

FOOD BANK OF THE SOUTHERN TIER
Nominating & Corporate Governance Committee Meeting
November 30, 2021 8:00 – 9:00 AM

AGENDA

TOPIC	FACILITATOR	ACTION	TIME
1. Welcome & Call to Order	Grace Park		2
2. Prayer/Poem/Positivity	Natasha Thompson		2
3. Approval of October 29, 2021 Mtg. Minutes	Grace Park	Approve	1
4. Check-in	Grace Park		10
5. Finalize 2022 BOD Slate & Committee Assignments <ul style="list-style-type: none">• Additional candidates• Strategy Committee (ad-hoc)• Facilities Committee (ad-hoc)	Grace Park	Approve	10
6. Stay Interviews	Maureen Ferrell	Discuss	15
7. DEI Assessment	Natasha Thompson	Discuss	10
8. BOD Mentors <ul style="list-style-type: none">• Assign mentors for new members	Grace Park		5
9. Follow-up: <ul style="list-style-type: none">• How to best keep former BOD members engaged?• Board Self-Assessment	Natasha Thompson		5
10. Other Business			

Next Meeting

February 3, 2022

8:30-9:30 AM

Prayer/Poem/Positivity: Mary Pat Dolan

RSVP to Lynn Dates @ lynn.dates@foodbankst.org

Food Bank of the Southern Tier

Nominating & Corporate Governance Committee Meeting

Friday, October 29, 2021

11 am – 12 noon

Committee Member	In Attendance	Unable to Attend
Grace Park (Chair)	X	
Bill Powell	X	
Maureen Ferrell	X	
Mary Pat Dolan		X
Marty Heysham		X
Alison Wolfe		X
Joe Thomas	X	
Fred Van Sickle	X	
Ex-Officio		
Natasha Thompson	X	
Staff		
Lynn Dates	X	

1. **Welcome & Call to Order** - Grace Park called the meeting to order at 11 am

2. **Opening Prayer/Poem/Positivity** – Bill Powell

3. **Approval of August 5, 2021 Meeting Minutes**

Maureen Ferrell made a motion to approve the August 5, 2021 minutes.

Fred Van Sickle seconded. All were in favor. None opposed.

4. **Check-in** - All present gave an update on their personal/professional lives.

5. **Proposed BOD Slate 2022**

Natasha referred to the Proposed 2022 Election Slate of Directors & Offices reflecting five potential new directors: Kathleen Rasmussen, Andy Fagan, Jamie Kaffenbarger, Jamila Michner, and Tricia Khan, with first terms expiring 2025. Natasha provided background information about each candidate. The committee discussed identifying a successor for Joe Thomas who will step down as chairperson in 2023, as well as setting term limits for officers and identifying vice-chairs for each committee.

6. **Follow-up Items**

2022 BOD Assessment – Natasha referred to the 2022 BOD Assessment Process Timeline pointing out that the Assessment tool will launch January 10, and close January 18, 2022. Natasha added that she would contact Hank Jonas who has assisted the Food Bank with this process for several years. Grace asked the group to review the Assessment and provide any edits for improvement.

Mission Moments at BOD Meetings – Grace described the Feeding America board break-out session that discussed 12 Key Principles for High Performing Boards. One best practice includes sharing a Mission Moment at the beginning of each board meeting. The Committee agreed to begin including a Mission Moment at the December BOD meeting and to make this a standing agenda item. Joe Thomas agreed to share his Mission Moment at the December BOD meeting.

BOD Member Renewals – In order to maintain the strength, engagement and talent of BOD members, Grace mentioned that a Feeding America best practice includes BOD terms that are not automatically renewed; instead, term renewals should be led by feedback and honest conversations around meeting attendance, contribution, and commitment to the Food Bank. Natasha added that creating a “Stay Interview” form – like the one used with staff – for out-going BOD members might be helpful in gathering additional information upon their departure. Maureen agreed to provide a draft form after January.

