

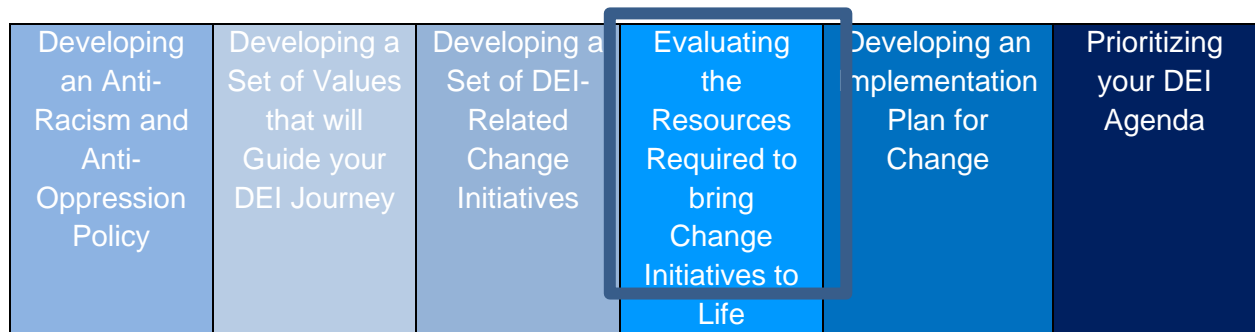


Leadership and Governance Toolkit

Tool 15: Resourcing your DEI Change Initiatives Appropriately

EVALUATING THE RESOURCES REQUIRED TO BRING CHANGE INITIATIVES TO LIFE

FIGURE 15: A ROADMAP FOR YOUR DEI JOURNEY



One of the key challenges facing DEI in organizations is the gap between the ideas for the change and the resources for change; Tool 15 can help.

DEI Resources are the tangible and intangible assets that come together to help design and advance your DEI journey. The questions in Tool 15, presented in Figure 16, help leaders ensure they have the right resources in place to implement their DEI strategy.

FIGURE 16: DO YOU HAVE THE RIGHT DEI RESOURCES?

Staffing	<ol style="list-style-type: none">1. Does the organization have people dedicated to implementing its DEI change initiatives?2. Is this dedication in principle? Is it in the form of full-time resources? Or does it lie somewhere in between? In-between resources result in less-than-ideal implementation outcomes.
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	<p>3. Does the organization have people who have experience implementing DEI-related change?</p> <p>4. Is there a willingness to reallocate people from other departments to help the organization implement its DEI change initiatives?</p> <p>5. Is there a willingness to make these people-resources in DEI permanent employees? This is key as many times smaller community-based organizations rely on temporary employees on term contracts to drive DEI change. This comes with significant credibility issues.</p>
Structure	<p>6. What formal structures exist to support DEI related to listening to marginalized voices, planning DEI change, and measuring DEI outcomes?</p> <p>7. Is there an appetite to invest in the development and support of these structures, or are they mostly one-time initiatives? Unstable structures related to DEI result in unstable DEI journeys.</p>
Systems	<p>8. Has the recruitment system (conducting a job design, developing a job description, sourcing candidates, pre-interview assignments, interviewing and selection) been reviewed from a DEI lens?</p> <p>9. Are there thresholds around representation at different stages of the recruitment process? Without practical thresholds, diversity goals cannot be set nor achieved.</p> <p>10. How much transparency is there regarding how promotions are awarded and/or earned?</p> <p>11. Has the promotion system been mapped out and reviewed from a DEI perspective? This drives the level of equity and inclusion.</p>
Leadership	<p>12. Do leaders understand that DEI is an expertise similar to finance or marketing? This means DEI change can only be effectively led by individuals with that expertise. Being from an EDG does not mean you have the expertise to drive DEI change across an organization.</p> <p>13. Are there DEI champions on the leadership team, not simply in words but also in demonstrable action? Are all those champions from EDGs, or do we have more equitable buy-in across the leadership team?</p> <p>14. Has the leadership team worked on the level of diversity of the team itself?</p> <p>15. How willing is the leadership team to change its structure to immediately be more representative of the population it serves?</p>



	<p>16. When individuals are brought into the leadership team to drive DEI change, do they have the same titles and status as others on the team? In many cases, organizations bring individuals with lesser titles and less power to the table as representatives of DEI because change at these lower levels is easier to institute. This sets DEI representatives up for failure.</p> <p>17. Has the leadership team invested in capacity building beyond online training to equip members with the knowledge and ability to design a DEI strategy and oversee and participate in its implementation?</p>
Funding	<p>18. Is the leadership team willing to argue why DEI is key to the successful delivery of services to its key beneficiaries?</p> <p>19. Is the leadership team willing to bring new funding and/or re-allocate existing funding to support DEI change?</p> <p>20. Often, DEI transformation is led by individuals from EDGs. This work can be triggering and at times requires those leading change to relive trauma. This is especially true in community-based organizations where those leading change are from the very communities being served. Is additional funding for mental health and wellness in place to support these DEI change agents?</p>