot camps, promote and MBA/MPA dual degree program, and offer one-on-one coaching for MLT Fellows. This program was deemed a success as indicated by the 110 fellows placed in new jobs in the social sector in the Initiative’s first two years.

**Schwartz, Robert, James Weinberg, Dana Hagenbuch  
and Allison Scott**

*The Voice of Nonprofit Talent:*  
*Perceptions of Diversity in the Workplace.*  
Boston, MA: CommonGood Careers, 2011.

The authors of this national study find that the most effective and targeted recruitment strategies involve partners, particularly partnerships that are meaningful and lead to mutual benefits of all involved.

**Donald, Taylor M. and Janet R. Doris**

*Self-Serving and Group-Serving Bias in Attribution.*  
The Journal of Social Psychology,  
Vol. 113 no. 2 (1981), pp. 201-211.

This study examined self-serving and group-serving attribution biases under conditions of individual and group success and failure. Group-serving biases were stronger than self-serving bias, and this effect emerged even in the face of failure.



**Thomas-Breitfeld, Sean and Frances Kunreuther**

**Race to Lead: Confronting the Nonprofit Racial Leadership Gap.**

New York, NY: Building Movement Project, 2017.

This report highlights key drivers of the racial leadership gap in nonprofit sector. It notes that the gap is largely shaped by systemic practices and biases rather than the common narrative that people of color lack the skills and motivation to step into leadership roles.

**Thomas-Breitfeld, Sean and Frances Kunreuther**

**Working at the Intersections:**

**LGBTQ Nonprofit Staff and the Racial Leadership Gap.**

New York, NY: Building Movement Project, 2017.

This study found that compared to LGBTQ white employees, LGBTQ people of color were more likely to identify career advancement barriers based on their race and class. The differences between LGBTQ people of color and straight people of color were generally slight, with the exception that nearly half of LGBTQ people of color felt the pressure of being called on to represent a community, compared to one-third of straight people of color.

**Vera, Carlos and Daniel Jenab**

**Experience Doesn't Pay the Bills: Why Paid Internships Are a Must in Congress.**

Pay Our Interns: A Congressional Research Report, June 28, 2017.

This congressional research report discusses the relationship between internship participation and employability as well as the increased likelihood of American students from wealthier families taking unpaid internships. Subsequently, pressure from the "Pay Our Interns" movement led to an increase in Congress' budget to pay House and Senate interns.

**Wellar, Keenan**

**Nonprofit Salaries and Wages Not Keeping Up With Inflation and its Consequences.**

Nonprofit Quarterly, November 14, 2018.

This article notes that stagnant compensation rates have not kept pace with inflation while healthcare costs have increased, leaving nonprofit employees from one 2018 study worse off now, than they were two years ago.

## Advancement

**Bynum, Kayla J. and Paula Gomez Stordy**

**Factors Supporting the Leadership of Women of Color in Higher Education, Local Politics, and the Nonprofit Sector.**

Education Student Work, 26, (Spring 2017).

The participants in Bynum and Sturdy's study on the factors of support for women of color leaders confirmed that networking opportunities were helpful to their advancement. The authors of this study recommend that women of color connect with associations and networking that support women and specifically, women of color.

**Coffman, Suzanne**

**2018 GuideStar Nonprofit Compensation Report.**

Williamsburg, Va, GuideStar, 2018.

This report, which drew exclusively from data reported on the Internal Revenue Service (IRS) Forms 990 and 990-EZ, found a gender gap in compensation among nonprofit CEOs. Additionally, there was greater parity in the median compensation for women in 2016 compared to 2005.

**Funders for LGBTQ Issues**

**The Philanthropic Closet: LGBTQ People in Philanthropy.**

Funders for LGBTQ Issues, October 2018.

This study surveyed 947 employees and reported the percentage of gay, lesbian, bisexual, transgender, genderqueer, and gender non-conforming people working in the philanthropic sector. It also reported the percentage of people that were "out" by role and a map of LGBTQ employment non-discrimination laws by state. The authors suggest that foundations make sure their non-discrimination policies explicitly include protections based on sexual orientation, gender identity, and gender expression. The authors also recommend LGBTQ-friendly human resources policies including health insurance coverage benefits for LGBTQ families and transition-related healthcare costs for transgender employees.

**Hewlett, Sylvia Ann and Karen Sumberg**

**For LGBT Workers, Being "Out" Brings Advantages.**

Harvard Business Review, July-August 2011.