Food Bank of the Southern Tier

Nominating & Corporate Governance Committee Meeting

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7. **General Governance & BOD Policies**

Ad hoc Strategy Committee – Natasha introduced the idea of creating an ad hoc Strategy Committee since we have recently dissolved the Advocacy Committee. New BOD members and subject matter experts can further connect with FBST Strategic Investment Fund (SIF) and report at BOD meetings. Natasha will draft the committee description, structure, and activities, noting that Erin Summerlee would be the Chairperson of the Strategy Committee.

Assigning Committee Vice-Chairs – The committee discussed reimplementing the process of appointing vice-chairs for each committee, agreeing to note this on committee assignment sheet.

8. **Other Business**

2022 Meeting Schedule – Natasha referred to the 2022 Meeting Schedule provided to the group, noting that the June 16 BOD meeting date may change.

The meeting adjourned at 12:00 pm

Minutes respectfully submitted by,

Lynn Dates, *Executive Assistant to
Natasha Thompson, President & CEO*

Next Meeting

December 2, 2021

8:30-9:30 AM

Prayer/Poem/Positivity: Natasha Thompson

FOOD BANK OF THE SOUTHERN TIER
Board of Directors

PROPOSED 2022 ELECTION SLATE OF DIRECTORS & OFFICERS

RE-ELECTION OF DIRECTORS FOR 3rd TERM TO EXPIRE 02/2025

John Bayne
Mary Pat Dolan

RE-ELECTION OF DIRECTOR FOR 2nd TERM TO EXPIRE 02/2025

Anis Fadul

ELECTION OF DIRECTORS FOR 1st TERM TO EXPIRE 02/2025

Kathleen Rasmussen
Andy Fagan
Jamie Kaffenbarger
Tricia Khan
Jamila Michener

ELECTION OF OFFICERS FOR ANNUAL TERMS TO EXPIRE 02/2023

CHAIRPERSON: Joe Thomas
VICE CHAIRPERSON: Mary Pat Dolan
TREASURER: Steve Hoyt
SECRETARY: Jessica Renner

ELECTION OF DOR BOD REP. FOR ANNUAL TERM TO EXPIRE 02/2023

Karl Krebs

Created: 10/18/2021
Update: 11/23/2021

FOOD BANK OF THE SOUTHERN TIER 2022 BOD & COMMITTEE APPOINTMENTS

Board of Directors

1. Joe Thomas, Chairperson
2. Mary Pat Dolan, Vice Chairperson
3. Steve Hoyt, Treasurer
4. Jessica Renner, Secretary
5. Grace Park
6. John Bayne
7. Alison Wolfe
8. Shannon Matteson
9. Karl Krebs
10. Anis Fadul
11. Erin Summerlee
12. Marty Heysham
13. Fred Van Sickle
14. Kathleen Rasmussen
15. Andy Fagan
16. Jamie Kaffenbarger
17. Tricia Khan
18. Jamila Michener^[NT1]?

Representative of FBST Board of Directors to Diocesan Catholic Charities Board of Directors:

1. Karl Krebs

Executive Committee:

1. Joe Thomas, Board Chairperson & Committee Chairperson ex officio
2. Mary Pat Dolan, Board Vice Chairperson & Committee Member ex officio
3. Steve Hoyt, Board Treasurer & Committee Member ex officio
4. Jessica Renner, Board Secretary & Committee Member ex officio
5. Natasha Thompson, President/CEO & Committee Member ex officio*
6. Karen Dehais, Diocesan Director & Committee Member ex officio

Finance & Audit Committee:

1. Steve Hoyt, Board Treasurer & Committee Chairperson ex officio
2. Shannon Matteson, Board Member & Committee Vice Chair
3. Karl Krebs, Board Member
4. Tricia Khan, Board Member
5. Dick Pirozzolo, Committee Member
6. ~~Krista Niles Updyke, Committee Member~~
7. Meghan Rose, Committee Member
8. Linda Bruckner, Committee Member
9. Nancy Miller, Committee Member
10. Joe Thomas, Board Chairperson & Committee chairperson ex officio
11. Natasha Thompson, President/CEO & Committee Member ex officio*
12. Karen Owen, Catholic Charities Finance Department & Committee Member ex officio*
13. Erica Loomis, VP of Finance & Administration ex officio *

Nominating & Corporate Governance (N&CG) Committee:

