Changing the Face of Housing in Minnesota

Leadership Survey Report
2nd Edition

Measuring the Success of Housing, Planning, and Community Development Organizations in Recruiting and Maintaining Racially and Ethnically Diverse Staffs and Boards

Second Edition
December 2008

changing
the **Face** of
HOUSING
in minnesota

Artwork

Marilyn Lindstrom with artist associate Malichansouk Kouanchao and women residents of the Jeremiah Program, *Hand to Heart Mosaic Series: Doorway of Opportunity* (cover) and *Rainbow of Faces* (page I), 2003, ceramic, tile, glass, mirror, and clay, 30 x 12 in. The mural project was sponsored by The Jeremiah Program and the City of Minneapolis Art in Public Places Program.

Artist Statement

The imagery and its symbolism for the "Hand to Heart" mural grew out of discussions and brainstorming with the women residents of the Jeremiah Program, a program that "changes women's lives for their children's future." Single mothers live in beautiful, affordable housing at the Jeremiah Program while going to school, working, managing their families, and participating in the collective vision of the program. The mosaics were created to represent different aspects of the resident's culture, heritage, and journey through Jeremiah. In this particular mosaic (one of 17), a woman is moving towards new opportunities and a better future. Doors are often symbols of a portal to new life, new experiences. Each new entry allows us to learn and grow while leaving something behind. A door has endless possibilities for beginnings and endings, and the door of opportunity can never be closed.

About the Authors and GrayHall LLP

Nora Hall, Ph.D., Managing Partner, and Karen Gray, M.S., Senior Partner, are principals in GrayHall LLP, a management consulting firm specializing in research, evaluation, planning, and communications. Founded in 1987, GrayHall works with a range of partners, including corporations, educational programs, foundations, government, higher education, school districts, individual schools, and nonprofits. The principals have extensive organizational experience and have helped groups of many sizes critically assess program, project, and organizational outcomes. Ms. Gray and Dr. Hall have provided consulting services for local, national, and international organizations and have received local and national recognition for their work. They have published articles on leadership, occupations, organizational communication, inclusiveness, and diversity in scholarly journals, newspapers, and books. GrayHall is the executive producer of No Short Cuts®, a nationally distributed videotape series on leadership and culture in service environments.

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Changing the Face of Housing in Minnesota is a joint initiative of the Corporation for Supportive Housing (CSH), the Family Housing Fund (the Fund), and the Twin Cities Local Initiatives Support Corporation (LISC). It was created to support local housing, planning, and community development organizations in their efforts to recruit and maintain diverse boards of directors and to recruit, hire, and retain diverse staff.

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Executive Summary

Introduction and Background

This 2007 report to Changing the Face of Housing in Minnesota (CFHM) summarizes the results of a telephone survey with leaders, managers, and staff of housing, planning, and community development organizations regarding the progress of their organizations in recruiting and maintaining racially and ethnically diverse staff and leaders.[1] This report is the second in a series designed to help sponsors of CFHM and other committed stakeholders stay abreast of such progress, the first of which was presented in 2004. Both assessments involved telephone interviews carried out over a six-month period by GrayHall staff and associates.

This survey gathered 103 usable responses, a 58% response rate. We are 95% confident that this data will be within +/- 7 percentage points when generalizing to the total population. The survey collected data on the following: board members' racial/ethnic background and gender; board selection and service; staff members' racial/ethnic background and gender; staff recruitment, hiring, and retention; and how sponsors and organizations can help each other achieve CFHM's goals. Information was gathered on nine racial/ethnic groups: (1) African American (multiple generations U.S.-born), (2) African/Black (new immigrants), (3) American Indian (Native American), (4) Asian Pacific (multiple generations U.S.-born), (5) Asian Pacific (new immigrants), (6) Latino, Chicano, Hispanic (multiple generations U.S.-born), (7) Latino (new immigrants), (8) Caucasian/White (multiple generations U.S.-born), and (9) Caucasian/White (new immigrants).

Findings

Overall, the organizations surveyed showed a modest growth in employees and board members of color over the past three years. The data show that people of color comprised 24 percent of all housing, planning, and community development boards in 2007, a 4 percent increase since 2004. Noticeable gains in the number of board members of color were reported by small organizations and increases in board members of color found among three organization types: developers/CDCs/housing service providers; intermediaries; and supportive housing human service providers.

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[1] *Racially and ethnically diverse* refers to a variety of physically distinct people and people who belong to particular groups with affiliations that are passed from generation to generation. CFHM is particularly concerned about improving the representation of African Americans, American Indians, Latinos, and Asian/Pacific Americans in the field of affordable housing, planning, and community development.

The percentage of female employees, which included all racial/ethnic groups, grew by 33 percent among the surveyed organizations between 2004 and 2007. Modest increases were also found in the representation of four major groups of employees of color: African Americans, American Indians, Asian/Pacific Islanders, and Latino/Hispanics. These groups comprised 19 percent of all staff positions in 2007, showing a 2 percent growth, and persons of color held 13 percent of all leader/manager jobs in 2007, a slight decline from 14 percent in 2004. The largest increase in employees of color in 2007 was among clerical workers, for a total increase of 9 percent, followed by a 6 percent increase among technicians. In 2007, developers/CDCs/HSPs and intermediary organizations had the highest percentages of staff of color across job categories. The number of employees of color also grew in supportive housing human service organizations in 2007, including additional leader/manager, professional, clerical, and service workers.

The 2007 Leadership Survey results indicate the percentages changed from 17% to 19% of people of color in industry staff positions and 20% to 24% in board positions from the 2004 Leadership Survey.

The 2007 data also show noticeable increases in the number of organizations that had in place criteria by which to qualify individuals for board service[2], perhaps indicating that organizations had become clearer about what they were looking for in board members. The major obstacles to increasing board and staff diversity in 2007 continued to relate to recruitment. Respondents indicated that they did not have sufficient connections with communities of color and that sponsors could help them with recruitment. An impressive number of organizations maintained written commitments to hiring a multicultural workforce and had multiple strategies in place to support diverse staff. Top among support strategies were training, mentoring, and engaging in authentic conversations.

Conclusions

The *2007 Changing the Face of Housing in Minnesota Leadership Survey* findings tell an interesting story about what it takes to launch and sustain diversity and inclusiveness in the field of housing, planning, and community development. They indicate that all organization types have learned to use a wider range of tools to better address diversity obstacles. Of specific note were modest increases in board memberships and staffing, diversity planning and support, monitoring diversity progress, and coaching and mentoring diverse employees. More organizations were turning to culture-specific newspapers to advertise open positions, more than half of all organizations indicated that they had active commitments to diversity, and about half used existing staff for community outreach as part of recruitment strategies to build diverse pools of applicants for open positions.

But there is still much that the field of planning, housing, and community development needs to do and learn to continue moving forward. For instance, the data show that in three areas (hiring from diverse pools of finalists, having people of color in leadership and decision-making positions, and building multi-faceted relationships with diverse communities and groups), all of which are connected to building diverse staffs and boards, there is still much work to do. The field still needs help in building stronger relationships with diverse communities and recruiting diverse applicants. Without greater success in those areas, it will be difficult for these organizations to reach their full staff and board potential. Assistance with employee recruitment was the most consistent request for help from 2007 CFHM survey respondents. We recommend that CFHM sponsors provide internal and external organizational support regarding what methods work best to recruit from different sectors of the community and the needed intensity and duration of various strategies to institutionalize and sustain change.

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[2] The term *criteria* in the Changing the Face of Housing Leadership Survey and this report refers to the accepted organizational standards or methods used in making decisions or judgments about diversity work such as board qualifications and staff recruitment.

I. Introduction and Background

This is the second edition of the *Changing the Face of Housing in Minnesota Leadership Survey Report*, which documents planning, housing, and community development organizations' progress in recruiting and maintaining racially and ethnically diverse staff and leaders.[3] Changing the Face of Housing in Minnesota (CFHM) is a joint initiative of the Corporation for Supportive Housing (CSH), the Family Housing Fund (the Fund), and the Twin Cities Local Initiatives Support Corporation (LISC). It was created to support local housing, planning, and community development organizations in their efforts to recruit and maintain diverse boards of directors and to recruit, hire, and retain diverse staffs.

The sponsors of Changing the Face of Housing in Minnesota have adopted what have been recognized as the 10 most important steps in achieving diverse and inclusive workplaces:

- Have a diversity plan.
- Articulate support for diversity throughout the organization.
- Monitor diversity/inclusiveness progress with tangible measures of success.
- Hire from diverse pools of finalists.
- Have people of color in leadership and decision-making positions.
- Coach and mentor diverse employees.
- Provide important assignments and training opportunities for diverse employees.
- Provide adequate and stable funding for diversity/inclusiveness initiatives.
- Conduct awareness-building activities and sustain an organizational culture that values diversity and inclusiveness.
- Build multi-faceted relationships with diverse communities and groups.

Many studies, including a 2004 study by the McCormick Tribune Foundation[4], have identified these ten steps as optimal practices. Large-scale studies have also proved that there is a correlation between diversity and organizational successes. Herring, for example, shows that having diverse organizations expands thinking, increases productivity, and offers different ways of seeing a problem and faster, better ways of solving it.[5] Similarly, Page's research indicates that diverse staff are markers for diverse ideas, attitudes, and life experiences. [6]

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[3] *Racially and ethnically diverse:* Physically distinct people and people who belong to different groups with affiliations that are passed from generation to generation. CFHM is particularly concerned about the representation of African Americans, American Indians, Latinos, and Asian/Pacific Americans in the field of affordable housing, planning, and community development.

[4] Keith Woods, "Leading the Way: Making Diversity Real," Chicago, IL: McCormick Tribune Fellowship, 2004.

[5] Shankar Vedantam, "In Boardrooms and in Courtrooms, Diversity Makes a Difference," *Washington Post*, January 15, 2007, p. A02.

[6] Scott Page, *The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools and Societies*, Princeton, NJ: Princeton University Press, 2008

In the three years since the first *CFHM Leadership Survey*, the sponsors of CFHM have exposed housing, planning, and community development organizations to these top ten tools for creating diverse and inclusive workplaces, and 2007 survey responses indicate a higher awareness of these tools than during the first survey in 2004.

The 2004 and 2007 *CFHM Leadership Survey* included housing, community development, and planning organizations in the seven-county metro area.[7] The major intention in 2007 was to report updated information on employees in housing, community development, and planning organizations in comparison with baseline findings reported in the 2004 *Leadership Survey*.

Specific objectives were to:

- Examine progress from 2004 to 2007.
- Compare specific aspects of diversity/inclusiveness recruitment, hiring, and retention that were identified as concerns in 2004 to those found in 2007.
- Help the Changing the Face of Housing in Minnesota sponsors identify additional ways to help organizations implement strategies that will increase the participation of people of color at all levels of housing production, planning, management, policy, and decision making.
- Share survey findings with the field of affordable housing, planning, and community development as a measure of progress in recruitment and retention.

II. Findings and Analysis

Changing the Face of Housing in Minnesota contracted with GrayHall LLP, a Saint Paul-based management consulting firm specializing in research, evaluation, planning, and communications, to survey housing, community development, and planning organizations in 2004 and 2007. This report, based on telephone interviews with leaders, managers, and staff of these organizations, reveals that people of color comprised 24 percent of all housing, planning, and community development board members in 2007, a 4 percent increase since 2004. People of color also constituted 19 percent of all staff positions in 2007, showing a 2 percent growth, and 13 percent of leader/manager jobs, a slight decline from 14 percent in 2004 (Table 1). These data show a modest growth over the past 3 years and suggest the importance of continuing to work with housing, planning, and community development organizations to address barriers to diversity in recruiting and retaining staff and board members.

Table 1: Percentage of People of Color in Specific Roles in All Organizations, 2004 and 2007

Role	2007	2004
Board Members	24%	20%
Staff Leadership/Manager Positions	13%	14%
All Staff Positions	19%	17%

[7] The seven counties are Anoka, Carver, Dakota, Hennepin, Ramsey, Scott, and Washington

As in 2004, the 2007 leadership survey gathered information on the number, gender, and racial/ethnic make-up of board members. It asked how board members are selected for service, inquired about the number, gender, and racial/ethnic background of staff, and examined staff recruiting, hiring, and retention practices. The survey also provided opportunities for respondents to inform the sponsors of Changing the Face of Housing in Minnesota (CFHM) as to how they could help organizations in recruiting and maintaining diverse boards of directors and in recruiting, hiring, and retaining diverse staff. Respondents were also asked if they were willing to serve as resources by sharing their learnings about recruitment, hiring, and retaining diverse board members and staff. Responses are organized by the following topics: board composition; board selection and service; staffing; staff recruiting, hiring, and retention; commitment to a multicultural workforce; strategies for supporting diverse staff; obstacles to staff diversity; and help from sponsors.

A. Board Composition

In reporting board composition, selection, and service, respondents discussed the number, gender, and racial/ethnic make-up of board members; whether their organizations had criteria in place by which to qualify individuals for board service;[8] if the organization's bylaws reserved some board seats for specific types of members; whether the organization maintained a written policy on board diversity; and whether they experienced obstacles to increasing diversity at the board level.

As noted, the overall number of board members of color had increased 4 percent between 2004 and 2007, from 20 percent to 24 percent. Noticeable gains in the number of board members of color were reported in small organizations, as were visible increases in board members of color in three organization types: developers/CDCs/housing service providers, intermediaries, and supportive housing human service providers (Table 2, page 4). The percentage of American Indians increased on the boards of three organization types, though it remained the same overall, and more African Americans gained board seats in large organizations (Table 3, page 4). These increases move the sponsors of Changing the Face of Housing in Minnesota closer to their goal of increasing the number of leaders of color in housing, planning, and community development organizations.

Respondents described the composition of their boards by indicating the number of men and women and racial/ethnic groups among their members. The survey asked specifically about nine racial/ethnic groups: (1) African American (multiple generations U.S.-born), (2) African/Black (new immigrant), (3) American Indian (Native American), (4) Asian Pacific (multiple generations U.S.-born), (5) Asian Pacific (new immigrant), (6) Latino, Chicano, Hispanic (multiple generations U.S.-born), (7) Latino (new immigrant), (8) Caucasian/White (multiple generations U.S.-born), and (9) Caucasian/White (new immigrant). Respondents could report additional gender or racial/ethnic groups by selecting the "Other" category, as illustrated by Table 2.

An obvious similarity when comparing the boards of directors and advisory committees of all these types of groups is that their members remain primarily Caucasian and African American. Nonetheless, these boards, especially in small organizations, did increase the representation of a broader base of people of color by 2007. American Indian, Asian Pacific, and Latino/Hispanic members comprised approximately 7 percent of boards

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[8] The term *criteria*, as used in the *Changing the Face of Housing Leadership Survey* and this report, refers to the accepted organizational standards or methods used in making decisions or judgments about diversity work, such as board qualifications and staff recruitment. Trustees and advisory committee members are included in any reference to "board."

and advisory committees in 2007 (up from 6 percent in 2004), and new immigrant Americans (African/Black, Asian Pacific, Latino, and Caucasian) made up 1 percent of the overall composition of all organizations' boards in 2007 (from less than 1 percent in 2004).

In 2007, advocacy organizations reported being unable to retain African Americans as board members, whose participation decreased from 16 percent in 2004 to 13 percent in 2007. Likewise, their number of Latino board members decreased from 2 to 1 percent. Their American Indian board members increased from 1 to 2 percent, representation of Asians stayed the same, and numbers of Caucasian board members decreased by 3 percent.

In 2004, there was no significant difference in board composition when the size of the organization was considered (Table 3). By 2007, all organizations showed modest increases in the representation of all groups of color on boards, with small and medium-sized organizations showing the most change.

Table 2: Board Members in Each Major Ethnic Category by Organization Type (2007: N=103; 2004: N=97)

Organization Type	Race/Ethnicity											
	African American		American Indian		Asian		Latino/ Hispanic		Caucasian/ White		Other	
	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004
Advocacy Organization or Affiliation Group	13%	16%	2%	1%	2%	2%	2%	3%	79%	76%	2%	2%
Developer/Community Development Corporation/Housing Service Provider	17%	17%	3%	1%	2%	3%	3%	1%	73%	77%	2%	1%
Government Agency	6%	9%	1%	2%	1%	1%	2%	4%	90%	84%	0%	0%
Intermediary	15%	15%	1%	2%	1%	2%	5%	2%	78%	79%	<1%	0%
Supportive Housing Human Service Provider	22%	13%	4%	2%	2%	1%	2%	0%	70%	84%	<1%	0%
Overall	**17%**	**14%**	**2%**	**2%**	**2%**	**2%**	**3%**	**2%**	**75%**	**80%**	**1%**	**<1%**

Table 3: Board Members in Each Major Ethnic Category by Organization Size (2007: N=103; 2004: N=97)

Organization Size	Race/Ethnicity											
	African American		American Indian		Asian		Latino/ Hispanic		Caucasian/ White		Other	
	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004
Small (1–9 employees)	16%	16%	2%	1%	3%	1%	5%	2%	72%	79%	2%	1%
Medium (10–99 employees)	19%	14%	4%	2%	1%	2%	2%	1%	73%	80%	1%	1%
Large (100+ employees)	13%	10%	1%	2%	2%	2%	2%	3%	82%	83%	0%	0%
Overall	**17%**	**14%**	**2%**	**2%**	**2%**	**2%**	**3%**	**2%**	**75%**	**80%**	**1%**	**<1%**

Board Composition (continued)

Among small organizations, each group of color still makes up only a modest percentage of small organizations' board members: American Indians 2 percent, Asians 3 percent, and Latinos 5 percent. The number of Caucasian on the boards of small organizations decreased in 2007, from 79 to 72 percent, and board members categorized as "Other" increased from 1 to 2 percent.[9] There was no change in the representation of African Americans on these organizations' boards.

Medium-sized organizations showed an increase in African American (from 14 to 19 percent), American Indian (from 2 to 4 percent), and Latino (from 1 to 2 percent) board members and a decrease in Asian board members (from 2 to 1 percent).

Large organizations increased the number of African Americans on their boards to 13 from 10 percent in 2007. The percentage of American Indian and Latino board members decreased within the large organizations, by 1 percent to 1 and 2 percent, respectively.

B. Board Selection and Service

In 2007, respondents were asked whether their organizations had criteria in place to qualify individuals for board service and given the choice of no criteria, criteria that apply to all candidates, criteria suitable to each opening as it arises, and other. Overall, the largest percentage of respondents indicated that their organizations developed criteria suitable to each opening as it arises, 43 percent, up from 23 percent in 2004, and the percentage of those with criteria for all employees also increased, from 32 to 35 percent **(Figure 1, page 6)**. This suggests that in 2007 more organization boards were able to consider their governing needs and appoint leaders accordingly, which could create more opportunities to have diverse boards if board members diverse backgrounds and cultural skill sets factor into board governing needs.

