



ALTERNATIVES

Heal • Restore • Transform

Employee Retention & Racial Equity in the Nonprofit Sector

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Latinx Workforce Statistics

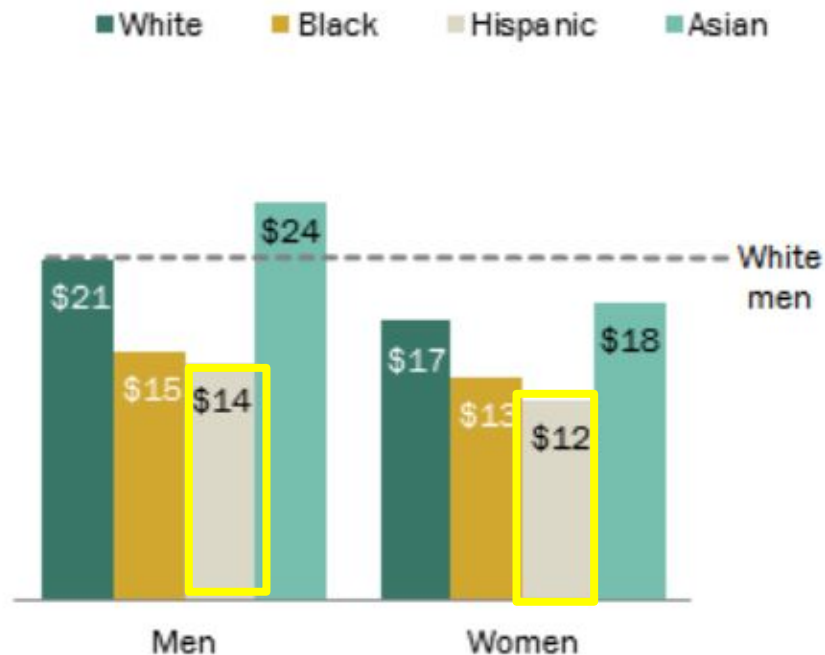
Wage Gap

Latinx Men & Women have the *lowest* hourly earnings from any race/ethnicity.

Latinx **Women** make the least amount overall, making only \$0.53 for every \$1 a white man makes.

There is a much more narrow gap between white & Asian earnings, but a stark gap between white and Black, or white and Latinx earnings.

Median hourly earnings of men and women from each race/ethnicity

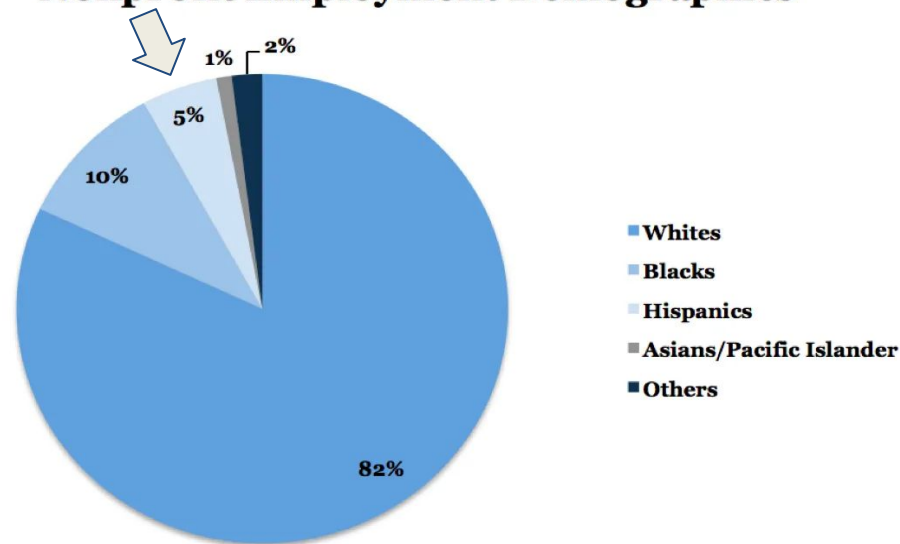


Latinx Nonprofit Workforce Statistics

Latinx employees are driving the labor force, but not in the nonprofit sector...

Latinxs account for only ten percent of nonprofit executive directors and less than three percent of foundation CEOs or presidents.

Nonprofit Employment Demographics



Latinx Nonprofit Barriers

- **Stereotypes in the workplace**
 - Latina & queer Latinx - intersection of gender & race/cultural stereotypes.
 - Sexualization of Latinx folx, Code Switching, Communication Style, Accent Bias.
- **Organizational Tokens**
 - Being asked to represent the whole Latinx community
- **Assumptions about Lack of Qualification and Experience**
 - Perceived as less qualified and less educated than white counterparts, thus overlooked for promotions.



“Show me your investment
before I show you mine.
Alternatives has shown their
investment in me.”

“Y’all want us to do well in our
personal lives.”

“I appreciate supervisors treating
us like we are human.”