This report found that 42% of closeted LGBT employees said they felt isolated at work, versus only 24% of openly LGBT employees.



### Human Rights Campaign

#### *A Workplace Divided: Understanding the Climate for LGBTQ Workers Nationwide.*

Washington, D.C., Human Rights Campaign, 2018.

According to this report, one in ten LGBTQ people have left a job because their workplace was “not very accepting” of LGBTQ people.

### LM Strategies

#### *The Exit Interview: Perceptions On Why Black Professionals Leave Grantmaking Institutions.*

New York, NY: Association of Black Foundation Executives, May 2014.

To improve the retention of black professionals at grant-making institutions the authors recommend implementing trainings to help an organization’s board members, executive teams, and staff understand how biases and exclusionary organizational culture create roadblocks to maintaining staff diversity. Such trainings could bring attention to intercultural dynamics, unintentional biases, and “how these realities impact organizational culture and career pathways.” The authors also note that the Black Philanthropic Network (BPN) serves as a model for affinity-based groups that can provide professional development for support of people of color in the social sector.

### Nonprofit HR

#### *2016 Nonprofit Employment Practices Survey Results.*

Washington, D.C., Nonprofit HR and GuideStar, 2016.

NonProfit HR’s annual survey from 2016 found that 1 in 3 Nonprofits report their biggest retention challenge is retaining younger staff (those under 30).

### Sessler Bernstein, Ruth and Bilimoria, Diana

#### *Diversity Perspectives and Minority Nonprofit Board Member Inclusion.*

Equality, Diversity and Inclusion: An International Journal, Vol. 32 no. 7 (2013), pp. 636-653.

This study investigated how a nonprofit’s motivation for board diversity, as perceived by racial/ethnic minority board members, drives various organizational behaviors that ultimately impact their experience of inclusion. The authors found that when board members shift from morality-informed (desire to “do the right thing” and ensure justice and fair treatment) motivation to create equal opportunities in the workforce to an attitude where they value diverse members as contributing different beneficial perspectives and approaches from which all employees can learn, makes minority board members feel valued for their talents, contributions, and abilities to assist the board in serving its mission. This perspective shift also

made the racial/ethnic board members feel included. The authors noted that these results suggest organizations that “focus on encouraging their majority group members to engage in inclusive behaviors, rather than focus only on policies and procedures, will gender more of the experiences of inclusion by racial/ethnic minorities.”

### Tancraitor, C.

#### *A Survey of Executive-Based Compensation by Gender in Nonprofit Organizations in Southwestern Pennsylvania.*

Robert Morris University, May 2016.

This dissertation, conducted at Bayer University, revealed that in the Pittsburgh, PA area, women make-up 74% of the nonprofit workforce, but make 74 cents on the dollar compared to their male colleagues.

### Thomas-Breitfeld, Sean and Frances Kunreuther

#### *Race to Lead: Confronting the Nonprofit Racial Leadership Gap.*

New York, NY: Building Movement Project, 2017.

The Building Movement Project’s “Race to Lead” research has been an important source of information on the “nonprofit racial leadership gap.” BMP found that both whites and people of color were frustrated by high workloads, but people of color were significantly more frustrated by the stress of being called upon to represent a community, inadequate salaries, the need for role models, lack of social capital/networks, and the need for relationships with funding sources. The authors suggested that nonprofit leaders consider reviewing the job responsibilities to acknowledge the work by people of color who address issues of race for the organization. To address the lack of social capital described by people of color in nonprofit settings, the authors recommend the creation of referral to affinity-based support networks.

### Thomas-Breitfeld, Sean and Frances Kunreuther

#### *Working at the Intersections:*

#### *LGBTQ Nonprofit Staff and the Racial Leadership Gap.*

New York, NY, Building Movement Project, 2017.

This study highlights the racial leadership gap as it pertains to LGBTQ nonprofit employees and the compounded barriers to career advancement due to the intersection of two marginalized identities. Compared to LGBTQ white employees, LGBTQ people of color were more likely to identify career advancement barriers based on their race and class. The differences between LGBTQ people of color and straight people of color were generally slight, with the exception that nearly half of LGBTQ people of color feel the pressure of being called on to represent a community, compared to one-third of straight people of color.





## Ascension

### Annie E. Casey Foundation

#### *Building Leaderful Organizations:*

#### *Succession Planning for Nonprofits*

Baltimore, MD: Executive Transitions Series, January 1, 2008.