In both 2004 and 2007, one of the most consistent reasons given when "other" was checked by government agency employees was that agencies have no control over board positions because they are held by elected officials or political appointments (e.g., county board appoints its members). Some developers had restricted board positions, such as reserving a specific number of positions for affiliated organizations and neighborhood organizations or reserving openings for new officers. A few advocacy organizations reported that specific expertise in grant writing, networking, prior board service, demonstrated commitment to the organization's mission, and experience with the organization's services (e.g., experiencing homelessness) was sought for some board positions. Similarly, 2007 respondents selecting "other" identified specific qualifications or roles they needed to consider, such as certified public accountants (CPAs), elected officials, members of the population served by their agency, belief in their organization's mission, or the ability to relate to/live in the community.

By organization type, all housing organization types reported a lower percentage of organizations with no criteria for board services in 2007. Half (50 percent) of the government agencies had established criteria for all board members in 2007, compared to 23 percent in 2004. Likewise, 46 percent of advocacy organization/ affiliation groups had established criteria in 2007, compared to 27 percent in 2004. In 2007, a notably higher percentage of all types of organizations had developed criteria suitable to each opening than in 2004, except for advocacy/affiliation groups, where the percentage remained the same.

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[9] Board members identified as "Other" in 2007 included biracial, Middle Eastern, Somali, and unsure.

Figure 1: Criteria for Board Service by Organization Type

Organization Type	Has no criteria	Established criteria for all	Develops criteria suited to opening	Other	Year
Developer/CDC/Housing Service Provider	19%	38%	38%	5%	2007 N=37
	31%	40%	20%	9%	2004 N=35
Government Agency	12%	50%	19%	19%	2007 N=16
	15%	23%	8%	54%	2004 N=13
Intermediary	14%	14%	57%	14%	2007 N=7
	57%	29%	14%		2004 N=7
Supportive Housing Human Service Provider	10%	23%	57%	10%	2007 N=30
	30%	25%	30%	15%	2004 N=20
Advocacy Organizations/Affiliation Groups	8%	45%	46%		2007 N=13
	27%	27%	46%		2004 N=11
Overall	13%	35%	43%	9%	2007 N=103
	30%	32%	23%	15%	2004 N=86

Legend: ■ Has no criteria ■ Established criteria for all ■ Develops criteria suited to opening ■ Other

Figure 2: Criteria for Board Service by Organization Size

Organization Size	Has no criteria	Established criteria for all	Develops criteria suited to opening	Other	Year
Small (1–9 Employees)	16%	36%	43%	5%	2007 N=44
	38%	25%	28%	9%	2004 N=32
Medium (10–99 Employees)	18%	31%	43%	8%	2007 N=39
	24%	40%	17%	19%	2004 N=42
Large (100+ Employees)		40%	40%	20%	2007 N=20
	33%	17%	33%	17%	2004 N=12
Overall	13%	35%	43%	9%	2007 N=103
	30%	32%	23%	15%	2004 N=86

Legend: ■ Has no criteria ■ Established criteria for all ■ Develops criteria suited to opening ■ Other
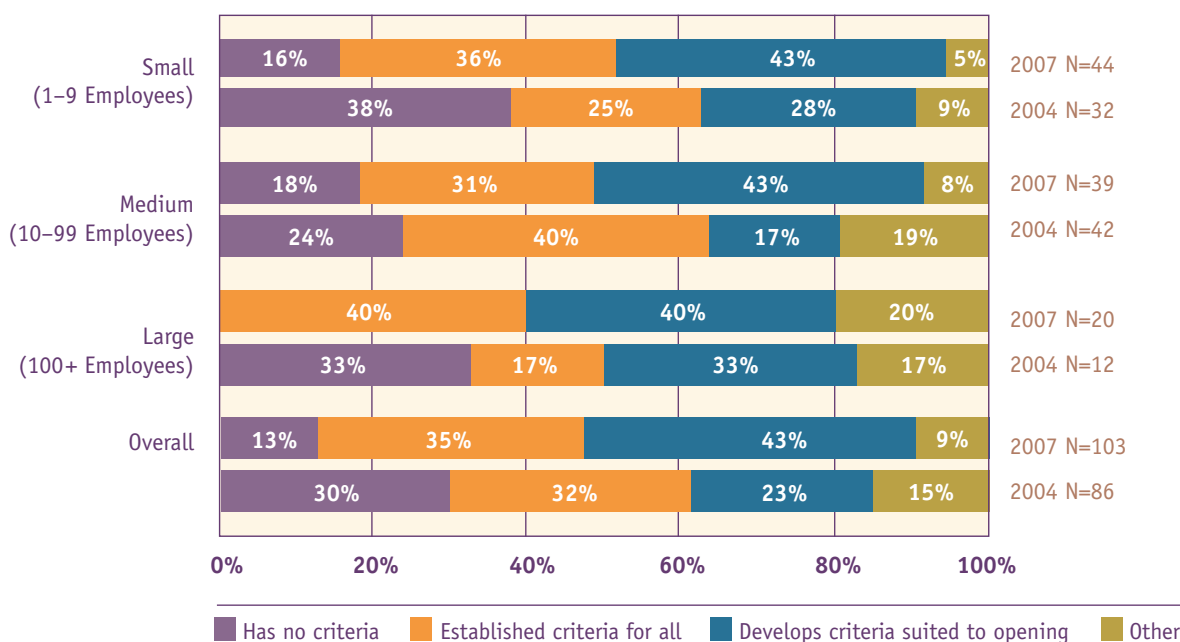
Among small, medium, and large organizations, many (30 percent overall) had no criteria for qualifying board service in 2004, but that figure had dropped to 13 percent in 2007 (**Figure 2, page 6**) The 40 percent of medium-size organizations that in 2004 indicated they had established criteria that applied to all candidates had decreased to 31 percent by 2007. By 2007, more organizations of all sizes had established criteria or developed criteria for board membership, 78 percent compared to 55 percent in 2004.

Bylaws and Membership

In 2004 and 2007, respondents were asked if their organization's bylaws reserved some board seats for specific types of members, and most respondents answered "no" (56% in 2004 and 58% in 2007). (**Figure 3, page 8.**) In 2007, only advocacy/affiliation groups gave more "yes" than "no" responses (54%), and only they and intermediary groups reported a larger number of "yes" responses between 2004 and 2007. By 2007, fewer medium-sized companies had restrictions on the type of members on their boards (dropping from 49 percent to 32 percent), while the number of large companies with such restrictions more than doubled (declining from 17 percent to 42 percent). (**Figure 4, page 8.**)

In contrast to three years earlier, when 38 (45%) respondents shared additional information about how their board bylaws reserved board seats for specific members, in 2007 only 11 (11%) offered such information. In 2007, four comments indicated that specific seats were designated for representatives from their organization's geographic service areas, and seven respondents said that some positions were appointed. One organization replied that it had to include at least one representative from each county they served, and appointed board positions included elected officials, administrators, and business associates and were appointed by members, districts, or regions.

Board Diversity Policy

In 2007, 29 percent of the housing, planning and community development organizations interviewed had written policies on board diversity, compared to 27 percent in 2004. Almost twice as many government agencies (from 7 to 13 percent), 4 percent more supportive housing human service providers (from 23 to 27 percent), and a third more advocacy organization/affiliation groups (from 25 to 38 percent) had written board diversity policies than in 2004. Slightly fewer developer/CDC/housing service providers (down from 38 to 36 percent) and about half as many intermediaries (from 29 to 14 percent) had board diversity policies in 2007. Large organizations (100+ employees) showed the greatest gains in this area, moving from 8 percent with board diversity policies in 2004 to 37 percent in 2007. Small organizations gained as well, from 23 to 28 percent. The number of medium-sized organizations with board diversity policies decreased, falling from 36 percent in 2004 to 26 percent in 2007. (**Figures 5 and 6, page 9.**)

Obstacles to Board Diversity

The 2007 respondents stated the same concerns regarding barriers to board diversity as those in 2004, but to a lesser extent. First among the given reasons that boards were not more diverse was that organizations were unable to find qualified people of color to serve. Some respondents felt that people of color just were not interested. Others said there was limited diversity in the community, and some respondents admitted having limited contact with communities of color. Some were not able to find people of color with the particular expertise needed for board service. Organizational standards, such as board terms, were barriers for some organizations, and a lack of

Figure 3: Board Seats for Specific Members by Organization Type

Organization Type	Yes	No	Year	N
Developer/CDC/Housing Service Provider	49%	51%	2007	N=37
	49%	51%	2004	N=33
Government Agency	38%	62%	2007	N=16
	46%	54%	2004	N=13
Intermediary	50%	50%	2007	N=6
	43%	57%	2004	N=7
Supportive Housing Human Service Provider	28%	72%	2007	N=29
	33%	67%	2004	N=21
Advocacy Organizations/ Affiliation Groups	54%	46%	2007	N=13
	46%	54%	2004	N=11
Overall	42%	58%	2007	N=101
	44%	56%	2004	N=85

0% 20% 40% 60% 80% 100%

■ Yes ■ No
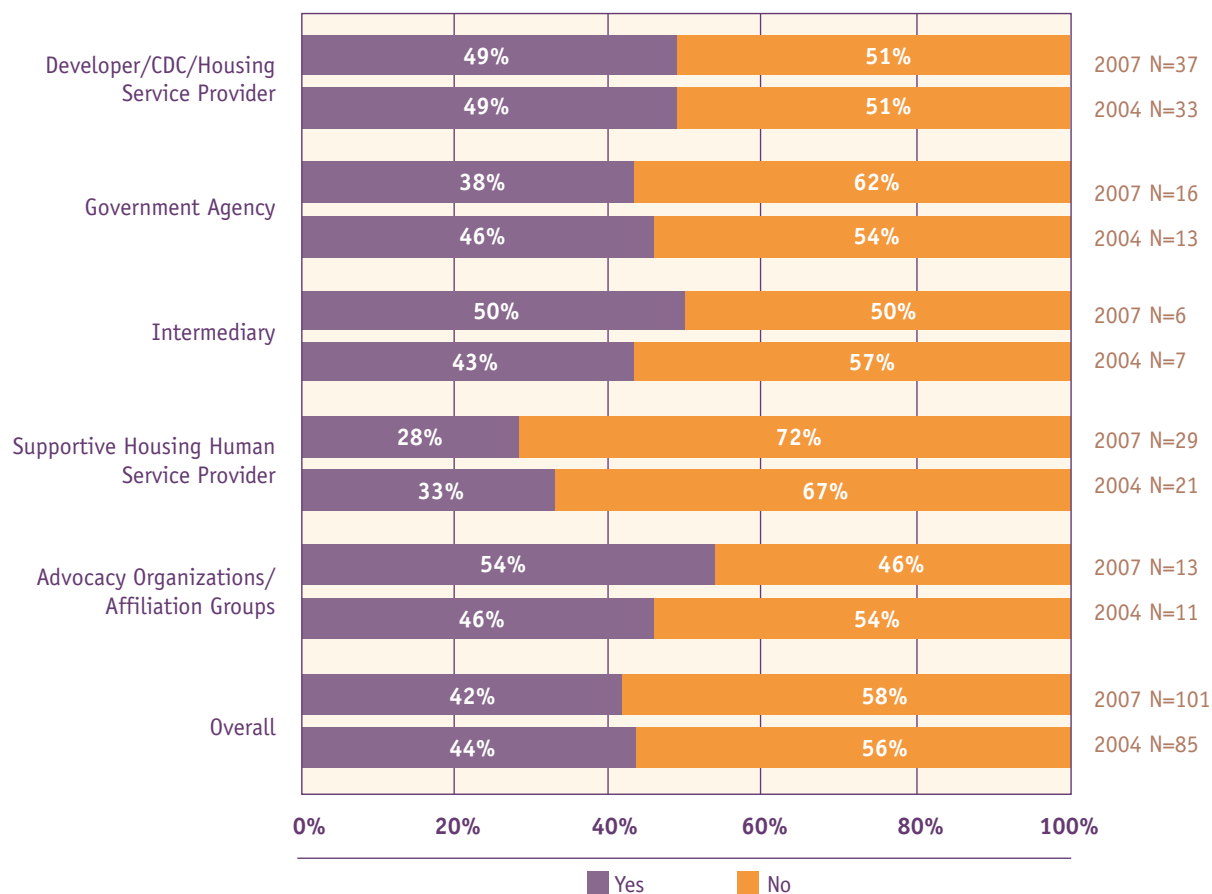
Figure 4: Board Seats for Specific Members by Organization Size

Organization Size	Yes	No	Year	N
Small (1–9 Employees)	50%	50%	2007	N=44
	47%	53%	2004	N=32
Medium (10–99 Employees)	32%	68%	2007	N=38
	49%	51%	2004	N=41
Large (100+ Employees)	42%	58%	2007	N=19
	17%	83%	2004	N=12
Overall	42%	58%	2007	N=101
	44%	56%	2004	N=85

0% 20% 40% 60% 80% 100%

■ Yes ■ No
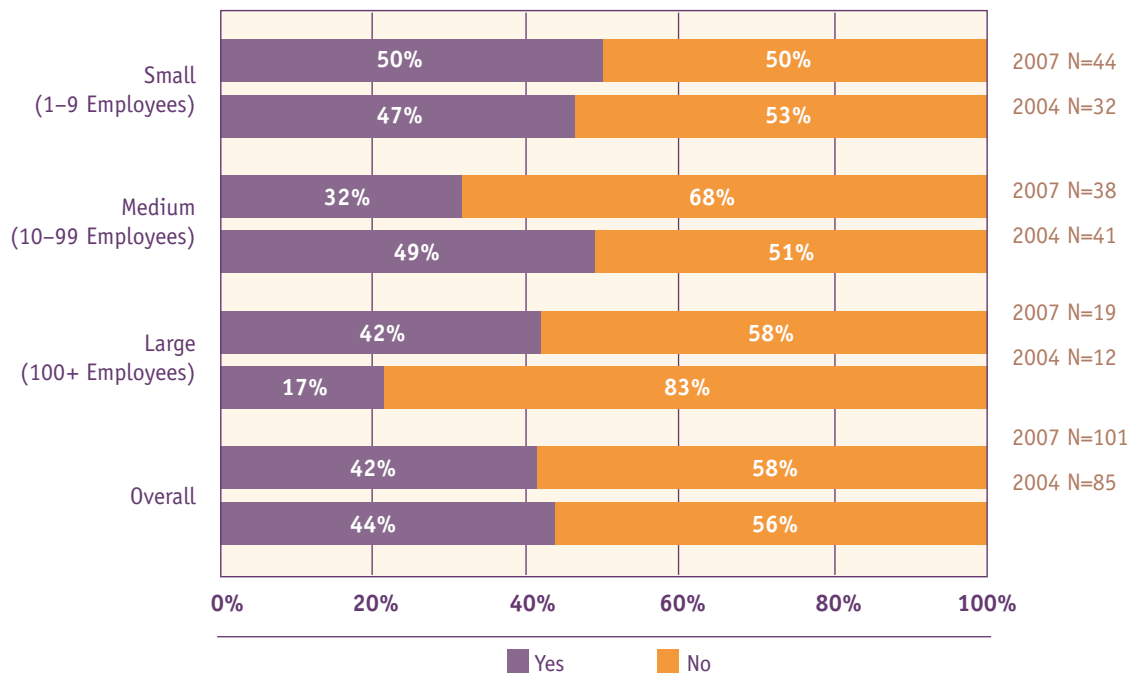
Figure 5: Board Diversity Policies by Organization Type

Organization Type	Yes	No	Year
Developer/CDC/Housing Service Provider	36%	64%	2007 N=36
	38%	62%	2004 N=34
Government Agency	13%	87%	2007 N=15
	7%	93%	2004 N=14
Intermediary	14%	86%	2007 N=7
	29%	71%	2004 N=7
Supportive Housing Human Service Provider	27%	73%	2007 N=30
	23%	77%	2004 N=22
Advocacy Organizations/ Affiliation Groups	38%	62%	2007 N=13
	25%	75%	2004 N=12
Overall	29%	71%	2007 N=101
	27%	73%	2004 N=89

0%   20%   40%   60%   80%   100%

■ Yes   ■ No
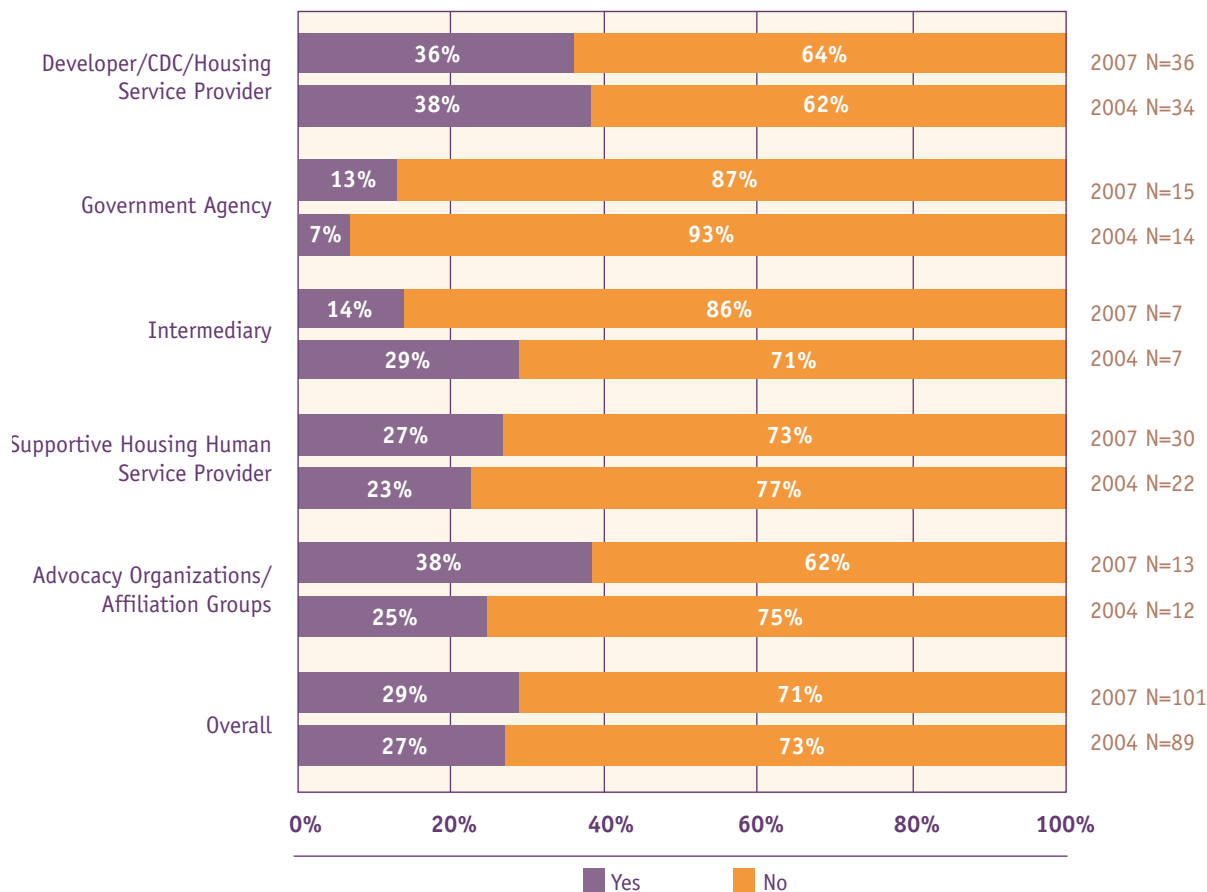
Figure 6: Diversity Policies by Organization Size