Standard Hiring & Retention Formula

Standard Hiring Formula

High Credentials + Years of Experience + Polished Presentation

Best Candidate

Standard Retention Formula

Best Candidate + Performance Management + Merit Based Increases

Retention of Best Candidate

Alternatives' Formula



Values



How do we not contribute to the very issues we're trying to solve?

- Poverty
- Insecure housing
- Unemployment
- Health disparities
- Etc.



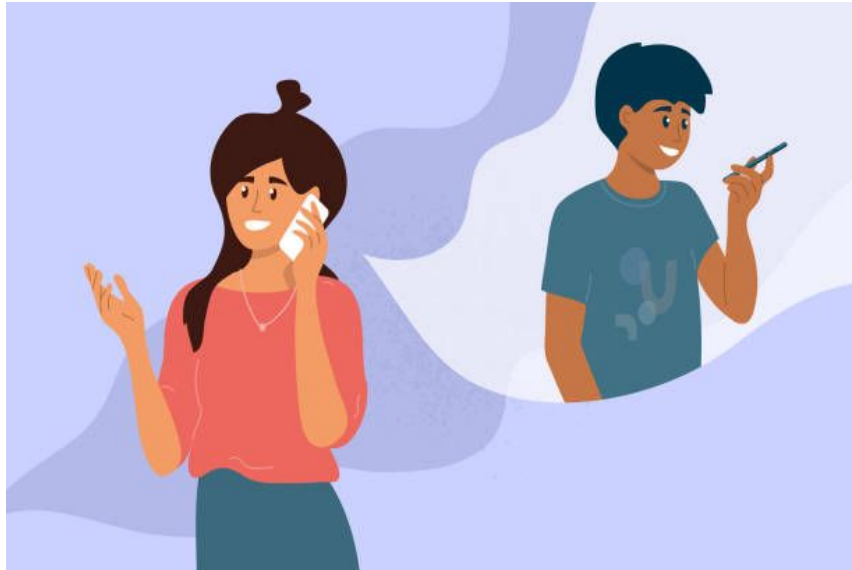
Focus Group Results: Values

- Integrity
- Authenticity
- Transparency
- Personal Growth
- Quality of life
- Racial Equity
- Relationships/Connection
- Accountability



Two places where these values are significant

Recruitment & Hiring



Employment Relationship



Recruitment and Hiring

- Training & coaching with a racial equity lens for hiring managers
- Removal of unnecessary credentials
- Salary Transparency
- Stipends to do projects during interview process
- No negotiations: we pay what we budget

“
We give
opportunities to
people others
have overlooked.”

Employment Relationship

- Equitable Compensation Strategy
 - Based on cost of living/livable wage
 - Minimal pay difference for jobs grouped together Ex: All front line starts at 49k
 - 1k more if position requires a graduate degree
 - 1k more if position requires licensing
 - 1k more if position requires Spanish speaking
 - No merit based increases
 - Takes into account market, but does not replicate market
 - Transparency: Staff is updated on all compensation formulas, research, ranges, and decision making process

“
We believe that all
people deserve to a
live a life in which
they thrive.
Period.”

Employment Relationship

Importance of Compensation for Bi-Lingual Services:

- Differential pay policies for Bilingual services is a part of pay transparency.
- “If the language is a skill that is expected to bring more growth, then this in fact is a role change or role expansion, which certainly warrants a pay change.”
(Callahan 2022)



Employment Relationship

- Removed merit-based increases from evaluation
 - Expectations of the job don't change
 - More honest conversations about what goes wrong and how to fix it
 - Removes potential biases from evaluation process



Employment Relationship

➤ Quality of Life

- Equitable compensation
- No monetary punishment for lower performance
- Work-life balance
 - Remote when possible
 - Flexible scheduling
 - Generous time off - 40 days
- Paid Parental Leave (10 weeks)

"I can rent a home instead of an apartment"

"I can think about buying a house"

"I can pick up my son from school"

"I can pursue interests outside of work"

"I was able to purchase a car"

Employment Relationship

➤ Quality of Life

○ Benefits

■ Standard Benefits

- Healthcare, Dental, Vision, 403b

■ Innovative Benefits

- Pet Benefits, Education Assistance, Childcare Assistance, Credit Union, Thrive Wallet, Fertility Benefits

○ Compensation for the whole person



TOTAL PET PLAN INCLUDES:

PETplus

DISCOUNTS ON PRODUCTS & RX

- Up to 40% off on products like prescriptions, preventatives, food, toys and more
- Shipping is always free and same-day pickup is available for most human-grade prescriptions

View available products and pricing at petplusbenefit.com.



DISCOUNTS ON VETERINARY CARE

- Instant 25% savings on all of your pet's in-house medical services at participating vets
- No exclusions due to age, health, pre-existing conditions or type of pet

Visit petbenefits.com/search to locate a participating vet.