1. Grace Park, Board Member and Committee Chairperson
2. Alison Wolfe, Board Member & Committee Vice Chair
3. Mary Pat Dolan, Board Member
4. Marty Heysham, Board Member

FOOD BANK OF THE SOUTHERN TIER 2022 BOD & COMMITTEE APPOINTMENTS

5. Fred Van Sickle, Board Member
6. Maureen Ferrell, Committee Member
7. Bill Powell, Committee Member
8. Joe Thomas, Board Chairperson & Committee Member ex officio
9. Natasha Thompson, President/CEO & Committee Member ex officio*

Development Committee:

1. John Bayne, Board Member & Committee Chairperson
- ~~2. Peter Newman, Board Member~~
3. Alison Wolfe, Board Member
4. Anis Fadul, Board Member
5. Jamie Kaffenbarger, Board Member
6. Dave Radin, Committee Member
7. John Alexander, Committee Member
8. Julie Monahan, Committee Member
9. Amanda Smith-Socaris, Committee Member
10. Krista Niles-Updyke, Committee Member
11. Joe Thomas, Board Chairperson & Committee Member ex officio
12. Natasha Thompson, President/CEO & Committee Member ex officio*
13. Meghan Parsons, Chief Development Officer Member ex officio*

Strategy Committee (Ad-Hoc):

1. Erin Summerlee, Board Member & Committee Chairperson
2. Kathleen Rassmusen?
3. Andy Fagan?
4. Jamila Michener?
5. Tess McKinley?

Facilities Committee (Ad-Hoc)

1. Mary Pat Dolan?

NOTES: * denotes non-voting members

Updated: 11/23/2021

DEVELOPMENT OF A STAY INTERVIEW QUESTIONNAIRE FOR THE FOOD BANK OF THE SOUTHERN TIER

GOAL: As it becomes increasingly difficult to acquire and retain Board Members, it seems prudent to check in with existing Board members to ensure their continued interest in serving on the Board of the Food Bank of the Southern Tier. Thus, with a goal of retaining Board membership, a Board retention or Stay Interview questionnaire has been developed to address issues that might cause individual members not to remain on the Board.

Please note:

My research on the topic included the following resources plus the [FBST Board Exit Interview Questionnaire](#):

Heinz, Kate. [What Is a Stay Interview? 13 Questions to Ask](#). (Built In). Board Internet resource

Moran, William. [7 Responsibilities of Nonprofit Board Members](#) (From [Welcome to the Board](#)) Fisher Howe, 1992.

Neuhoff, Alex. [Quick Guide to Interviewing a Nonprofit Board Member](#). (The Bridgespan Group) Board Internet resource

Phallen, Cindi. [Board Orientation: 6 Steps to Retain Your Nonprofit Board Members](#). (Create Possibility) Board Internet resource

The above noted articles plus the Food Bank's own Exit Interview questions did present a number of avenues to approach the Stay Interview questionnaire. My initial list of questions numbered thirty-four which seemed excessive even for me! As a result, I decided to use the questions which were more general and reflective of personal thoughts of Board members versus more analytical views of the Board's functioning. Hence, you will find my initial DRAFT of the Stay Interview questionnaire is followed by a page of questions that I removed due to their more clinical nature.

As always, this is the first DRAFT version, so I recommend that the questions within the Stay Interview questionnaire be reviewed for clarity as well as their value in giving insight into retaining Board members. The questions which were removed from my initial thirty-four question document are included at the end of this missive. If you believe that any of the omitted questions would be useful and should be included, please feel free to edit, exchange, delete and correct at will.

Once a final Stay Interview questionnaire is designated, there are two critical issues which the Board should address pertaining to this process:

1. Who will conduct the Stay Interview? I found recommendations for the Board President, the mentor of the Board member being interviewed or the chairperson of the N C& G Committee as potential interviewers
2. When should the Stay Interview occur in the timeframe of the Board member's term? There were suggestions that it should be close to the first request to have a Board member renew his or her term or it should be one year after the individual joins the Board

So, that is how I developed the attached Stay Interview questionnaire and ancillary documents. Enjoy and as always, ask someone who speaks in simple declarative sentences to clean this mess up! Thanks for your patience....Maureen

BOARD RETENTION INTERVIEW or “STAY” QUESTIONNAIRE – DRAFT 11/18/2021

Questions:

How are you enjoying your Food Bank Board experience thus far?