Organization Size	Yes	No	Year
Small (1–9 Employees)	28%	72%	2007 N=43
	23%	77%	2004 N=35
Medium (10–99 Employees)	26%	74%	2007 N=39
	36%	64%	2004 N=42
Large (100+ Employees)	37%	63%	2007 N=19
	8%	92%	2004 N=12
Overall	29%	71%	2007 N=101
	27%	73%	2004 N=89

0%   20%   40%   60%   80%   100%

■ Yes   ■ No
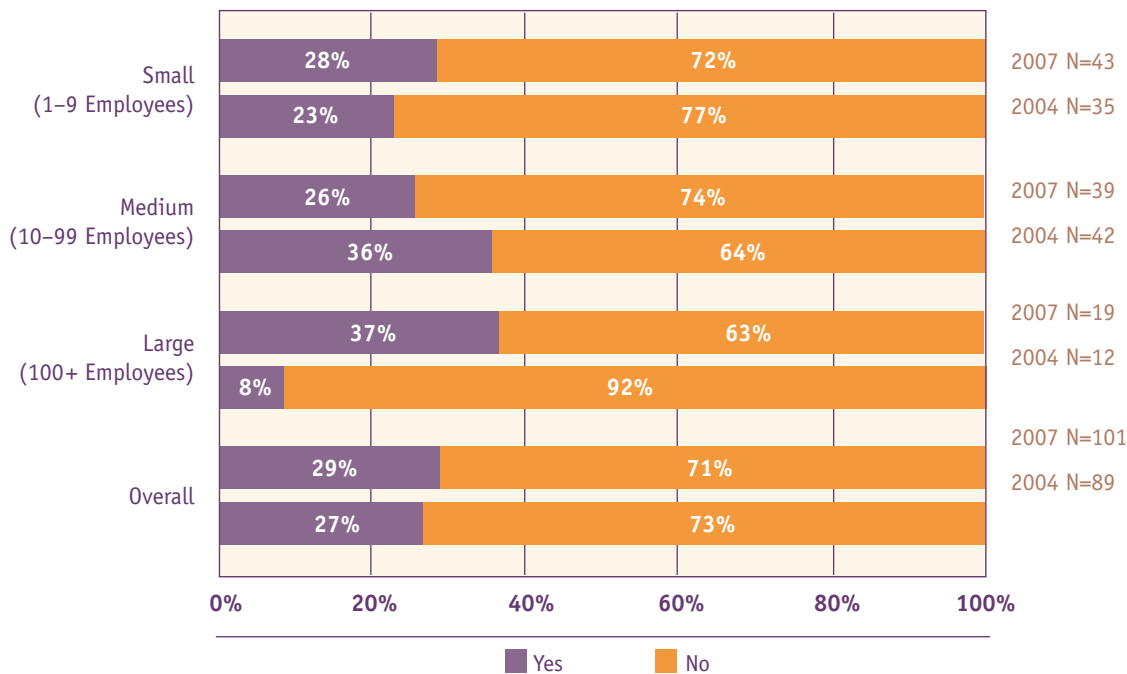
Board Selection and Service (continued)

time allocated for recruiting and identifying board members was a concern for others. A few respondents acknowledged that their organizations need to improve board recruitment, and some said that people of color did not have the time available to serve on their boards.

In 2004, respondents were asked to identify obstacles to increasing board diversity from six possible response choices: "lack of time," "limited contacts with diverse communities," "diverse people are not interested," "unable to find qualified people from diverse communities," "other matters take priority," or "other obstacles." Respondents were encouraged to select all applicable responses. The highest percentage (52 percent) of responses were recorded as "other." A majority (56%) of government agencies cited "other obstacles" as a challenge, while intermediaries' responses were divided between "lack of time," "limited contacts with diverse communities," and "other obstacles." **(See Figure 7, page 11.)** The six "other" factors identified by the 2004 participants were added to the 2007 survey:

- Limited diversity in the community
- Few opportunities to replace board members (e.g., long service terms, limited turnover)
- Longstanding standards govern board appointments (e.g., geographic requirements such as must live in the county, elected officials appointed)
- Technical or specific expertise needed (e.g., philanthropy, business, legal)
- Board's way of operating challenges or is a steep learning curve for new members
- Need to improve recruitment (current strategies not working, etc.)

Although more 2007 respondents identified "other" major obstacles to increasing board diversity (22 percent) than any of the other choices, many more respondents (52 percent) had chosen "other" in 2004, perhaps suggesting that they had in fact identified most of the formidable obstacles to increasing board diversity. In 2007, the "other" obstacles that were identified as barriers to board diversity were over-committed nominees, building awareness of board openings, special appointments such as selected seats for elected officials, work schedules and compensation for board service, not seeing racial diversity as essential, and not networking. Of these six additional obstacles, trying to find nominees that were not over-committed, creating awareness of board openings, and special appointments were cited most often **(Table 4, below)**.

Table 4: Other Obstacles to Increasing Board Diversity (N=23)

*Obstacles	Number of Responses
Over committed nominees	8
Building awareness of board openings	6
Special appointments	6
Work schedules and compensation	4
Racial diversity is not critical	2
Not networking	2

*More than one option could be mentioned per respondent.   **New response option in 2007.

Figure 7: Obstacles to Increasing Board Diversity Overall*

Obstacle	2007	2004
Lack of Time	4%	25%
Limited Contacts with Diverse Communities	13%	27%
Limited Diversity in the Community	16%	
Diverse People are not Interested	16%	13%
Unable to Find Qualified People from Diverse Communities	20%	18%
Few Opportunities to Replace Board Members**	6%	
Long-standing Standards Govern Board Appointments**	17%	
Technical or Specific Expertise Needed**	10%	
Board's Way of Operarting Challenges/ Steep Learning Curve for New Members**	4%	
Need to Improve Recruitment**	14%	
Other Matters Take Priority	6%	19%
Diverse People Don't Have Time	14%	
Other Obstacles	22%	52%
No Obstacles Identified/Don't Know	13%	

0%   20%   40%   60%   80%   100%

■ 2004 (N=88)   ■ 2007 (N=103)

*More than one option could be mentioned per respondent.   **New response option in 2007.

Board Selection and Service (continued)

Eight respondents indicated that the people recommended for their boards were "committed to many boards and not able to add another." One respondent registered disappointment, saying "I can tell you this has happened, because we have had [board diversity] as a goal since I have been here and we have not been very successful in our recruitment efforts." Another said, "There is a small handful of well-known people of color that tend to be over-tapped as opposed to the opportunity being more broadly spread." Similar comments were the following:

Any role models in those particular culture populations are very much in demand through their social service. They are in demand to be mentors, to be on boards, to be volunteers, to be recruiting other folks from their specific population, to do those three things. It's not a lack of desire on our part, that is for sure.

I think there are some highly visible members of the corporate community, and everybody thinks that is who they have to have on their board. Individuals neglect to look at various leaders that are already existing and emerging, and they just don't have the relationships to know who those folks are.

Respondents also said that often people identified for the board do not show up: "The general challenge is finding good people; there is so much competition out there these days." Two respondents said that they felt their boards did not believe that racial diversity was critical:

I think that some of my board members just know intuitively through their life lessons that diversity is critical, and then I think there are others who view it as something that is nice to have but not critical.

It's a volunteer board and they have so much time and energy, and while this is an important topic to them, there are multiple topics equally important.

One respondent acknowledged that not engaging in intentional networking with the community could become a problem. Others admitted that it is a challenge trying to find diverse board members:

In this organization, we absolutely have to have a diverse board or it just doesn't fit. The mission involves neighborhoods with people of color. Our community is 70 percent people of color. Both board and staff are always networking to create an organization that has board and staff diversity so that other people of color will be interested in working here. It's all about looking for talent and building a network of trust in communities of color.

Finding them is an obstacle. We hope that board members will propose people for members, and also we encourage staff to propose individuals for membership, so it kind of depends on that. Then once they are proposed by either the board or staff member, it's up to them whether they want to serve.

There is not an awareness of who may be out there to tap as board members from cultural communities that would be a good match.

Four respondents said that it is important to ensure broad awareness of board openings. Said a respondent, "We serve such a wide variety of people, and we struggle with how to reach each group." Another explained, "We are such a small organization and not well known so it's more challenging because people don't know about us."

Several respondents said that it was difficult for people to grasp how their boards and organizations operated, and this limited knowledge created obstacles to board membership. In one case, according to a respondent, it is

sometimes difficult to find board members who believe in the mission to serve homeless people. Others noted that board appointments were elected officials, CEO's, or designated persons. Comments included the following:

> We also struggle within the field. There are a limited number of folks who are continually engaged. Also, the acronym usage and the housing specs make [us] a group that's hard to break into. I don't think we are unique in that, but it is one of our struggles.

> We represent homelessness, and this isn't as much racial but more socioeconomic, and we have discussed this and have limited openings. We discussed having memberships with a person who is homeless or has been homeless and have struggled a little bit on how to do that right. How to determine the skills and the experience that we are looking to draw from this individual and how to make their participation beneficial to their time.

> Unless we have a specific kind of program or buddy system, it's difficult for anyone to grab hold of our board, especially people of color.

> Our organization was created by CEOs and we have always had a very high-level board, and there are not many minority persons in those positions and [we are often told] who they want as board members.

Also viewed as an obstacle was that some people of color were unable to attend board meetings or accept board appointments because of the times that the boards held their meetings. "It could be where their work schedule doesn't support [attendance at board meetings], especially if you're looking at, for example, single mothers or people working the night shift," the respondent said. Another explained, "We have our board meeting from noon to 1:30 P.M. and you have to be at a higher-level position to have the flexibility to be able to attend, so that can really eliminate a lot of people." Two people suggested that lack of compensation was a challenge for board membership.

In both 2007 (20%) and 2004 (18%), respondents noted being unable to find qualified people from diverse communities. Seventeen percent of 2007 respondents cited longstanding standards such as the length of board terms as barriers. In 2004, 16 percent claimed that diverse people were not interested in board positions, which decreased by 3 percent in 2007. Sixteen percent of 2007 respondents also indicated that limited diversity in the community was an obstacle.

Figures 8–15 (pages 14–21) show the responses organized by organization type. For intermediaries, a major obstacle to increasing board diversity (43 percent in 2007, 50 percent in 2004) was limited contacts within diverse communities (Figure 8, page 14). Also noted by intermediaries in 2007 were longstanding standards (29%), lack of time, limited diversity in the community, inability to find qualified people from diverse communities, needing technical or specific expertise, the need to improve recruitment, and diverse people don't have the time (14% each).

In 2007, government agencies identified a lack of interest among diverse people (38%) and longstanding standards (38%) as obstacles to increasing board diversity (Figure 9, page 15). Thirty-one percent of government agencies also noted little diversity in the community.

For advocacy organizations, the chief barriers to increasing board diversity in 2007 were the technical or specific expertise needed on their boards and being unable to find qualified people from diverse communities (31% each). (Figure 10, page 16.) Advocacy organization respondents also selected lack of time, limited diversity in the community, and their boards' challenging ways of operating (15% each) as significant barriers.

Figure 8: Obstacles to Increasing Board Diversity for Intermediaries*

Obstacle	2007 (N=7)	2004 (N=6)
Lack of Time	14%	50%
Limited Contacts with Diverse Communities	43%	50%
Limited Diversity in the Community	14%	
Diverse People are not Interested	0%	
Unable to Find Qualified People from Diverse Communities	14%	17%
Few Opportunities to Replace Board Members**	0%	
Long-standing Standards Govern Board Appointments**	29%	
Technical or Specific Expertise Needed**	14%	
Board's Way of Operarting Challenges/ Steep Learning Curve for New Members**	0%	
Need to Improve Recruitment**	14%	
Other Matters Take Priority		33%
Diverse People Don't Have Time	14%	
Other Obstacles	14%	50%
No Obstacles Identified/Don't Know	29%	

0% 20% 40% 60% 80% 100%

■ 2004 (N=6)   ■ 2007 (N=7)

*More than one option could be mentioned per respondent.   **New response option in 2007.

Figure 9: Obstacles to Increasing Board Diversity for Government Agencies*

Obstacle	2004	2007
Lack of Time	6%	
Limited Contacts with Diverse Communities	13%	6%
Limited Diversity in the Community		31%
Diverse People are not Interested	13%	38%
Unable to Find Qualified People from Diverse Communities	6%	6%
Few Opportunities to Replace Board Members**		6%
Long-standing Standards Govern Board Appointments**		38%
Technical or Specific Expertise Needed**		0%
Board's Way of Operarting Challenges/ Steep Learning Curve for New Members**		0%
Need to Improve Recruitment**		0%
Other Matters Take Priority		0%
Diverse People Don't Have Time		0%
Other Obstacles	56%	13%
No Obstacles Identified/Don't Know		13%

2004 (N=16)   2007 (N=16)

*More than one option could be mentioned per respondent.   **New response option in 2007.

Figure 10: Obstacles to Increasing Board Diversity for Advocacy Organizations*

Obstacle	2007	2004
Lack of Time	15%	27%
Limited Contacts with Diverse Communities	8%	27%
Limited Diversity in the Community	15%	
Diverse People are not Interested		9%
Unable to Find Qualified People from Diverse Communities	31%	
Few Opportunities to Replace Board Members**	0%	
Long-standing Standards Govern Board Appointments**	8%	
Technical or Specific Expertise Needed**	31%	
Board's Way of Operarting Challenges/ Steep Learning Curve for New Members**	15%	
Need to Improve Recruitment**	8%	
Other Matters Take Priority	8%	
Diverse People Don't Have Time	8%	
Other Obstacles	8%	64%
No Obstacles Identified/Don't Know	8%	

■ 2004 (N=11)   ■ 2007 (N=13)

*More than one option could be mentioned per respondent.   **New response option in 2007.

Figure 11: Obstacles to Increasing Board Diversity for Supportive Housing Human Service Providers*

Obstacle	2004 (N=23)	2007 (N=30)
Lack of Time	22%	
Limited Contacts with Diverse Communities	26%	13%
Limited Diversity in the Community		17%
Diverse People are not Interested	13%	7%
Unable to Find Qualified People from Diverse Communities	17%	20%
Few Opportunities to Replace Board Members**		7%
Long-standing Standards Govern Board Appointments**		13%
Technical or Specific Expertise Needed**		7%
Board's Way of Operarting Challenges/ Steep Learning Curve for New Members**		0%
Need to Improve Recruitment**		30%
Other Matters Take Priority	17%	7%
Diverse People Don't Have Time		17%
Other Obstacles	61%	30%
No Obstacles Identified/Don't Know		13%

*More than one option could be mentioned per respondent.   **New response option in 2007.

Figure 12: Obstacles to Increasing Board Diversity for Developer/Community Development Corporation/Housing Service Provider*

Obstacle	2007	2004
Lack of Time	3%	31%
Limited Contacts with Diverse Communities	11%	31%
Limited Diversity in the Community	8%	
Diverse People are not Interested	22%	16%
Unable to Find Qualified People from Diverse Communities	24%	31%
Few Opportunities to Replace Board Members**	8%	
Long-standing Standards Govern Board Appointments**	11%	
Technical or Specific Expertise Needed**	8%	
Board's Way of Operarting Challenges/ Steep Learning Curve for New Members**	5%	
Need to Improve Recruitment**	8%	
Other Matters Take Priority	8%	34%
Diverse People Don't Have Time	19%	
Other Obstacles	27%	41%
No Obstacles Identified/Don't Know	11%	

■ 2004 (N=32)   ■ 2007 (N=37)

*More than one option could be mentioned per respondent.   **New response option in 2007.

Figure 13: Obstacles to Increasing Board Diversity Small Organizations*

Obstacle	2007	2004
Lack of Time	7%	30%
Limited Contacts with Diverse Communities	11%	24%
Limited Diversity in the Community	11%	
Diverse People are not Interested	14%	12%
Unable to Find Qualified People from Diverse Communities	23%	15%
Few Opportunities to Replace Board Members**	7%	
Long-standing Standards Govern Board Appointments**	14%	
Technical or Specific Expertise Needed**	14%	
Board's Way of Operarting Challenges/ Steep Learning Curve for New Members**	7%	
Need to Improve Recruitment**	14%	
Other Matters Take Priority	7%	24%
Diverse People Don't Have Time	18%	
Other Obstacles	18%	49%
No Obstacles Identified/Don't Know	9%	

■ 2004 (N=33)   ■ 2007 (N=44)

*More than one option could be mentioned per respondent.   **New response option in 2007.

Figure 14: Obstacles to Increasing Board Diversity Medium Organizations*

Obstacle	2004 (N=41)	2007 (N=39)
Lack of Time	24%	3%
Limited Contacts with Diverse Communities	29%	18%
Limited Diversity in the Community		18%
Diverse People are not Interested	17%	18%
Unable to Find Qualified People from Diverse Communities	20%	23%
Few Opportunities to Replace Board Members**		5%
Long-standing Standards Govern Board Appointments**		15%
Technical or Specific Expertise Needed**		8%
Board's Way of Operarting Challenges/ Steep Learning Curve for New Members**		0%
Need to Improve Recruitment**		18%
Other Matters Take Priority	22%	5%
Diverse People Don't Have Time		10%
Other Obstacles	54%	23%
No Obstacles Identified/Don't Know		15%

*More than one option could be mentioned per respondent.   **New response option in 2007.