This report develops the argument on why nonprofit succession planning is crucial to the mission of nonprofit organizations and that succession of leadership can come from your existing talent pool. This is particularly important for people of color who hit a ceiling of leadership at nonprofit organizations.

### Berson, Nora and Lyn Freundlich, L.

#### *Wage Equity Matters: A Deeper Analysis of Compensation and Benefits Data from Valuing Our Nonprofit Workforce.*

Boston, MA, TSNE MissionWorks, 2017.

This 2017 compensation survey in the New England region revealed that the average base pay for entry-level positions in the nonprofit workforce was \$28,684. The researchers also reported that compared to black and Hispanic/Latino employees, white employees are over-represented in Mid-Level, Coordinator, Manager/Supervisor, Director, Professional, and Executive roles in the nonprofit sector. The higher the job level, the more over-represented white employees were.

### BoardSource

#### *Term limits: Thumbs up? Thumbs Down?*

Washington, D.C.: BoardSource, 2016.

The authors note that a limited term for board members would likely enable the board to easily adjust its membership to reflect the organization's changing needs, needs that are often related to people of color. Term limits may also enable the board to easily adjust its membership to reflect the organization's changing needs. However, term limits also have negative aspects including the potential loss of expertise or insight that has benefited the board and organization over time, potential loss of organizational memory, and the need to dedicate additional time to building the cohesiveness of the board as members rotate on and off the board.

### Cook, Allison and Christy Glass

#### *Above the Glass Ceiling: When are Women and*

#### *Racial/Ethnic Minorities Promoted to CEO?*

Strategic Management Journal, June 2014.

Women and people of color are more likely to be promoted when a firm is performing weakly, and then are replaced by white men when firm performance continues to decline.

### Cornelius, Marla, Rick Moyers, Jeanne Bell, Leslie Brown and Maegan Scott

#### *Daring to Lead 2011:*

#### *A National Study of Nonprofit Executive Leadership.*

San Francisco, CA: CompassionPoint Nonprofit Services and the Meyer Foundation, June 2011.

*Daring to Lead*, a national study of executive leadership notes that to plan for successful transitions, funders should recognize the importance of successful leadership transitions and board members should provide ongoing support for new executives beyond the point of being hired.

### Fund the People

#### *Fund the People Toolkit: Equity and Inclusion Literature Review.*

Beacon, NY: Fund the People, 2017

Fund The People argues that leaders of color are often unintentionally set up to fail, particularly when funders adopt a “wait-and-see” approach by failing to proactively engage with new leaders in ways that would enable them to succeed.

### Love, Jay

#### *5 Reasons Why Every NPO Board Should Have Term Limits.*

GuideStar, May 23, 2014.

The authors note that a limited term for board members would likely add fresh perspectives, allow younger members to get on the board, and allow for the removal of bad board members.

### McDonald, Michael L., Gareth D. Keeves and James D. Westphal

#### *One Step Forward, One Step Back: White Male Top Manager Organizational Identification and Helping Behavior Toward Other Executives Following the Appointment of a Female or Racial Minority CEO.*

Academy of Management Journal, Vol. 61 no.2 (2018), pp. 405-439.

This study found that white male top managers tend to experience a diminished sense of organizational identification, and in turn provide less help (i.e., counterproductive behavioral reactions) to racial minority status colleagues who are newly appointed CEOs. The reduced forms of support included less: mentoring to subordinates; task-related help to subordinates and peers; and recommendations for board seats for peers.



**Sargeant, Adrian and Harriet Day**

*The Wake Up Call: A Study of Nonprofit Leadership  
in the US and Its Impending Crisis.*

Greenville, SC: Concord Leadership Group, Bloomerang,  
Donor Search, Boardable, 2018.

This report was based on a survey of 1,141 nonprofit professionals. One of the findings was that 22% of the participants reported a formal succession process in place for their own or other nonprofit leadership positions.

**Thomas-Breitfeld, Sean and Frances Kunreuther**

*Race to lead: Confronting the Nonprofit Racial Leadership Gap.*

New York, NY: Building Movement Project, 2017.

The Building Movement Project's "Race to Lead" study yielded findings that provide insight on why people of color leave the nonprofit sector. Over 4,300 participants were recruited through 15 nonprofit partner organizations. The authors report that respondents, especially people of color, agreed/strongly agreed that executive recruiters don't do enough to find a diverse pool of qualified candidates for top-level nonprofit positions.



To download this full report and other resources, visit [talentjustice.org](https://talentjustice.org).