Have there been any unexpected surprises since you started serving on the Food Bank Board?

Do you feel that the Board reflects on the mission of the Food Bank with enough frequency?

Do you feel that you have been given opportunities from the start of your Board membership to accomplish tangible goals that move the mission of the Food Bank forward in a meaningful way?

Does the Board in your view exam each action in terms of how it serves the beneficiaries of the Food Bank’s services?

Was your orientation to the Food Bank as an agency and to the Board adequate?

Have you had a successful experience with your Board Mentor? If not, are there ways in which the mentoring process could be improved for new Board Members?

Do you feel comfortable with your fellow Board members, especially the Board President?

Do you believe your contribution to the Food Bank Board is valued and how do you receive validation?

Why did you become involved in the Food Bank, and what has your involvement looked like over time?

How would you characterize the Board’s role in the Food Bank’s overall organization?

If the Food Bank were to be on the cover of your favorite newspaper or magazine in five years, what would the story be about?

Is there anything that might keep you from being a strong advocate for the Food Bank in the larger community?

Is there anything we can do to make this a more positive experience going forward?

What do you enjoy or look forward to about Food Bank Board meetings?

Do you believe the amount of your time consumed by Food Bank Board activities is too much, minimal, or appropriate for a nonprofit Board?

Has any experience on the Food Bank Board frustrated you or caused you genuine anxiety about the Board’s actions?

Is there anything that you experienced on a different Board that is lacking in your Food Bank Board experience that you would recommend?

END OF DRAFT STAY INTERVIEW QUESTIONNAIRE

QUESTIONS THAT WERE REMOVED FROM THE DRAFT STAY INTERVIEW QUESTIONNAIRE:

What would you say are some of the most stellar events or actions that the Board has taken which have given you pride in your Food Bank Board participation?

Is your attendance or absence at Board meetings caused by anything directly involving the Board atmosphere or the interaction with the CEO?

Do you feel your Committee work has been effective?

Do you believe your individual input was heard by your fellow Board members and the CEO?

Do you find the Board meetings productive? If not, is it due to a lack of structure in the agenda, too many reports and not enough discussion or some other issue?

Do you believe the Board members are engaged at the appropriate level with the CEO's evaluation?

Do you find that your interests have been considered when you have been assigned to a Committee?

Are the Committee reports you receive informative and easy to understand so that you believe you have an adequate understanding of the overall activities and performance of the Food Bank personnel and its services to the community?

If you are not directly involved in one of the Finance Committees, do you feel comfortable with the financial stability and fiscal planning of the Food Bank?

How focused on results do you believe the Food Bank is on an ongoing basis?

FBST DEI Assessment Overview

DEI Assessment: Part 1

1. Employee Recruitment and Sourcing.

FBST Internal Point of Contact:

DE&I recruitment means organizations recruit individuals with a collective mixture of differences and similarities that include individual characteristics, values and beliefs, and experiences and backgrounds.

DE&I Recruitment and Sourcing Questions to Consider

- Does the organization have established goals on DE&I and recruiting? If so, are these goals internally driven or mandated by law?
- How diverse are the people in your recruiting function? Are you able to source qualified applicants from a wide variety of backgrounds?
- How does the agency find a diverse pool of candidates?
- Where does FBST advertise to attract a diverse pool of well-qualified applicants?
- Have job descriptions for open positions been updated recently? Are they still accurate reflections of the skills needed to perform the job effectively?
- Are hiring goals communicated to the hiring manager, checked for understanding, and agreed upon to increase the likelihood of a good hire?
- Are the job description and performance standards clear to fairly evaluate any new hire without bias?
- What policies and benefits are in place that would attract diverse candidates (e.g., flexible hours, job-sharing, etc.)?
- What training has the organization provided to hiring managers to ensure that the best candidate is selected?
- Has the organization reviewed its onboarding process to make certain that new hires receive the right information and a welcome that will secure a partnership with the organization?
- How will human resources follow up with the hiring manager and the new employee to make sure the new partnership is working?