Figure 15: **Obstacles to Increasing Board Diversity Large Organizations***

Category	Value
Lack of Time	14% (2004)
Limited Contacts with Diverse Communities	5% (2007); 29% (2004)
Limited Diversity in the Community	20% (2007)
Diverse People are not Interested	15% (2007)
Unable to Find Qualified People from Diverse Communities	10% (2007); 21% (2004)
Few Opportunities to Replace Board Members**	5% (2007)
Long-standing Standards Govern Board Appointments**	25% (2007)
Technical or Specific Expertise Needed**	5% (2007)
Board's Way of Operarting Challenges/ Steep Learning Curve for New Members**	5% (2007)
Need to Improve Recruitment**	5% (2007)
Other Matters Take Priority	5% (2007)
Diverse People Don't Have Time	10% (2007)
Other Obstacles	30% (2007); 57% (2004)
No Obstacles Identified/Don't Know	15% (2007)

0%   20%   40%   60%   80%   100%

■ 2004 (N=14)   ■ 2007 (N=20)

*More than one option could be mentioned per respondent.   **New response option in 2007.

Board Selection and Service (continued)

Supportive housing human services providers indicated that the need to improve recruitment (30%) was a major problem that interfered with board diversity in 2007 (Figure 11, page 17). Twenty percent of these respondents also said they were unable to find qualified people from diverse communities. They also expressed concerns about the limited diversity in the community (16%) and that diverse people don't have time for board service (14%).

In 2007, 24 percent of developer/community development cooperation/housing service providers said that an impediment to board diversity was that they were unable to find qualified people from diverse communities (Figure 12, page 18). Nearly the same number, 22 percent, indicated that diverse people are not interested, and 19 percent said diverse people didn't have the time to serve. Eleven percent of these respondents stated that limited contacts with diverse communities and long-standing standards of governing boards were concerns, and 8 percent identified limited diversity in the community, few opportunities to replace board members, the need for specific expertise, the need to improve recruitment, and other matters take priority as obstacles to board diversity.

When the size of organizations is considered, in 2007 some organizations reported fewer barriers in some areas than in 2004. Also of interest are the minimal differences between the experiences of small, medium, and large organizations in 2007. Among small organizations, in 2007 the most common barriers identified included being unable to find qualified people from diverse communities (23 percent); diverse people don't have the time and "other obstacles" (18 percent each); diverse people are not interested, longstanding standards of governing boards, and technical or specific expertise needed (14 percent each). (Figure 13, page 19.) In contrast, in 2004 considerably more respondents identified lack of time (30 percent), limited contacts (24 percent), and other matters having greater priority (24 percent) as barriers.

Medium-sized organizations reported similar obstacles to board diversity in 2004 and 2007. "Other obstacles" and unable to find qualified diverse employees were selected by the most medium-sized organizations (23 percent). (Figure 14, page 20.) Eighteen percent identified limited contacts with diverse communities and need to improve recruitment, and 15 percent cited longstanding standards and don't know. Large organizations selected somewhat different obstacles to board diversity during the first and second study (Figure 15, page 21). In 2004, the major identified obstacles had been limited contacts with diverse communities (29 percent), unable to find qualified people from diverse communities (21 percent), and lack of time (14 percent), whereas in 2007, those were replaced by longstanding standards of governing boards (25 percent), limited diversity in the community (20 percent), and diverse people are not interested (15 percent). "Other obstacles" remained the most commonly identified barrier at 30 percent, though down from 57 percent in 2004.

C. Staffing

Respondents to the CFHM 2004 and 2007 Leadership Surveys were asked to identify position titles in their organizations and how many men, women, African American, American Indian, Asian Pacific, Latino/Chicano/Hispanic, Caucasian/white, and new immigrant persons occupied positions in each category. The reported positions fell into five of the job categories used by the United States Department of Labor: leaders/managers, professionals, technicians, clerical, and service workers.[10]

Overall, responses revealed modest changes in the number of female employees and in employees of color in the surveyed organizations between 2004 and 2007. (Table 5, page 24.) In 2007, women constituted the majority of employees, 69 percent, a 4 percent increase. People of color comprised 22 percent of the employees of those organizations, up 3 percent.

Among employees of color, the representation of each of the four groups increased by just one percent or remained the same. Of those groups, the largest is African American, which accounts for 12 percent of all positions within the surveyed organizations, followed by Asian Pacific, at 3 percent, and American Indian and Latino/Hispanic, at 2 percent each. (All new immigrant groups accounted for less than 1 percent.)

Job Classification

The percentage of women workers increased in three job categories. Among female employees, the percentage of leader/managers increased by 11 percent, to 70 percent; of professionals by 5 percent, to 73 percent; and of service workers by 20 percent, to 39 percent (the only job category in which women do not hold the majority of positions). There was a small decline in the percentage of female technicians (by 2 percent, to 68 percent) and clerical workers (by 4 percent, to 84 percent).

The percentage of people of color holding leader/manager positions remained quite small, and saw no increase between 2004 and 2007. The percentage of African Americans in such positions actually dropped 1 percent, to 8 percent, and the other groups remained at 1 or 2 percent, for an overall loss of 1 percent in leaders of color. Among professionals, the percentage of African Americans rose by 3 percent, to 12 percent; that of American Indians increased by 1 percent, to 2 percent; and that of Asian/Pacific staff decreased by 2 percent, to 2 percent, resulting in an overall increase of 2 percent.

Among technicians, the percentage of all four groups increased, that of African Americans rising 3 percent, to 16 percent, their strongest showing, and the rest by 1 percent, to 3 or 4 percent, for a total increase in people of color of 6 percent. The largest increase was among clerical positions, where American Indians made their greatest gains by increasing 6 percent (to 7 percent), African Americans and Latinos increased by 2 percent each (to 15 and 4 percent, respectively), and Asian Pacific workers decreased by 1 percent, for a total increase of 9 percent. Among service workers, the percentage of African Americans dropped by 10 percent (to 9 percent), while American Indians and Latinos saw an increase of 1 percent each (to 2 and 3 percent, respectively) and Asian Pacific workers remained at 2 percent, accounting for a drop of 8 percent, the only sizeable decline in the five job categories.

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[10] Major Job Categories used by the Department of Labor are: Officials/Managers, Professionals, Technicians, Sales Workers, Office Clerical, Crafts, Operatives (Semi-Skilled), Laborers (Unskilled), and Service Workers (Janitors), www.dol.gov. Examples of the types of positions in each category are: Leaders/Managers (e.g., chief operating officers, directors, presidents), Professionals (associates, coordinators, specialists), Technicians (technology specialists, network administrators, on-call assistants), Clerical (administrative support, secretaries, mail processors), and Service Workers (cooks, janitors, security officers).

Table 5: Staffing of All Housing, Planning, and Community Development Organizations by Gender and Race/Ethnicity (2007: N=103; 2004: N=97)

Staffing	Male		Female		African American		African/Black/New		American Indian		Asian Pacific		Asian Pacific/New		Latino/Hispanic		Latino/New		Caucasian/White		Caucasian/White/New		Other	
	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004
Overall	31%	35%	69%	65%	12%	11%	<1%	<1%	2%	1%	3%	3%	<1%	<1%	2%	2%	<1%	<1%	78%	81%	<1%	<1%	<1%	1%
Leaders/Managers	30%	41%	70%	59%	8%	9%	<1%	<1%	1%	1%	2%	2%	<1%	<1%	2%	2%	<1%	<1%	85%	84%	<1%	<1%	<1%	1%
Professionals	27%	33%	73%	67%	12%	9%	<1%	<1%	2%	1%	2%	4%	<1%	<1%	2%	2%	<1%	<1%	80%	83%	1%	<1%	<1%	<1%
Technicians	32%	30%	68%	70%	16%	13%	1%	1%	3%	2%	4%	3%	<1%	<1%	3%	2%	<1%	<1%	72%	78%	1%	<1%	<1%	<1%
Clerical	16%	12%	84%	88%	15%	13%	<1%	<1%	7%	1%	2%	3%	2%	<1%	4%	2%	<1%	<1%	67%	80%	<1%	<1%	1%	1%
Service Workers	61%	81%	39%	19%	9%	19%	<1%	<1%	2%	1%	2%	2%	<1%	<1%	3%	2%	<1%	<1%	82%	76%	<1%	<1%	<1%	<1%

Table 6: Staffing of Developer/Housing Service Provider Organizations by Gender and Race/Ethnicity (2007: N=37; 2004: N=38)

Staffing	Male		Female		African American		African/Black/New		American Indian		Asian Pacific		Asian Pacific/New		Latino/Hispanic		Latino/New		Caucasian/White		Caucasian/White/New		Other	
	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004
Overall	39%	38%	61%	62%	23%	14%	<1%	1%	6%	<1%	4%	3%	<1%	<1%	5%	3%	<1%	<1%	59%	78%	<1%	<1%	1%	1%
Leaders/Managers	40%	42%	60%	58%	16%	12%	<1%	1%	2%	<1%	3%	2%	<1%	<1%	3%	1%	<1%	<1%	73%	81%	<1%	<1%	<1%	1%
Professionals	32%	35%	68%	65%	14%	10%	<1%	1%	3%	<1%	5%	3%	<1%	1%	3%	3%	<1%	<1%	73%	82%	<1%	<1%	1%	1%
Technicians	39%	29%	61%	71%	42%	14%	<1%	1%	5%	<1%	8%	2%	<1%	1%	8%	4%	<1%	<1%	37%	77%	<1%	<1%	<1%	1%
Clerical	26%	18%	74%	82%	23%	15%	<1%	1%	16%	<1%	2%	6%	2%	1%	7%	2%	<1%	<1%	50%	74%	<1%	<1%	2%	2%
Service Workers	64%	79%	36%	21%	30%	24%	<1%	1%	9%	<1%	1%	2%	<1%	<1%	7%	5%	<1%	<1%	51%	69%	<1%	<1%	<1%	<1%

Table 7: Staffing of Government Agencies by Gender and Race/Ethnicity (2007: N=16; 2004: N=16)

Staffing	Male		Female		African American		African/Black/New		American Indian		Asian Pacific		Asian Pacific/New		Latino/Hispanic		Latino/New		Caucasian/White		Caucasian/White/New		Other	
	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004
Overall	49%	36%	51%	64%	4%	8%	<1%	<1%	<1%	1%	2%	4%	<1%	<1%	1%	2%	<1%	<1%	89%	84%	1%	<1%	<1%	1%
Leaders/Managers	47%	39%	53%	61%	4%	6%	<1%	<1%	1%	1%	2%	2%	<1%	<1%	1%	2%	<1%	<1%	91%	90%	<1%	<1%	<1%	<1%
Professionals	53%	34%	47%	66%	5%	7%	<1%	<1%	1%	1%	3%	5%	<1%	<1%	1%	3%	<1%	<1%	86%	84%	3%	<1%	<1%	1%
Technicians	45%	36%	55%	64%	5%	8%	1%	<1%	1%	1%	2%	4%	1%	<1%	2%	1%	<1%	<1%	87%	86%	<1%	<1%	<1%	<1%
Clerical	14%	11%	86%	89%	6%	11%	<1%	<1%	1%	1%	1%	2%	1%	<1%	2%	2%	2%	<1%	86%	83%	<1%	<1%	1%	1%
Service Workers	71%	83%	29%	17%	<1%	15%	<1%	<1%	<1%	1%	3%	2%	<1%	1%	1%	<1%	<1%	<1%	95%	81%	<1%	<1%	<1%	1%

Table 8: Staffing of Intermediaries by Gender and Race/Ethnicity (2007: N=7; 2004: N=7)

Staffing	Male		Female		African American		African/Black/New		American Indian		Asian Pacific		Asian Pacific/New		Latino/Hispanic		Latino/New		Caucasian/White		Caucasian/White/New		Other	
	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004
Overall	24%	31%	76%	69%	6%	10%	2%	1%	1%	<1%	7%	3%	<1%	<1%	4%	1%	5%	<1%	74%	80%	<1%	<1%	<1%	4%
Leaders/Managers	24%	47%	76%	53%	5%	3%	2%	3%	1%	<1%	6%	<1%	<1%	<1%	4%	3%	4%	<1%	74%	83%	<1%	<1%	2%	8%
Professionals	24%	13%	76%	87%	3%	13%	<1%	<1%	<1%	<1%	3%	6%	<1%	<1%	3%	<1%	8%	<1%	83%	81%	<1%	<1%	<1%	<1%
Technicians	27%	0%	73%	100%	5%	20%	4%	<1%	<1%	<1%	8%	<1%	<1%	<1%	4%	<1%	7%	<1%	71%	80%	<1%	<1%	<1%	<1%
Clerical	13%	18%	87%	82%	13%	27%	<1%	<1%	3%	<1%	3%	9%	<1%	<1%	7%	<1%	<1%	<1%	73%	64%	<1%	<1%	<1%	<1%
Service Workers	30%	83%	70%	17%	20%	15%	<1%	<1%	<1%	1%	30%	2%	<1%	<1%	<1%	<1%	<1%	<1%	50%	81%	<1%	<1%	<1%	1%

Table 9: Staffing of Supportive Housing Human Service Provider Organizations by Gender and Race/Ethnicity (2007: N=30; 2004: N=24)

Staffing	Male		Female		African American		African/Black/New		American Indian		Asian Pacific		Asian Pacific/New		Latino/Hispanic		Latino/New		Caucasian/White		Caucasian/White/New		Other	
	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004
Overall	23%	31%	77%	69%	13%	15%	<1%	1%	2%	2%	2%	3%	<1%	<1%	2%	1%	<1%	<1%	80%	78%	<1%	<1%	<1%	<1%
Leaders/Managers	21%	41%	79%	59%	8%	12%	<1%	<1%	2%	1%	2%	2%	<1%	1%	<1%	2%	<1%	<1%	87%	81%	<1%	<1%	<1%	1%
Professionals	20%	30%	80%	70%	14%	13%	<1%	1%	2%	1%	2%	3%	<1%	<1%	2%	1%	<1%	<1%	80%	81%	<1%	<1%	<1%	<1%
Technicians	25%	26%	75%	74%	16%	16%	1%	1%	3%	3%	3%	3%	<1%	<1%	2%	2%	<1%	<1%	75%	75%	<1%	<1%	<1%	<1%
Clerical	13%	11%	87%	89%	21%	15%	<1%	2%	5%	<1%	4%	3%	2%	<1%	1%	1%	<1%	<1%	66%	78%	<1%	<1%	<1%	1%
Service Workers	45%	75%	55%	25%	6%	23%	<1%	1%	1%	2%	<1%	3%	1%	<1%	2%	2%	<1%	<1%	89%	70%	<1%	<1%	<1%	<1%

Table 10: Staffing of Advocacy Organizations by Gender and Race/Ethnicity (2007: N=13; 2004: N=12)

Staffing	Male		Female		African American		African/Black/New		American Indian		Asian Pacific		Asian Pacific/New		Latino/Hispanic		Latino/New		Caucasian/White		Caucasian/White/New		Other	
	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004	2007	2004
Overall	24%	37%	76%	63%	5%	13%	2%	1%	2%	<1%	2%	1%	<1%	<1%	3%	5%	<1%	4%	85%	75%	<1%	<1%	<1%	<1%
Leaders/Managers	25%	37%	75%	63%	2%	6%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	98%	94%	<1%	<1%	<1%	1%
Professionals	27%	57%	73%	43%	8%	<1%	<1%	<1%	2%	<1%	1%	<1%	<1%	<1%	2%	17%	<1%	<1%	86%	83%	<1%	<1%	1%	<1%
Technicians	29%	33%	71%	67%	7%	17%	10%	2%	2%	<1%	7%	2%	<1%	<1%	7%	7%	<1%	7%	66%	65%	<1%	<1%	<1%	<1%
Clerical	7%	0%	93%	100%	<1%	<1%	4%	<1%	3%	<1%	4%	<1%	<1%	<1%	7%	<1%	<1%	<1%	82%	100%	<1%	<1%	<1%	<1%
Service Workers	N/A	100%	N/A	0%	N/A	50%	N/A	<1%	N/A	<1%	N/A	<1%	N/A	<1%	N/A	<1%	N/A	<1%	N/A	50%	N/A	<1%	N/A	<1%

Organization Type

Among the five types of organizations, in 2007 government agencies employed the smallest percentage of women employees, at 51 percent (a decline of 13 percent), followed by developers/CDCs/HSPs at 61 percent; the percentage of women among the other groups was virtually the same, 76 to 77 percent, all of which reflected increases of 10 to 13 percent since 2004. In 2007, developers/CDCs/HSPs employed the largest percentage of workers of color, totaling 38 percent; government agencies had the lowest percentage, 7 percent (Tables 5–10, pages 24–26). The percentage of workers of color accounted for 25 percent of staff at intermediaries, 19 percent at supportive housing service, and 14 percent at advocacy organizations.

Developer/Housing Service Provider Organizations

Developer/housing service providers showed increases in the percentage of workers in all four groups of people of color, and in every job category with the exception of Asian Pacific workers in clerical and service jobs (Table 6, page 24). (The latter fell by 4 and 1 percent, respectively, although the first of these was tempered by a 2 percent increase in Asian Pacific new immigrants.) The most noticeable increase was among African Americans, who showed a 28 percent increase among technicians and 4 to 8 percent increases in the other categories. These organizations also reported the largest increase in American Indian workers, of 6 percent, which included all job categories (most notably a 16 percent increase in clerical workers). The 1 percent representation of African/Black new immigrants in all job categories in 2004 had declined to less than 1 percent.

Goverment Agencies

As seen in Table 7 (page 25), the percentage of female employees and workers of color decreased in government agencies between 2004 and 2007: by 13 percent among women, 4 percent among African Americans, 1 percent among American Indians, 2 percent among Asian/Pacific Islanders, and one percent among Latino/Hispanics. Such decreases or no change occurred across all job categories, with the exception of a 12 percent increase in women service workers, 1 percent increases in Asian Pacific and Latino clerical workers, and the appearance of new immigrant workers in four job types (immigrant African/Black technicians, 1 percent; immigrant Latino clerical workers, 2 percent; and immigrant white professionals, 3 percent).

