Inclusive talent strategies
Not this Bush.
Not this Bush.
Or these.
Archibald and Edyth Bush
We invest in **great ideas** and the **people** who power them in Minnesota, North Dakota, South Dakota and the 23 Native nations that share the same geography.

To inspire and support creative problem solving – **within and across sectors** – to make our region better for everyone.

We support people and organizations working on **any issue** that is most important to their communities AND we work to advance a few **specific issues** that are a priority to the Foundation.
From there to here | key ingredients

Champion who sees how internal work and external impact are linked

Internal structure to support the work

Developmental mindset
It’s messy.
Inclusion strategies at each step

- Recruitment
- Hiring
- Compensation
- Onboarding
- Professional Development
- Engagement & Retention
Recruitment | **Building (or finding) a diverse pipeline**

- **Do you lack qualified candidates?**
  - Change your strategy and look in adjacent spaces
  - Grow your own: create internal program

- **Do you lack connections to candidates?**
  - Relationships with community partners
  - Build your equity brand

*investing in great ideas and the people who power them*
Hiring | a complete overhaul

What we’ve done:
• We review -- and often remove – credential requirements
• We don’t require experience in philanthropy
• We hold a webinar for every job
• Each finalist pool must be diverse...or we keep looking

Our staff went from largely white (35/41) to over 40% BIPOC in 5 years

Consider:
• What skills do you need? Where else can you look for those skills?
• What perspectives matter most in your context?
• How can you demystify what you do?
Compensation | **pay equity in practice**

Our approach:

- Salaries are pegged to external benchmarks
  - Admin salaries adjusted upwards
- Salary is shared when we post a position
  - No negotiation
- We don’t adjust for tenure or performance
Onboarding | following through

• Pair up new hires with ‘culture guide’
• Make norms explicit
• Get curious about talent fails

• What we do:
  • Formal checklist
  • 3-month check-ins
  • 1:1 with the President early on
“Blended Learning” model

---Center for Creative Leadership

Prof Development | focus on learning on the job
Engagement & retention

• Get realistic about retention goals.

• Move beyond engagement to belonging.

• Inclusion isn’t quiet.
Just start.