Additional Recruitment Assessment

1. Review Recruitment policies for DEI
2. Confirm whether trainings are offered for managers to recruit with emphasis on DEI
3. Determine financial resources allocated or DEI

FBST DEI Assessment Overview

2. Employee Retention.

FBST Internal Point of Contact:

Retention is often framed as a key economic driver for DE&I efforts because it costs an organization a significant dollar amount when an existing employee must be replaced. Diverse, equitable and inclusive organizational climates, however, reduce turnover and increase retention. Inclusive organizations also make use of a diverse workforce and leverage diversity as an enabler of innovation.

Employee Retention Questions to Consider

- What is the current turnover rate? How does this number compare with non-profit trends in the region?
- How much does it cost the organization to replace a single employee?
- Who typically leaves the organization? Are there marked differences among turnover rates for men versus women? White people versus people of color? Baby Boomers versus Generation X or Generation Y staff?
- Does the organization conduct exhaustive exit interviews to find out why employees are voluntarily leaving? If so, what do these interviews tell you about why employees leave?
- Is there any reason to suspect that those who feel excluded, unfairly treated or discriminated against would refrain from stating their true motivations during an exit interview? If so, what measures could be put into place to collect more accurate data?
- Even if FBST appears to be diverse in terms of total numbers, are there teams, disciplines or levels within FBST that consist of one homogeneous “type” based on race, gender, age, nationality or discipline?
- If so, how diverse is FBST at the top- and middle-manager levels?
- Does FBST have affinity groups?

FBST DEI Assessment Overview

3. Training and Development.

FBST Internal Point of Contact:

Training and development include activities designed and implemented to ensure that all employees are equipped to create a work environment that is diverse, equitable and inclusive.

Training and Development Questions to Consider

- What knowledge, skills, abilities or competencies (e.g., communication, empathy) have been identified by the organization to effectively contribute to a diverse and inclusive workplace?
- What additional knowledge, skills and abilities (e.g., visioning, cross-cultural competence) must the leaders possess to role model DE&I, ensure that your organization's clients or customers are treated with respect, and chart the correct path for your organization's future?
- Which learning methods are employed, given the competencies identified? Are they sufficient?
- Who leads DE&I training and development initiatives within your organization?

Additional Training Assessment

1. Review competencies and training programs
2. Assess process to be selected in training and development initiatives

4. Onboarding.

FBST Internal Point of Contact:

This is one of the first opportunities to make a new employee to an organization or location feel welcome and comfortable sooner rather than later.

Onboarding Questions to Consider

- Are all individuals who may have first contact with a new employee sufficiently coached on how to articulate the organization's mission, vision, values and philosophy with regard to DE&I?
- Is an onboarding process established for all new employees? If so, what is included?
 - EX: Create a robust schedule for each employee's first day on the job, including a meeting with his or her manager, HR, required paperwork (payroll, benefits, etc.), a briefing on all aspects of the employee's job description, a celebratory lunch with the new manager (which could also include key team members), an appointment with IT or other groups to receive necessary resources (laptop, safety equipment, etc.), and an end-of-day check-in to ensure that the new employee is starting his or her job on a positive note.
 - If the organization sponsors affinity groups based on race, gender, sexual orientation, disability or culture, do they create peer sponsor programs for new members as well?
- Is a peer sponsor or "buddy" program included as part of your onboarding initiative?
 - If so, is there a checklist for that individual that might include who to introduce the new employee to and a tour that includes supply closets, rest rooms, places to eat, etc.

FBST DEI Assessment Overview

Additional Onboarding Assessment

1. Review onboarding process/ SOPs for all new hires. Assess for consistency and equity.
2. Test the SOPs to determine the extent they are followed across the organization.

5. Measurement and Accountability.

This refers to the tools used to determine if DE&I efforts have achieved the desired results, and if not, who will be responsible for correcting the methodology so those desired results can be achieved.