Intermediaries

Intermediary groups showed an increase of 1 to 4 percent in every group of workers of color except African Americans, who declined by 4 percent (Table 8, page 25). Intermediaries also reported a small increase among new immigrant groups, the percentage of African/Black immigrants growing 1 percent (to 2 percent) and Latino immigrants growing from less than 1 percent to 5 percent. Of all the surveyed organization types, intermediaries showed the greatest increase in the percentage of workers of color in leadership positions, including increases of 2 percent among African Americans (to 5 percent), 1 percent among American Indians (from less than to 1 percent), 6 percent among Asian/Pacific Islanders (from less than 1 to 6 percent), 3 percent among Latino/Hispanics (to 4 percent), and 5 percent among new Latino immigrants (from less than 1 to 5 percent).

The percentage of African Americans also rose among service workers (by 5 percent, to 20 percent) but declined significantly among professionals (by 10 percent, to 3 percent), technicians (by 15 percent, to 5 percent), and clerical workers (by 14 percent, to 13 percent). The representation of American Indians also increased by two percent (to 3 percent) among clerical workers. The percentage of Asian Pacific workers increased from less than

1 to 8 percent of technicians and most dramatically by 28 percent among service workers (to 30 percent); they saw modest declines among professional and clerical workers (by 3 and 6 percent, respectively). The percentage of Latino/Hispanic workers increased in all four of the job categories in which they had previously held less than 1 percent of the positions: professionals, to 3 percent; technicians, to 4 percent; and clerical workers, to 7 percent. Latino immigrants also appeared for the first time among leaders (4 percent), professionals (8 percent), and technicians (7 percent), increasing the combined percentage of Latino and Latino immigrant leaders, professionals, and technicians to more than any of the other groups of color.

Supportive Housing Human Service Providers

As shown in Table 9 (page 26), in 2007 the surveyed supportive human service providers reported an 8 percent overall increase in their female employees (to 77 percent) and a 1 percent increase in Latino workers (to 2 percent), although the percentage of African Americans and of African/Black immigrants decreased (from 15 to 13 percent and from 1 to less than 1 percent, respectively), as did Asian/Pacific Islanders (from 3 to 2 percent). Among leader/managers, only the percentage of women and of American Indians increased, the former from 59 to 79 percent and the latter to 1 percent; the percentage of African American leader managers dropped from 18 to 8 percent and of Asian/Pacific Islanders from 2 to less than 1 percent. The greatest increases in workers of color were among clerical staff, where the percentage of African Americans grew from 15 to 21 percent, of American Indians from less than 1 to 5 percent, and Asian/Pacific Islanders from 3 to 4 percent); new Asian/Pacific immigrants grew from less than 1 to 2 percent. The only other change of note was a 30 percent increase in female service workers.

Advocacy Organizations

Among advocacy organizations, in 2007 the percentage of women workers increased, overall (from 63 to 76 percent) and among leader/managers (from 63 to 75 percent), professionals (from 43 to 73 percent), and technicians (from 67 to 71 percent). (Table 10, page 26). Among workers of color, the most notable change from 2004 to 2007 was an overall decline among African Americans (8 percent, from 13 to 5 percent) and among Latino/Hispanic and Latino immigrants (a decline from 5 to 3 percent among the former, a decrease from 4 to less than 1 percent among the latter), although there was also a 2 percent increase among American Indians (from less than 1 percent) and a 1 percent increase among Asian/Pacific Islanders (to 2 percent). Among technicians, the percentage of African/Black immigrants rose from 2 to 10 percent, of American Indians from less than 1 to 2 percent, and of Asian/Pacific Islanders from 2 to 7 percent; despite these gains, the decline of 10 percent among African American and of Latino immigrants from 7 to less than 1 percent resulted in a 2 percent decline in the percentage of people of color among technicians. Another notable change was a drop of 15 percent among Latino/Hispanic professionals, from 17 to 2 percent.

D. Staff Recruitment, Hiring, and Retention

In both 2004 and 2007, the surveyed housing, planning, and community development organizations were asked whether their organizations had written criteria for recruiting diverse staff. Respondents were provided with four choices: has no criteria, has established criteria that apply to all candidates, develops criteria suited to an opening as it arises, and other. As shown in Figure 16 (page 30), in 2007 the percentage of organizations without such criteria in place increased slightly, from 32 to 36 percent, although nearly two-thirds (64 percent) had set criteria, including a 9 percent increase in those indicating they had established criteria for all positions (from 48 to 57 percent). Most of the increase in organizations without criteria in place occurred among supportive housing services (from 13 to 40 percent) and advocacy organizations (from 30 to 39 percent). At the same time, most organization types reported an increase in the percentage of those having criteria for all employees, most significantly among government agencies, from 50 to 80 percent; only supportive services reported a decrease in this category, from 65 to 57 percent.

Looking at organizations of different sizes, more than half had criteria in place for all employees or for openings as they occurred, but the percentage varied significantly among the three categories (Figure 17, page 30). Medium-sized organizations were most likely to not have criteria in place, 46 percent, followed by small organizations, 40 percent. Among large organizations, in contrast, only 10 percent had no written criteria and 85 percent had criteria in place for all employees. The biggest change between 2004 and 2007 was among medium-sized groups, where the percentage of those without criteria rose from 31 to 46 percent.

In a separate question, the 2007 respondents were also asked to indicate, where applicable, the criteria and strategies they used to recruit diverse staff, which also included options identified by the 54 percent of 2003 respondents who had answered "other" regarding having criteria in place. Five options were offered:

- Organization Follows Equal Employment Opportunity Policies/Affirmative Action Plan
- Manager Accountability
- Publicity
- Staff Outreach
- Unwritten Criteria, but Active Commitment to Diversity
- Other

As seen in Figure 18 (page 31), of the two-thirds (66 percent) of 2007 respondents who answered this question, 100 percent indicated that their organizations followed equal employment opportunity policies and/or affirmative action plans, and 89 percent (an increase of 54 percent) said that publicity, such as advertising in community and cultural newspapers, was an important strategy. Two-thirds (67 percent) indicated that their organizations did not have written criteria but maintained an active commitment to diversity, up 60 percent from 2004. Sixty-one percent of respondents included holding managers accountable for recruiting diverse staff as part of their recruiting strategies, a decline of 9 percent from 2004. Staff outreach was named by more than half (53%) of the 2007 respondents, compared to just 11 percent in 2004. The comments of the three 2007 respondents (5%) who selected "other" to this question included requiring educational qualifications, community networking, and staff participation in conferences, conversations, and meetings with various organizations that address issues of racism as part of their organizations' recruitment strategies.

Figure 16: Criteria for Recruiting Diverse Staff by Organization Type

Organization Type	Has no criteria	Established criteria for all	Develops criteria suited to opening	Other	Year
Developer/CDC/Housing Service Provider	43%	43%	14%		2007 N=37
	42%	40%	5%	13%	2004 N=38
Government Agency	19%	81%			2007 N=16
	25%	50%	13%	12%	2004 N=16
Intermediary	14%	72%	14%		2007 N=7
	57%	14%		29%	2004 N=7
pportive Housing Human Service Provider	40%	57%	3%		2007 N=30
	13%	65%	9%	13%	2004 N=23
Advocacy Organizations/ Affiliation Groups	39%	61%			2007 N=13
	30%	60%	10%		2004 N=10
Overall	36%	57%	7%		2007 N=103
	32%	48%	6%	14%	2004 N=94

0% 20% 40% 60% 80% 100%

■ Has no criteria ■ Established criteria for all ■ Develops criteria suited to opening ■ Other

Figure 17: Criteria for Recruiting Diverse Staff by Organization Size

Organization Size	Has no criteria	Established criteria for all	Develops criteria suited to opening	Other	Year
Small (1–9 Employees)	40%	57%	3%		2007 N=44
	40%	43%	6%	11%	2004 N=35
Medium (10–99 Employees)	46%	49%	5%		2007 N=39
	31%	49%	2%	18%	2004 N=45
Large (100+ Employees)	10%	85%	5%		2007 N=20
	14%	57%	22%	7%	2004 N=14
Overall	36%	57%	7%		2007 N=103
	32%	48%	6%	14%	2004 N=94

0% 20% 40% 60% 80% 100%

■ Has no criteria ■ Established criteria for all ■ Develops criteria suited to opening ■ Other

Figure 18: Recruiting Criteria*

Organization Follows EEO Policies/Affirmative Action	100% (2007)
Manager Accountability	61% (2007), 72% (2004)
Publicity	89% (2007), 35% (2004)
Staff Outreach	53% (2007), 11% (2004)
Unwritten Criteria, but Active Committment to Diversity	67% (2007), 7% (2004)
Other	5% (2007)

0%   20%   40%   60%   80%   100%

■ 2004 (N=64)   ■ 2007 (N=66)
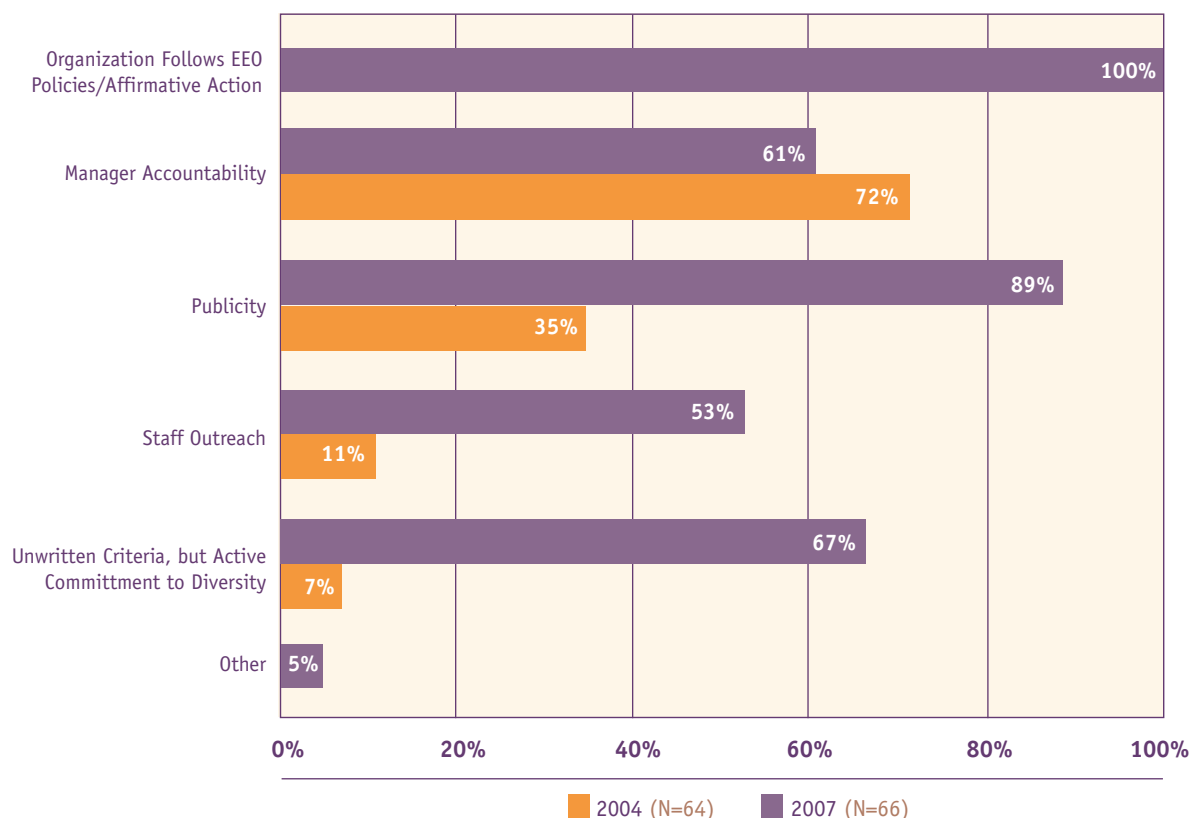
*Question was asked in a different format in 2007.

E. Commitment to Hiring a Multicultural Workforce

In 2007, more than half (58 percent) of the surveyed organizations reported they had adopted written commitments to hire a multicultural workforce, although this reflected a 12 percent decline from 2004 (**Figure 19, page 32**). The largest decline from 2004 was among developer/CDC/HSPs, from 71 to 50 percent in 2004, and supportive housing service providers, from 79 to 59 percent. In contrast, advocacy organizations reported an increase in written commitments to staff diversity, from 50 to 61 percent.

More large organizations than the others had written hiring commitments in 2007 (78 percent, down 1 percent from 2004), while medium organizations showed the largest decline (from 78 to 53 percent, a drop of 25 percent). (**Figure 20, page 32.**) The percentage of small organizations with written commitments to hiring diverse staff dropped slightly, from 56 to 54 percent.

Figure 19: Written Hiring Commitments by Organization Type

Organization Type	Yes	No	Year
Developer/CDC/Housing Service Provider	50%	50%	2007 N=36
	71%	29%	2004 N=38
Government Agency	67%	33%	2007 N=15
	67%	33%	2004 N=15
Intermediary	71%	29%	2007 N=7
	71%	29%	2004 N=7
Supportive Housing Human Service Provider	59%	41%	2007 N=29
	79%	21%	2004 N=24
Advocacy Organizations/Affiliation Groups	61%	39%	2007 N=13
	50%	50%	2004 N=12
Overall	58%	42%	2007 N=100
	70%	30%	2004 N=96

0% 20% 40% 60% 80% 100%

■ Yes ■ No
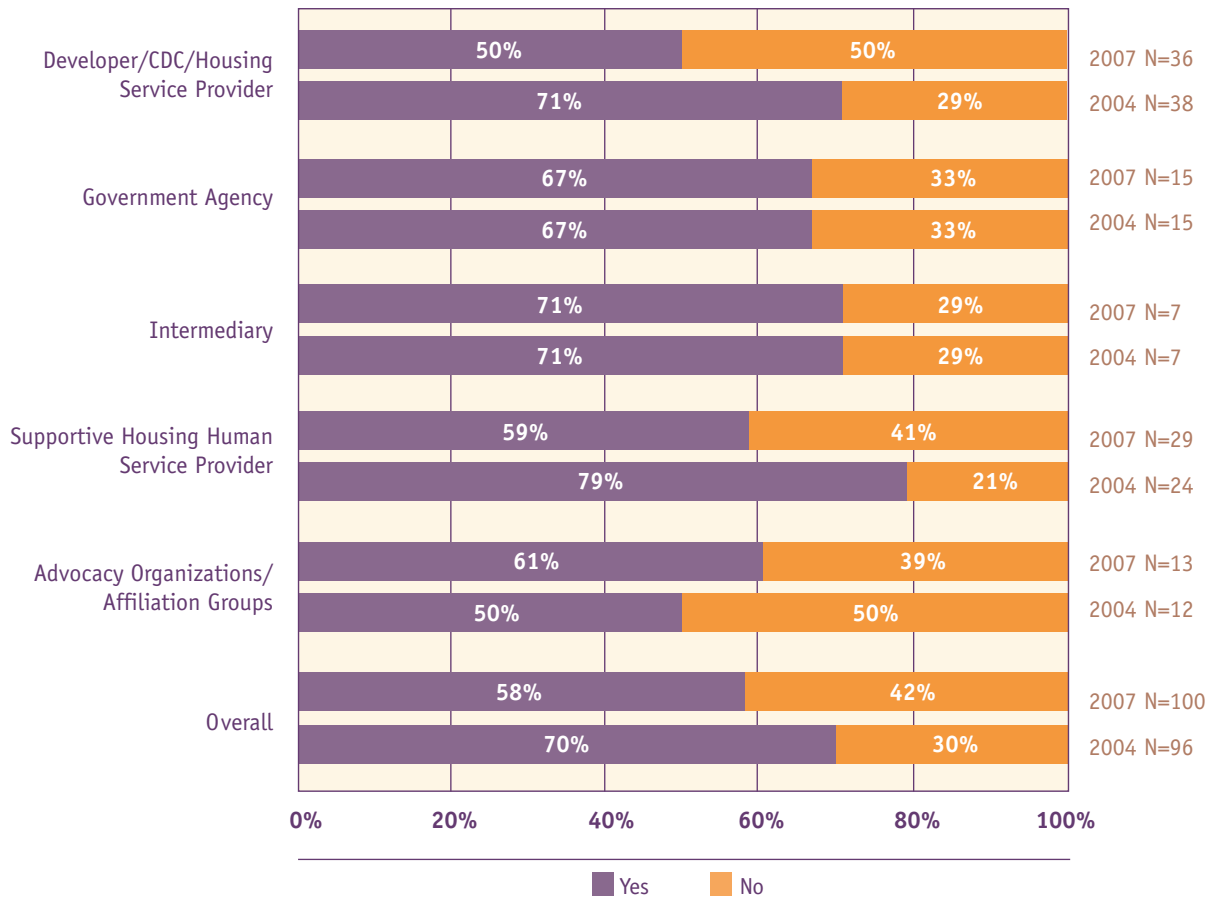
Figure 20: Written Hiring Commitments by Organization Size

Organization Size	Yes	No	Year
Small (1–9 Employees)	54%	46%	2007 N=44
	56%	44%	2004 N=36
Medium (10–99 Employees)	53%	47%	2007 N=38
	78%	22%	2004 N=46
Large (100+ Employees)	78%	22%	2007 N=18
	79%	21%	2004 N=14
Overall	58%	42%	2007 N=100
	70%	30%	2004 N=96

0% 20% 40% 60% 80% 100%

■ Yes ■ No
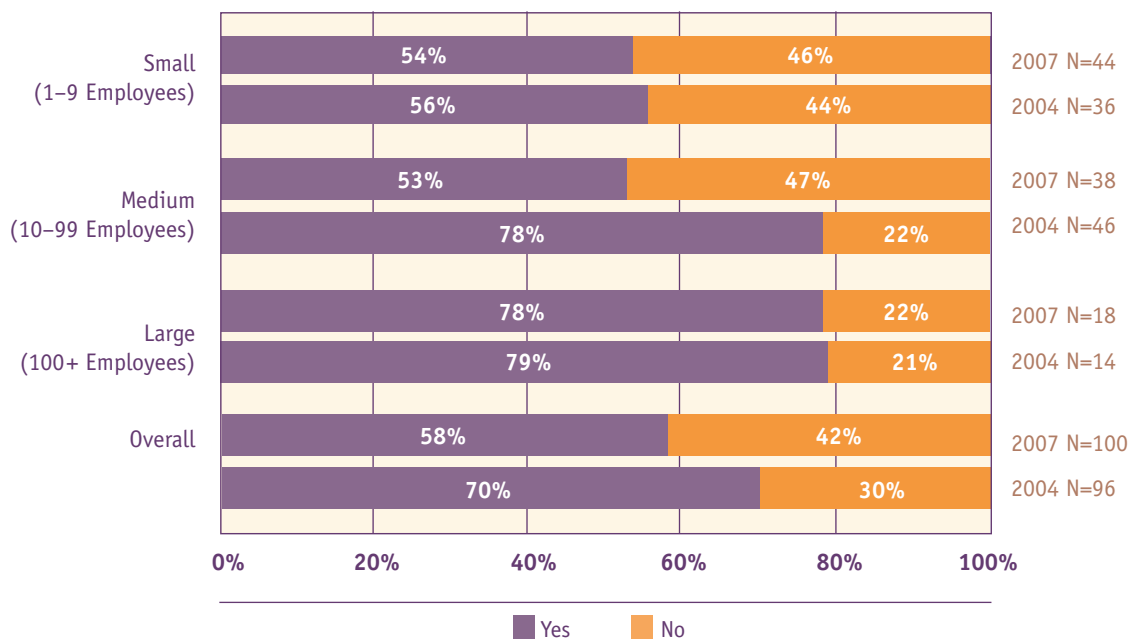
F. Strategies for Supporting Diverse Staff

In both 2004 and 2007, most organizations reported that they had adopted strategies to support all staff or addressed the support needs of diverse staff as they came up. In 2007, this included 71 percent of intermediaries, 69 percent of government agencies, 67 percent of supportive housing human service providers, 54 percent of advocacy organizations or affiliation groups, and 51 percent of developers/CDCs/housing service providers (Figure 21, page 34). Although this reflects an overall 9 percent decrease since 2004, the results varied considerably by organization type. Three showed increases in the percentage reporting having no strategies in place: supportive housing service groups, from 4 to 33 percent; advocacy organizations, from 27 to 46 percent; and developers/CDCs/housing service providers, from 40 to 49 percent. In contrast, intermediary groups showed a 42 percent decrease in those without set strategies, from 71 to 29 percent. Looking at organization size, in 2007, 80 percent of large organizations reported providing such support, as did about 60 percent of small and medium-size organizations (showing a decline of 8 and 14 percent, respectively (Figure 22, page 34).