24/7 PET TELEHEALTH

- Access real-time vet support, even when your vet's office is closed
- Unlimited support on your pet's health, wellness, behavior and more



LOST PET RECOVERY SERVICE

- Durable tag can be scanned from any smart phone to access your contact information, helping lost pets return home quicker than a microchip
- Easily update your information online with no need to request a new tag



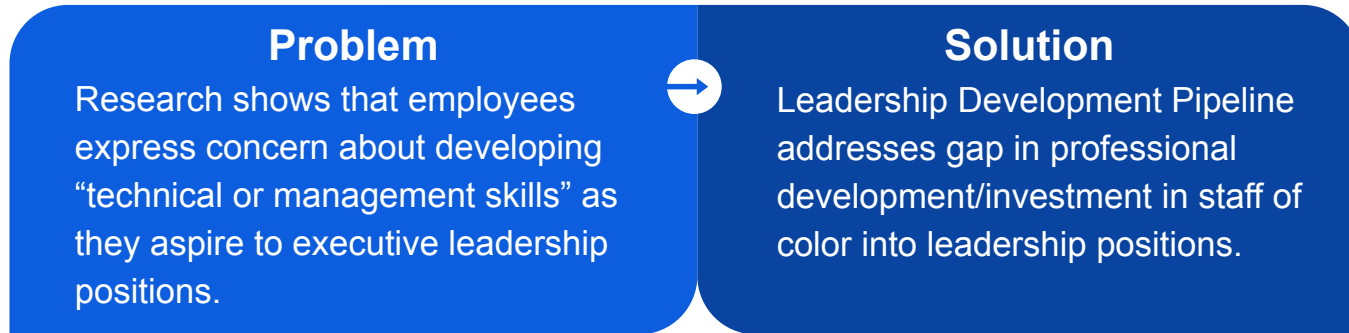
Employment Relationship

- Culture of Learning, Accountability, and Growth
 - Culture of debriefing, feedback, coaching and solutions
 - Everyone, including leadership, can admit when wrong and provide solutions on how to improve
 - Ongoing training both internal and external
 - PIPS are actually used to improve-No one has been fired off a PIP in years
 - Leadership Development Pipeline
 - Ownership of projects
 - Level 2 positions

“
Y'all have me
until I can't grow
anymore
”

Leadership Development Pipeline

Agencies have a responsibility to develop their BIPOC staff for future leadership. This can be done by creating space for emerging learners to make ask questions, mistakes and learn from them.



Skills being developed

- Budgeting & Financial Monitoring
- Strategic Planning
- Fundraising & Grant Writing
- Staff Management

Cultivating Equitable Spaces for BIPOC Folx

How do we as Latinx social workers create spaces in our organizations that are safe and equitable for other BIPOC employees?

Understanding the Complexity of Latinx history

- **White Supremacy & Colorism - “Mejor la raza”**
 - “Latinx leaders must reflect and acknowledge the varying degrees of privilege many hold in a white supremacist society.” (Delfin, 2021)
 - “Latinx leaders must address how we stand in solidarity with Indigenous communities and how our privilege and proximity to whiteness perpetuates harm”. (Delfin, 2021)
- **Anti-Blackness**
 - Ignoring Anti-Blackness in Latinx culture undermines our ability to combat racism. (Matos 2022)
 - “Racial Innocence”



Cultivating Equitable Spaces for BIPOC Folx

How do we as Latinx social workers create spaces in our organizations that are safe and equitable for other BIPOC employees?

Understanding the Complexity of Latinx history

- **African Diaspora in Latin America**
 - Afro-Latinx's are the majority in Belize, Dominican Republic and Cuba. They are a significant minority in Brazil, Colombia, Panama, Venezuela, Nicaragua and Ecuador.
 - Afro-Latinx's are more likely to experience discrimination at a higher Rate than non Afro-Latinx.
- **Anti-LGBTQ**
 - “The next generation of Latinx leaders must work with the lens of inclusion, denounce white supremacy, and work against anti-Blackness, homophobia, and transphobia”. (Delfin, 2021)



Social Work Ethics

Dignity & Worth of the Person

By incorporating equitable compensation packages for staff and providing them with the opportunity to thrive, we are acknowledging the dignity and worth of our employees as a whole person.

Social Justice

Racial Equity and the ethic of Social Justice tell us that we need to be compensating our staff in a way that does not contribute to the issues we are working to solve.

Competency

By prioritizing providing robust, quality, values based professional development opportunities for staff in trainings, projects and supervision contribute we are contributing to staff's ability to be competent enough for professional advancement.

Racial Equity Plan

- Intense, transparent racial equity plan
 - Parallel with and integrated into the strategic plan
 - 30+ goals
 - 200+ action steps
 - Components
 - Administration
 - Staff Development
 - Programs
 - Staff Support
 - Development
 - Advocacy
 - Staff Feedback Form
 - Appendices



Integrity: Living out our values

“

Pushing back on funders, 10% of our contracts going to other BIPOC agencies, our advocacy work, going after funding that truly meets our needs... it makes me so proud to say that I work at Alternatives

”