Measurement and Accountability Questions to Consider

- What sorts of measurements are currently being taken to assess progress on DEI? Is there historical data (with regard to representation, recruitment, turnover and employee engagement)?
- What are voluntary turnover rates? Are they increasing or decreasing?
- Who leaves the organization after a short period of time (1-2 years)? How do the turnover rates of women and people of color compare to those of the general population? What do the exit interviews tell you about the organization's culture organization?
- Does FBST support any affinity groups based on race, gender, sexual orientation and gender identity, disability or culture? If so, would it be possible for you to track attitudes about inclusion from these specific groups that can be tracked over time?
- How many people in FBST have undergone skills-based DE&I training?
- What strategic alliances or partnerships have been instituted as a result of your commitment to DEI?
- How has your strategic commitment to DE&I impacted the key business objectives of your organization?

6. Communication.

FBST Internal Point of Contact:

DE&I communication should include a strong commitment by the organization to a diverse, equitable and inclusive workforce and to serving a diverse client base; specific information that pertains to the roll-out of the organization's strategic DE&I management plan; and information from the employee base that honestly reflects the experiences of all staff in the organization.

Communication-Related Questions to Consider

- What communication vehicles currently exist? How effective are they? Who do they speak to? How might they be used to support your strategic DE&I management plan?
- What communication gaps currently exist? What steps would be necessary to close these?
- Is there a healthy level of inter-organizational communication? If so, is this information currently filtered with a DE&I lens? If not, why not—and how can this be addressed?
- What positively differentiates FBST from other non-profits regarding DE&I? How can these differentiators be included in your organizational communication?
- Are internal or external messages assessed with a DEI lens before they are sent?
- Add something on inclusive behaviors

FBST DEI Assessment Overview

Additional Communications Assessment

1. Communications plan that supports DEI: which can include a webpage devoted to DE&I, brochures, slide presentations that managers can use when briefing staff about DE&I at FBST and visual media (posters, etc.) that includes your DE&I commitment.
2. Assess for communication with integrity. If a poster on the wall proclaims a commitment to DE&I with little to no action to back it up, the message will not ring true, and could eventually do more harm than good. If necessary, an open and honest message that frames the organization's DE&I issues as challenges that can be met and overcome would be more appreciated by staff than a relentlessly cheery sentiment that "everything's just fine."

7. Marketing, Advertising and Branding.

FBST Internal Point of Contact:

Many organizations have discovered that the diversity of their staff and the equitability and inclusiveness of their work environment can be used as differentiators in the marketplace and can become a competitive advantage.

- Marketing, Advertising and Branding Questions to Consider
- What does FBST currently execute with regard to marketing, advertising and branding? Do these efforts actively reflect the values of DE&I?
- Do the messages in your marketing, advertising and branding efforts contain any subtle cultural biases? For instance, are the people (representing both employees and customers) in your advertising uniformly white, affluent, heterosexual, able-bodied or conventionally attractive? Does your marketing consistently assume an individualist or achievement-based cultural framework?
- Does FBST currently participate in any form of niche marketing? If so, is it effective? Why or why not? If not, could FBST benefit from targeting specific communities?
- Does FBST provide a 'seat at the table' for someone focused on DE&I during marketing, advertising, and branding discussions? This will ensure that no messages are communicated that overtly or subtly circumvent your organization's diversity value.

Additional Marketing, Advertising, and Branding Assessment

1. Review and assess recent communications and marketing initiatives for DEI

8. Board.

- What are the demographics of the board? Do the board members reflect the demographics of the members agencies and clients?
- Does the board have established goals on DE&I, including recruiting and training? If so, are these goals internally driven or mandated?
- How does the board recruit new members? Are you able to source qualified applicants from a wide variety of backgrounds?

FBST DEI Assessment Overview

- Are job descriptions and responsibilities for board positions available?
- What training has the board undergone specific to DEI?
- Is there a board onboarding process? Does the board onboarding process make certain that new board members receive the right information and a welcome that will secure a partnership with the organization?
- How are board meeting agendas created? How does the board leverage board diversity?

9. Supplier/Vendor Diversity.

An integral part of any organization's DE&I program is to ensure that it promotes DE&I outside of the organization by doing business with a variety of suppliers and vendors.