Among the 2007 respondents, 43 percent answered "other" when asked whether they had support strategies in place; the five of these respondents who further explained this response mentioned the emphasis their organizations placed on staff qualifications, skill levels, life experience, mentoring, broad-based diversity, and assistance:

> As we do interviews for new staff, we look for diversity in all aspects, not just persons of color, but diversity of thinking, and different ways to approach problem solving.

> We place equal value on life experience compared to formal education. We will not automatically require a college degree. We will look to life experience as equal in value to formal education.

> We have an Employee Assistance Program where staff can go to discuss an issue or the way that they are feeling about a situation, and we are unionized.

> As a manager, we work to see that each person is mentored either by their manager or if there is something needed beyond that as well. For example, there is a young, talented man that really needed organizational mentoring to learn on the job. He was talented but not very experienced. He was a person of color so we assigned a dual mentorship, where there was an experienced [peer] as well as a manager of color, and so he had this dual mentoring from a person of color, a white person, and [employees] with the professional experience he needed to learn.

> The reason to diversify your staff is to shape the work in a community of color, so then you have to be strategic on how you recruit, support, and reflect about the work with diversity at the center. It's about the work being done, not just saying you have a diverse staff.

In the 2004 survey, the 15 percent of respondents who selected "Other" to this question had identified nine specific support strategies, which were included in a separate question for 2007 respondents to answer if applicable. In Figure 23 (page 35), these identified strategies were organized into three categories: training programs, plans/guidelines, and performance measures. In 2007, a higher percentage of the respondents who provided feedback reported using the first two of these strategies. Those who reported using training programs, networks, teams, committees, and staff satisfaction surveys as strategies to support diverse staff had risen from 49 percent to 62 percent; those using plans, guidelines, values, and commitments increased from 39 percent to 68 percent. This may suggest a broader awareness of the effectiveness of these strategies, which the sponsors of Changing the Face

Figure 21: Strategies for Supporting Diverse Staff by Organization Type

Organization Type	Has no strategy	Established strategy for all	Develops strategy suited to position	Other	Year
Developer/CDC/Housing Service Provider	49%	43%	8%		2007 N=37
	40%	26%	18%	16%	2004 N=38
Government Agency	31%	69%			2007 N=16
	33%	34%	23%	13%	2004 N=15
Intermediary	29%	57%	14%		2007 N=7
	71%	29%			2004 N=7
Supportive Housing Human Service Provider	33%	60%	7%		2007 N=30
	4%	57%	13%	26%	2004 N=23
Advocacy Organizations/ Affiliation Groups	46%	54%			2007 N=13
	27%	55%	18%		2004 N=11
Overall	40%	54%	6%		2007 N=103
	31%	38%	16%	15%	2004 N=94

Legend: Has no strategy · Established strategy for all · Develops strategy suited to position · Other

Figure 22: Strategies for Supporting Diverse Staff by Organization Size

Organization Size	Has no strategy	Established strategy for all	Develops strategy suited to position	Other	Year
Small (1–9 Employees)	45%	48%	7%		2007 N=44
	37%	28%	26%	9%	2004 N=35
Medium (10–99 Employees)	43%	54%	3%		2007 N=39
	29%	44%	7%	20%	2004 N=45
Large (100+ Employees)	20%	70%	10%		2007 N=20
	21%	43%	22%	14%	2004 N=14
Overall	40%	54%	6%		2007 N=103
	31%	38%	16%	15%	2004 N=94

Legend: Has no strategy · Established strategy for all · Develops strategy suited to position · Other

Figure 23: Strategies for Supporting Diverse Staff*

2004 (N=65)	2007 (N=65)

Training Programs, Networks, Teams, Committees, Staff Satisfaction Surveys — 62% (2007), 49% (2004)

Plans, Guidelines, Values, Committments; Cultural Competency Expectations; Libraries of Cultural Resources, Partnerships with Agencies, Colleges, Universities; Web Sites Serving Groups of Color; Ads in Cultrually Specific Press — 68% (2007), 39% (2004)

Performance Measures (e.g., Recruiting and Maintaining a Diverse Workforce; Allocation of Financial Resources — 15% (2007), 15% (2004)

Other — 43% (2007)

*Question was asked in a different format in 2007.

Table 11: Other Strategies Used to Support Diverse Staff (N=28)

*Strategy	Number of Responses
Mentoring, performance improvement, supervision	16
Improved communications, intentional conversations	6
Flexible work schedules, liberal leave policies	4
Does not apply	2

*More than one option could be mentioned per respondent

Strategies for Supporting Diverse Staff (continued)

of Housing have promoted as tools to support diversity efforts. The reported use of performance measures, including such tools as staff recruitment and allocation of financial resources, stayed the same, at 15 percent.

The twenty-eight respondents who provided additional comments to the question about specific strategies for supporting diverse staff identified mentoring, performance improvement, and supervision; improved communications and intentional conversations; and flexible work schedules and liberal leave policies (Table 11, above). More than half of these responses related to mentoring, performance improvement, and supervision.

Mentoring, Performance Improvement, Supervision

Several respondents stated that a combination of support tools, including good supervision, performance improvement planning, and mentoring, were of value to diverse staff. One respondent said that "one-on-one mentoring at supervisor meetings and individually with the staff member" is how his organization supports diverse staff. Another explained that her organization has no written strategies on supporting staff of color, "but we do a lot of mentoring." One respondent felt it was important to ensure that there are mentors in each department of an organization. Another said, "We specifically involve minorities at all of our group and executive meetings, and we encourage them to get continuing training and education to advance their careers," another respondent said. Similarly, one person emphasized the importance of finding opportunities for diverse staff to engage in activities "outside of their job duties" so that such staff "can build on their strengths." According to that respondent, providing support at every staff level helps staff share responsibility for one another's success and keeps all staff connected to the organization's mission. Still others indicated that both people of color in management and at other levels of their organization and other staff within the organization have major roles in determining how a staff of color is supported. It is good management practice to invest in maximizing each staff member's potential, according to a respondent:

> We do a couple of things when people are first hired. They are given a self-appraisal, so that gives me feedback on what motivates them, and performance reviews are conducted every six months and yearly. Staff review themselves and I review them, and we develop goals and objectives around personal and professional development.

One person simply said, "We support each other," and another indicated that management provides "bonus points" during interviews for candidates who are multilingual. Also noted was adjusting job descriptions to include "diversity considerations." Other support strategies were hosting a newcomer's lunch and appointing an employee wellness committee that coordinates cultural diversity activities and hosts annual cultural diversity celebrations. Said one, "We have various foods and people bring food from their native countries. We have a period of time that people describe and discuss their native countries and their cultural practices." One organization has a diversity committee and equal opportunity and diversity departments and publishes a monthly diversity newsletter. Staff orientations provided support for diverse staff at some organizations. For example, one organization developed a formal orientation process that included a "technical and traditional orientation to the organization, including a deliberate component around corporate culture."

One respondent explained that structures were in place in his organization that "allow and encourage diverse staff to be creative and move their ideas within the realm of the authority that they are given. It's a process that provides leadership training for diverse staff." The respondent also explained that "It quickly becomes clear to staff that we don't fire people. If a member of our staff makes a mistake we use this as an opportunity for learning and growth. That is how leadership evolves."

At least three people said that they did not know what was meant by the question of what strategies were used for supporting diverse staff. Said one, "To me, each person is different regardless of their race or cultural heritage. Every person brings diversity to the work place." "Our managers are committed to increasing the diversity of our staff and there is an incentive to make sure that folks feel supported," said another. "What we try to do is look at all the strengths of all the people in the room and not just focus on what is wrong," a third respondent stated.

Improved Communications, Intentional Conversations

Six respondents indicated that good communications, awareness, and intentional conversations provide strong support for diverse staff. Tools available from Changing the Face of Housing in Minnesota, being tuned into the community at all levels, and sensitivity to the diverse staff working in an organization were all mentioned as highly useful. Comments on this theme included the following:

> There is a lot of labeling of races, so we try not to do that here. We try to be sensitive to not using certain terms that would be insensitive to other folks, and in the cases where something does come up, we deal with it immediately. It's usually informal, but it is discussed and awareness is brought about as a rule.

> You can't just sit behind a desk. You need to do outreach and make sure people from the community are comfortable with you. You have to be visible in the community.

> We do have intentional organizational conversations about internalized racial superiority and inferiority. We talk openly about the dynamics of racialism and how they operate in the organization.

Some organizations encourage a number of forms of communication with managers or other leaders, such as meetings to discuss issues and putting concerns in writing:

> Our office has regularly scheduled diversity conversations where we set time aside to discuss and express issues of diversity as an office. That helps build relationships, identifies cultural perspectives, and fosters an office environment that's open to increasing diversity.

> All of our employees are fully aware of all the efforts we take to be sure that all employees are treated fairly and equally.

Flexible Work Schedules, Liberal Leave Policies

Four respondents cited flexible work hours and leaves of absence to accommodate holiday, religious, and family needs as modes of support:

> We have implemented a very flexible work schedule as far as how many days and hours to work each week. We have very liberal leave policies; for example, if someone had a religious need and had to be off for some time, that would be accommodated.
>
> Our personnel policy has floating holidays, so it doesn't assume all holidays are the same for everyone. We have a flexible work-day schedule. Staff can come in anytime (for example, from 6 a.m. to 10:00 a.m.) just as long as they get their work done and their time in.

Two other respondents found the question about supporting diverse staff perplexing because they either did not have staff of color or were a small organization that included staff of color.

G. Obstacles to Staff Diversity

In 2004 and 2007 respondents were asked to identify some of the obstacles to staff diversity. Possible responses in 2004 were lack of time, limited contacts with diverse communities, diverse people are not interested, unable to find qualified people from diverse communities, other matters take priority, and other. In 2007, three additional responses were added from replies to "other" in the 2004 survey: organization's size, stability, and/or hiring budget; few applicants of color; and memberships, skills, and/or expertise (Figure 24, page 39). Among all the surveyed organizations, the three most frequently noted obstacles to staff diversity in 2007 were:
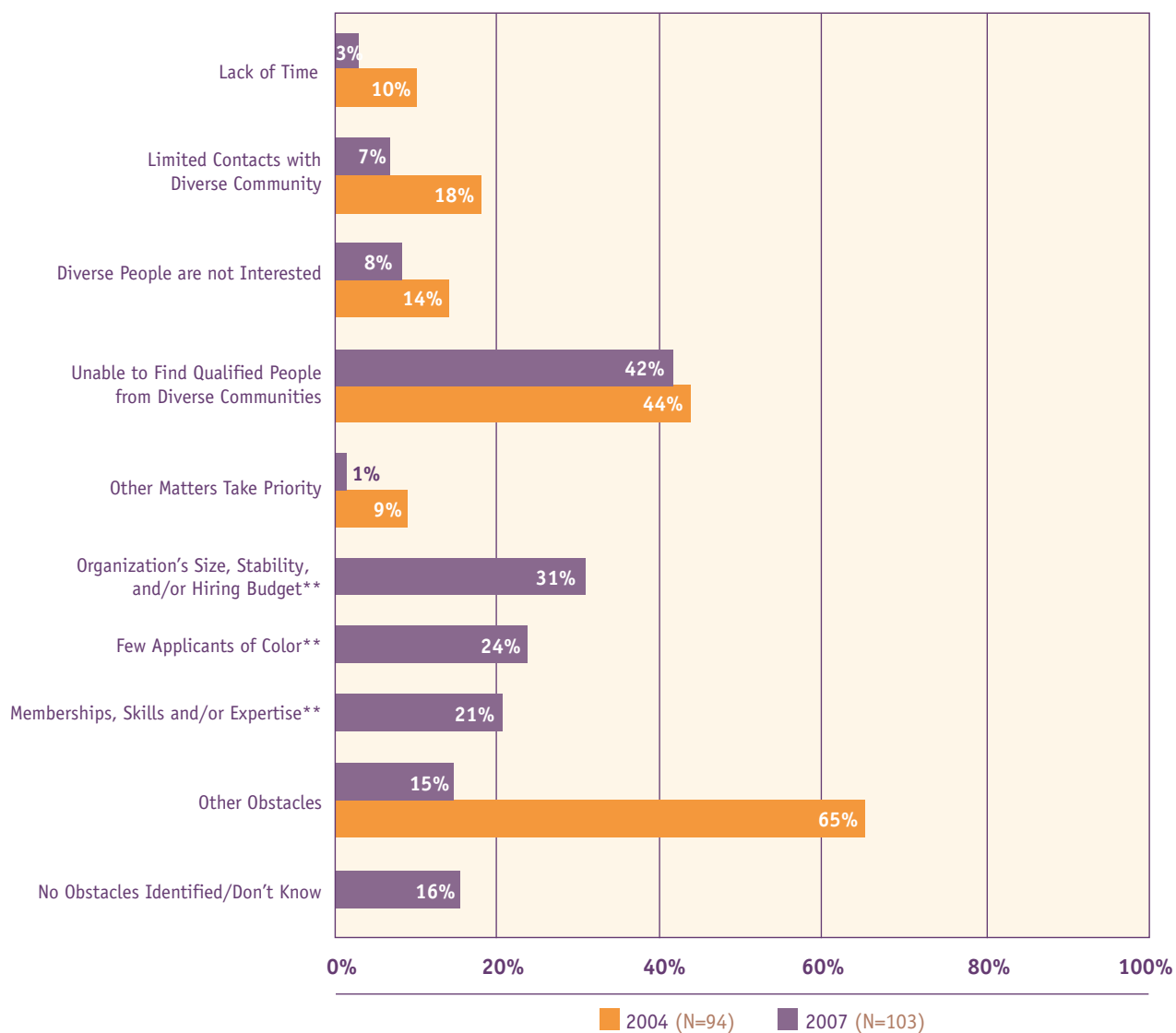
- Unable to find qualified people from diverse communities (42 percent, down from 44 percent in 2004)
- Organization's size, stability, and/or hiring budget (31 percent)
- Few applicants of color (24 percent)

All organization types appeared to have improved their contacts with diverse communities in 2007 as just 5 to 13 percent indicated challenges in that area (Figures 25–29, pages 40–44). Also noticeable was the decline in the percentage of respondents indicating that diverse people were not interested in planning, housing and community development positions, which was true for every organization type. Organizations also seem to have allocated more effort to addressing diversity, as intermediaries were the only group that said that other matters were of higher priority.

All five types of organizations reported having difficulty finding qualified people of color. For three of these, the size of their organization and budget were significant barriers: developers/CDCs/HSPs (43 percent), supportive housing HSPs (27 percent), and advocacy groups (46 percent), which generally meant that the organizations were small with little staff turnover. Nearly a quarter (21 percent) of the 2007 respondents identified union memberships and the need for specific skills or expertise as obstacles to staff diversity; this was most true for supportive housing HSPs (27 percent). Of all organization types in 2007, government agencies seemed to have the greatest difficulty attracting applicants of color into their job applicant pools (63 percent). This was also an obstacle for about a third (31 percent) of advocacy organizations, nearly a quarter (20 percent) of supportive housing human service providers, and about an eighth (14 percent) of developers/CDCs/HSPs.

The 2007 responses showed an improvement in the organizations' ability to find qualified people from diverse communities and to make contacts with diverse communities, although these still remain significant obstacles for some. Overall, the percentage of organizations citing limited contacts with diverse communities was down, from 18 to 7 percent; organizations indicating difficulty in finding qualified people from those communities was also down slightly, from 44 to 42 percent. This trend was true of all organizational types, with two exceptions: supportive housing groups showed an increase in both responses, especially in finding qualified people (up to 53 from 33 percent), and advocacy groups showed an even larger increase in their difficulty finding qualified people (up to 48 from 18 percent). Only intermediaries and advocacy groups cited lack of time as a barrier, 29 and 8 percent, respectively.

Figure 24: Obstacles to Staff Diversity for All Organizations*

Obstacle	2007	2004
Lack of Time	3%	10%
Limited Contacts with Diverse Community	7%	18%
Diverse People are not Interested	8%	14%
Unable to Find Qualified People from Diverse Communities	42%	44%
Other Matters Take Priority	1%	9%
Organization's Size, Stability, and/or Hiring Budget**	31%	
Few Applicants of Color**	24%	
Memberships, Skills and/or Expertise**	21%	
Other Obstacles	15%	65%
No Obstacles Identified/Don't Know	16%	

2004 (N=94)   2007 (N=103)

*More than one option could be mentioned per respondent.   **New response option in 2007.

Figure 25: Obstacles to Staff Diversity for Developer/Community Development Corporation/Housing Service Provider*
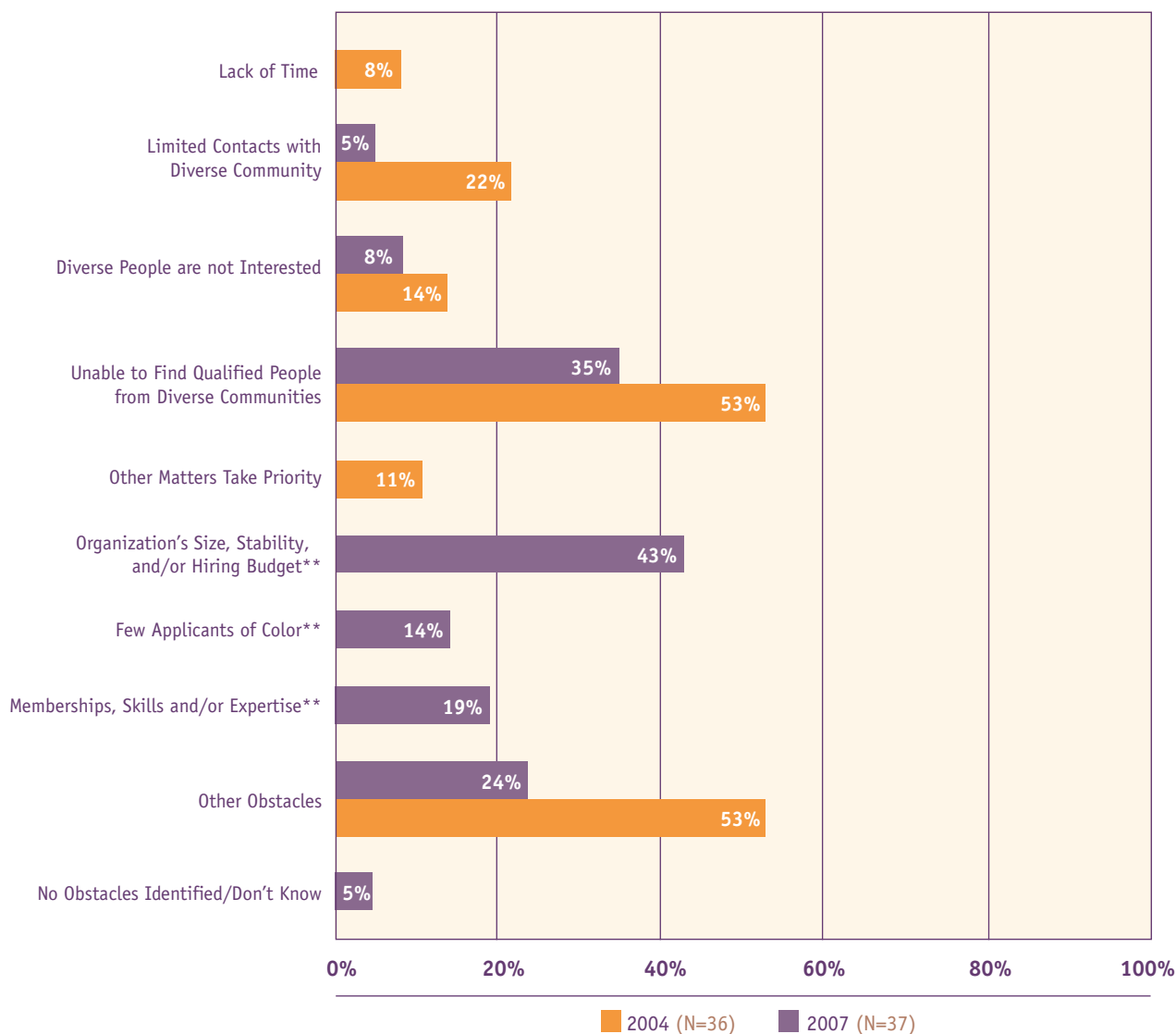
Category	Value
Lack of Time	8% (2004)
Limited Contacts with Diverse Community	5% (2007), 22% (2004)
Diverse People are not Interested	8% (2007), 14% (2004)
Unable to Find Qualified People from Diverse Communities	35% (2007), 53% (2004)
Other Matters Take Priority	11% (2004)
Organization's Size, Stability, and/or Hiring Budget**	43% (2007)
Few Applicants of Color**	14% (2007)
Memberships, Skills and/or Expertise**	19% (2007)
Other Obstacles	24% (2007), 53% (2004)
No Obstacles Identified/Don't Know	5% (2007)

2004 (N=36)   2007 (N=37)

*More than one option could be mentioned per respondent.   **New response option in 2007.

Figure 26: Obstacles to Staff Diversity for Government Agencies*

Lack of Time	13% (2004)
Limited Contacts with Diverse Communities	13% (2007), 25% (2004)
Diverse People are not Interested	13% (2007), 19% (2004)
Unable to Find Qualified People from Diverse Communities	31% (2007), 50% (2004)
Other Matters Take Priority	6% (2004)
Organization's Size, Stability, and/or Hiring Budget**	6% (2007)
Few Applicants of Color**	63% (2007)
Memberships, Skills and/or Expertise**	19% (2007)
Other Obstacles	6% (2007), 75% (2004)
No Obstacles Identified/Don't Know	31% (2007)

0%   20%   40%   60%   80%   100%

■ 2004 (N=16)   ■ 2007 (N=16)

*More than one option could be mentioned per respondent.   **New response option in 2007.

Figure 27: Obstacles to Staff Diversity for Intermediaries*

Obstacle	2004 (N=7)	2007 (N=7)
Lack of Time		29%
Limited Contacts with Diverse Communities	29%	
Diverse People are not Interested	29%	14%
Unable to Find Qualified People from Diverse Communities	57%	43%
Other Matters Take Priority		14%
Organization's Size, Stability, and/or Hiring Budget**		14%
Few Applicants of Color**		
Memberships, Skills and/or Expertise**		14%
Other Obstacles	71%	14%
No Obstacles Identified/Don't Know		29%

■ 2004 (N=7)   ■ 2007 (N=7)

*More than one option could be mentioned per respondent.   **New response option in 2007.

**Figure 28: Obstacles to Staff Diversity for
Supportive Housing Human Service Providers***

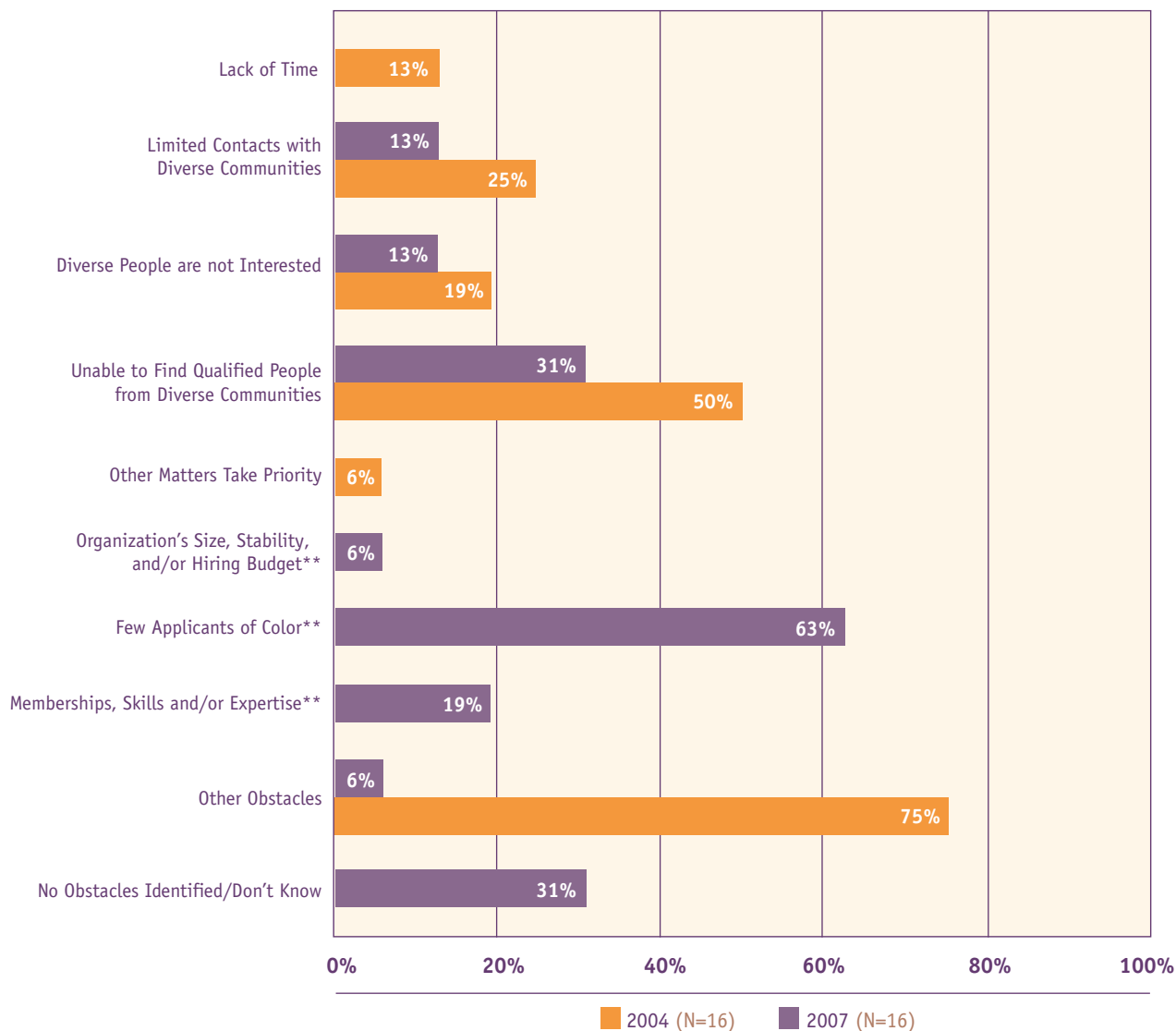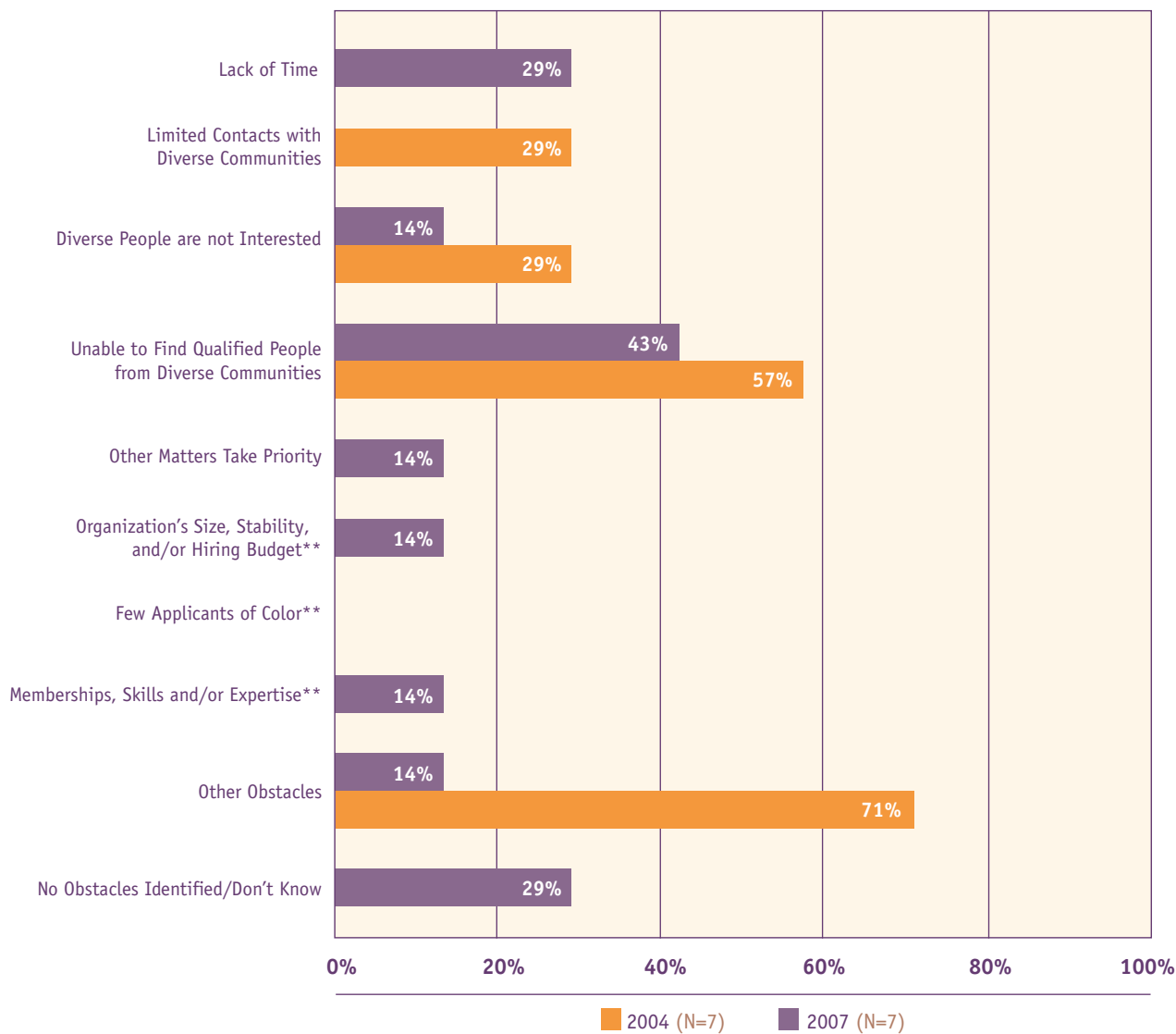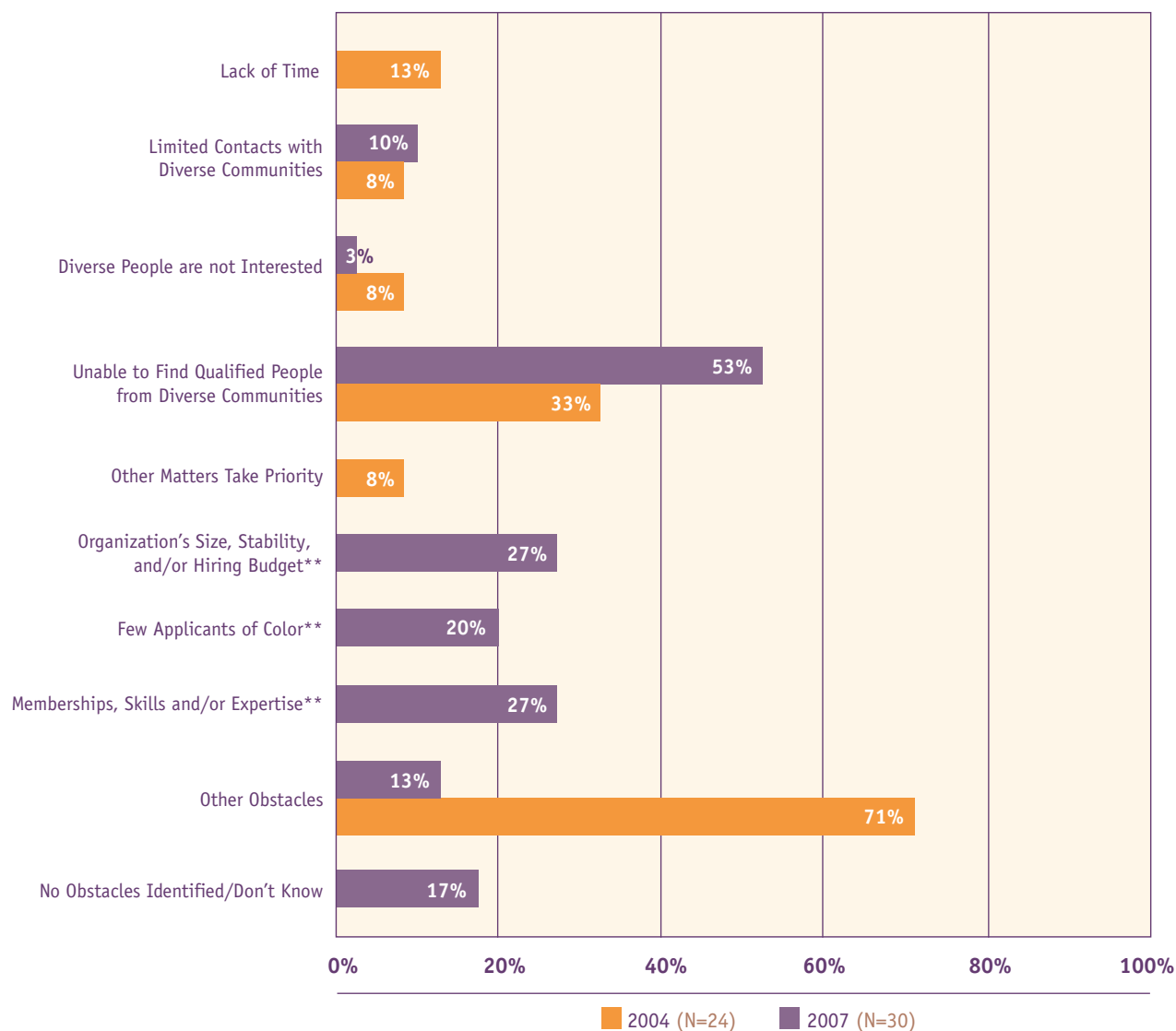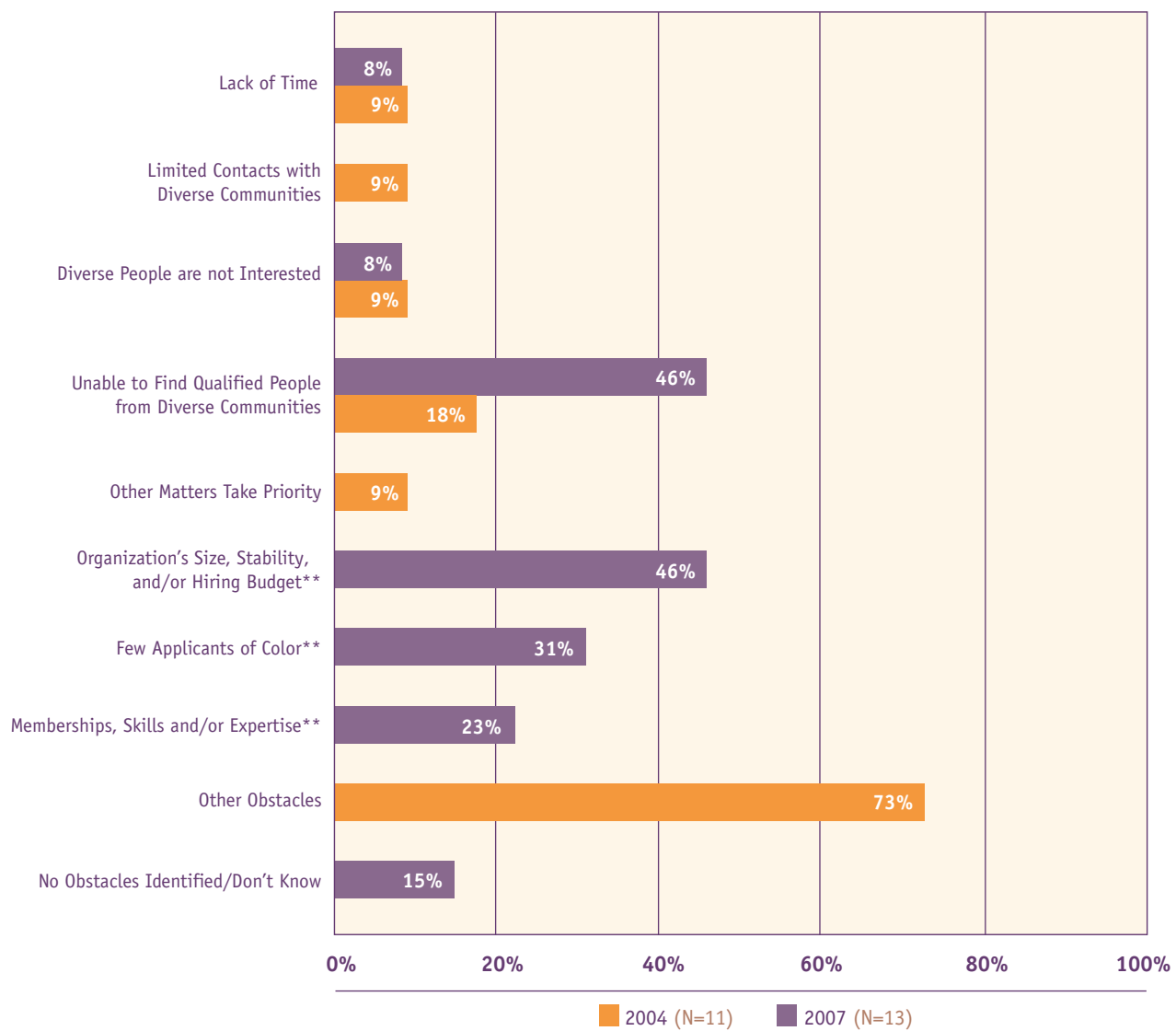| Obstacle	2004 (N=24)	2007 (N=30)
Lack of Time	13%	
Limited Contacts with Diverse Communities	8%	10%
Diverse People are not Interested	8%	3%
Unable to Find Qualified People from Diverse Communities	33%	53%
Other Matters Take Priority	8%	
Organization's Size, Stability, and/or Hiring Budget**		27%
Few Applicants of Color**		20%
Memberships, Skills and/or Expertise**		27%
Other Obstacles	71%	13%
No Obstacles Identified/Don't Know		17%