Supplier and Vendor DE&I Action Steps

- How does FBST identify suppliers?
- Has FBST Defined the scope for the supplier DEI Initiative?
 - To help define the scope, decide the following as it begins its development of a supplier diversity initiative: What percentage of total purchases should be made from underrepresented suppliers? How many new minority/women/disabled-owned suppliers does the organization want to partner with each year?
- If yes, does the scope link the initiative to organizational goals? The purpose of a supplier DE&I program should be communicated to management, purchasing, other appropriate staff and existing suppliers so all stakeholders understand how the program is expected to contribute to the company's success. Specific, measurable goals must be established, and the responsible internal staff and suppliers held accountable for achieving them.
- Has FBST assessed how they select qualified suppliers, particularly for purchased food?
- What % of suppliers (number of or total sales) are non-majority?
- How does the organization track or measure progress in this area?

FBST DEI Assessment Overview

DEI Assessment: Part II

(Resources permitting)

10. Member/Partner Experience.

This is the experience internal and external customers have when they enter into a partnership with FBST or interact with employees, products or services. The goal is to ensure that members perceive your organization as inclusive of their needs and as the type of organization with which they want to partner.

Partner or Experience-Related Questions to Consider

- What are the demographics of your service area?? Of your partner base? Do you understand the unique needs of each of these groups?
- Do a broad range of partners feel equally welcome and respected by your organization?
- To what extent do diverse partners and potential partners see themselves represented in your workforce and management staff?
- How comfortable and skilled are employees in serving partners they perceive as different from themselves (e.g., language, culture, age, race and ethnicity, and disability)?
- Are employees more suspicious or resentful of a category of partners (e.g., based on age, ethnicity, nationality, language, religious attire)? If so, how does this affect the partner's experience?
- What barriers exist that undermine your service delivery (e.g., stereotypes about partners, lack of tools or knowledge)?
- Have you considered the DE&I implications in your member/partner satisfaction measurement process?
- How are partners' diverse needs being met (e.g., product preferences, language, religious accommodations, access for individuals with disabilities)?
- To what extent are front line staff provided with the education, training, resources and systemic processes they need to deliver an equitable and inclusive member/partner experience.
- To what extent does FBST provide training, support, and motivation to member agencies/partners to ensure DE&I is prioritized in their own services?
- Is there a DE&I lens within the process for accepting new member agencies?
- Are all individuals who may have first contact with a new member/partner sufficiently coached on how to articulate the organization's mission, vision, values and philosophy with regard to DE&I?
- Is an onboarding process established for all new members/partners? If so, what is included?
- How does the organization track or measure progress in this area?

FBST DEI Assessment Overview

11. Client Experience.

This is the experience clients have when they access services, receive products, and interact with employees. The goal is to ensure that clients perceive your organization as inclusive of their needs and as the type of organization with which they want to receive services from.

Customer or Experience-Related Questions to Consider

- What are the demographics of your client base? Do you understand the unique needs of each of these demographic groups?
- Do a broad range of clients feel equally welcome and respected at your direct service locations?
- To what extent do diverse clients and potential clients see themselves represented in your workforce and management staff?
- How comfortable and skilled are employees in serving clients they perceive as different from themselves (e.g., language, culture, age, race and ethnicity, and disability)?
- Are employees more suspicious or resentful of a category of clients (e.g., based on age, ethnicity, nationality, language, religious attire)? If so, how does this affect the client's experience?
- What barriers exist that undermine your service delivery (e.g., stereotypes about clients, lack of tools or knowledge)?
- Have you considered the DE&I implications in your client satisfaction measurement process?
- How are clients' diverse needs being met (e.g., product preferences, language, religious accommodations, access for individuals with disabilities)?
- To what extent are front line staff provided with the education, training, resources and systemic processes they need to deliver an equitable and inclusive client experience?
- How does the organization track or measure progress in this area?

12. Volunteers

- What are the demographics of FBST's volunteers? Do the volunteers reflect the demographics of member agencies and clients?
- Does FBST have established goals on DE&I for volunteers, including recruiting, training, opportunities available, removing barriers to volunteering?
- How does FBST recruit new volunteers?
- Are descriptions and responsibilities for volunteer positions available?
- What training do volunteers undergo specific to DEI?