■ 2004 (N=24)   ■ 2007 (N=30)

*More than one option could be mentioned per respondent.   **New response option in 2007.

**Figure 29: Obstacles to Staff Diversity for
Advocacy Organizations or Affiliation Groups***

Obstacle	2004	2007
Lack of Time	9%	8%
Limited Contacts with Diverse Communities	9%	
Diverse People are not Interested	9%	8%
Unable to Find Qualified People from Diverse Communities	18%	46%
Other Matters Take Priority	9%	
Organization's Size, Stability, and/or Hiring Budget**		46%
Few Applicants of Color**		31%
Memberships, Skills and/or Expertise**		23%
Other Obstacles	73%	
No Obstacles Identified/Don't Know		15%

Legend: ■ 2004 (N=11)   ■ 2007 (N=13)

*More than one option could be mentioned per respondent.   **New response option in 2007.
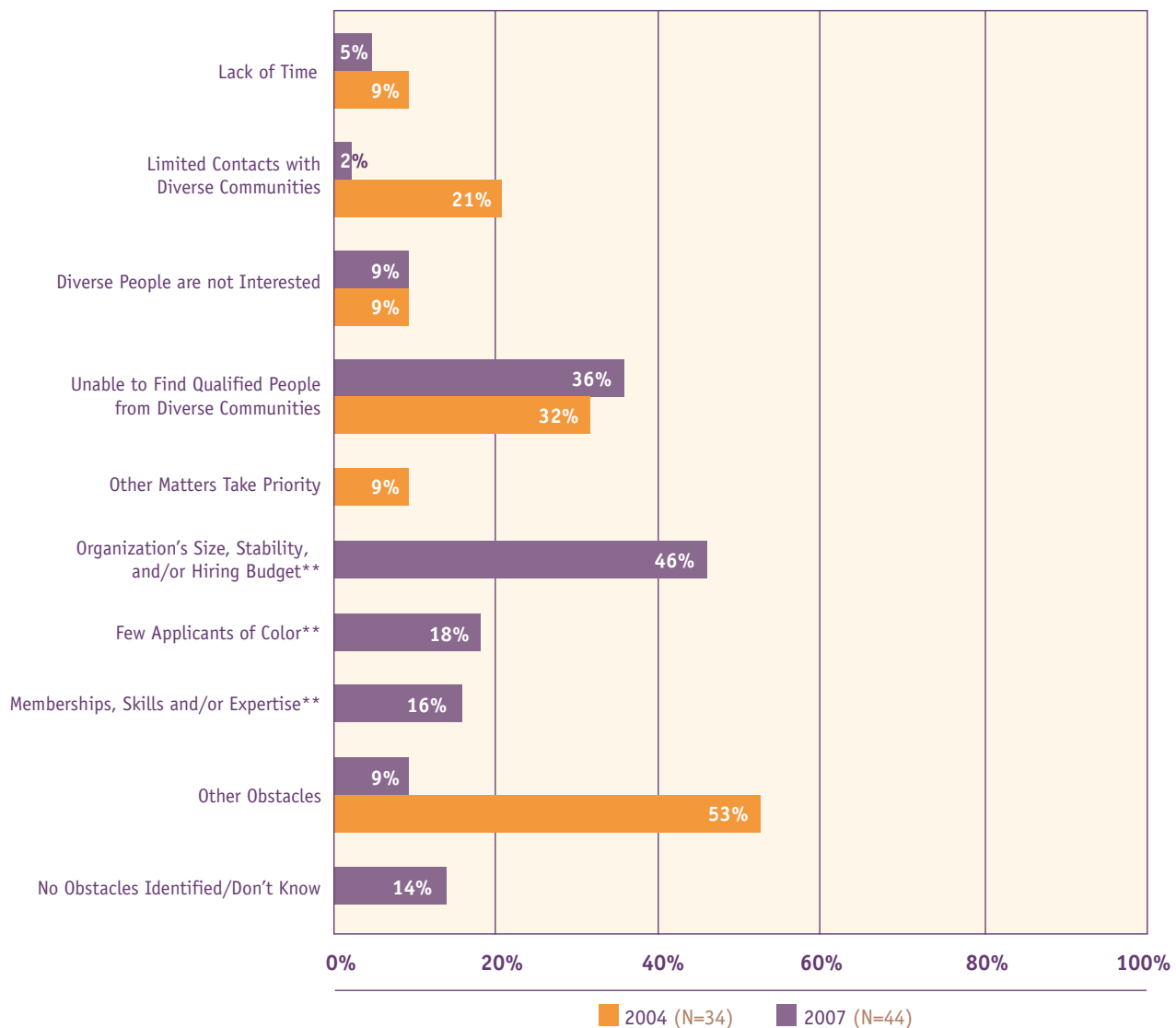
Obstacles to Staff Diversity (continued)

Finding staff of color with the proper skills and expertise was reported as an obstacle by about a quarter of supportive service providers (27 percent) and advocacy organizations (23 percent) and by a somewhat smaller percentage of developer/CDC/HSPs (19 percent), government agencies (19 percent), and intermediaries (14 percent). Nearly a quarter (24 percent) of developer/CDC/HSPs reported encountering other obstacles, as did a smaller percentage of intermediaries (14 percent), supportive service providers (13 percent), and government agencies (6 percent). Nearly a third of the government agencies and intermediaries (31 and 29 percent, respectively) reported that they had not identified or did not know what obstacles they faced, as did 15 percent of advocacy groups, 17 percent of supportive service providers, and 5 percent of developer/ CDC/HSPs.

As shown in **Figures 30–32 (pages 46–48),** the smaller the organization, the fewer the obstacles to diversity reported. Among small groups, about a third (36 percent) indicated that they were unable to find diverse staff, and about a half (46 percent) stated that the size of their organizations and budgets created barriers to diversity. Among medium-sized and large groups, nearly half also cited being unable to find qualified diverse staff (46 and 45 percent, respectively). Among large organizations, 40 percent also identified having few applicants of color as an obstacle and nearly a third (30%) selected other obstacles, about double the percentages of small and medium-sized groups. A lack of time and other priorities were the least often cited difficulties for groups of all sizes, ranging from 0 to 5 percent.

Figure 30: Obstacles to Staff Diversity for Small Organizations*

Obstacle	2004	2007
Lack of Time	9%	5%
Limited Contacts with Diverse Communities	21%	2%
Diverse People are not Interested	9%	9%
Unable to Find Qualified People from Diverse Communities	32%	36%
Other Matters Take Priority	9%	
Organization's Size, Stability, and/or Hiring Budget**		46%
Few Applicants of Color**		18%
Memberships, Skills and/or Expertise**		16%
Other Obstacles	53%	9%
No Obstacles Identified/Don't Know		14%

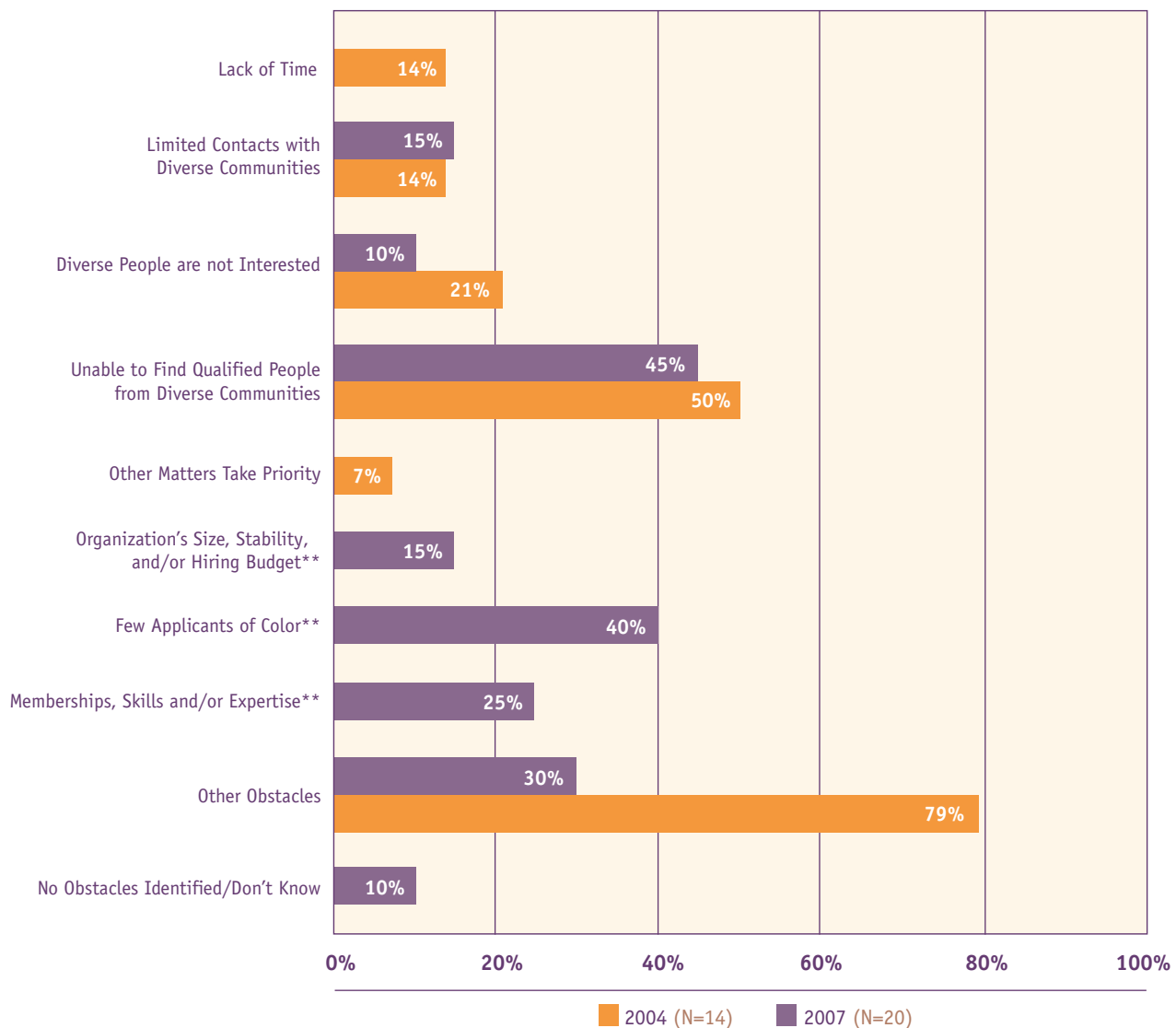0%   20%   40%   60%   80%   100%

■ 2004 (N=34)   ■ 2007 (N=44)

*More than one option could be mentioned per respondent.   **New response option in 2007.

Figure 31: Obstacles to Staff Diversity for Medium Organizations*
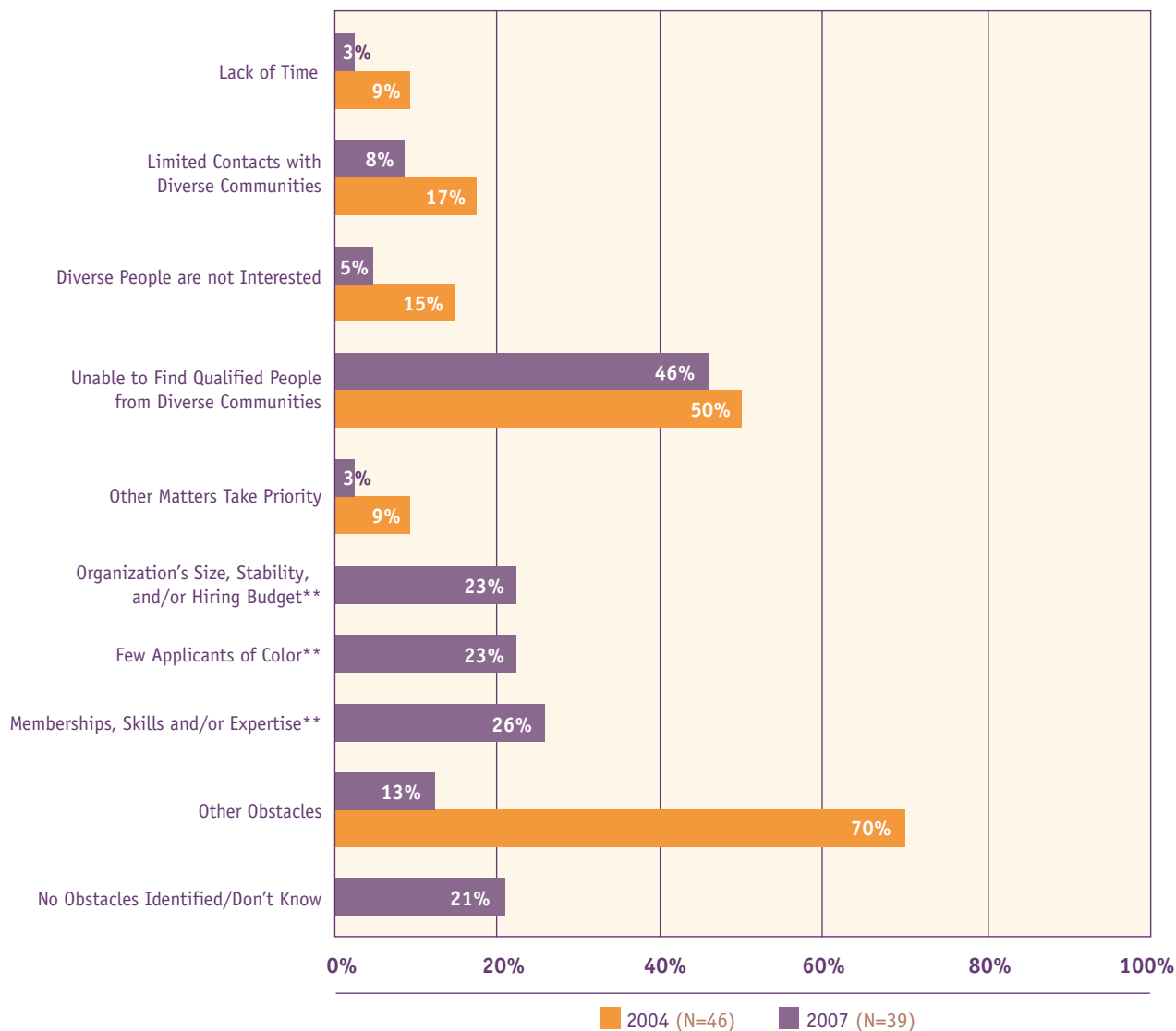
Category	2004 (N=46)	2007 (N=39)
Lack of Time	9%	3%
Limited Contacts with Diverse Communities	17%	8%
Diverse People are not Interested	15%	5%
Unable to Find Qualified People from Diverse Communities	50%	46%
Other Matters Take Priority	9%	3%
Organization's Size, Stability, and/or Hiring Budget**		23%
Few Applicants of Color**		23%
Memberships, Skills and/or Expertise**		26%
Other Obstacles	70%	13%
No Obstacles Identified/Don't Know		21%

■ 2004 (N=46)   ■ 2007 (N=39)

*More than one option could be mentioned per respondent.   **New response option in 2007.

Figure 32: Obstacles to Staff Diversity for Large Organizations*

Obstacle	2004 (N=14)	2007 (N=20)
Lack of Time	14%	
Limited Contacts with Diverse Communities	14%	15%
Diverse People are not Interested	21%	10%
Unable to Find Qualified People from Diverse Communities	50%	45%
Other Matters Take Priority	7%	
Organization's Size, Stability, and/or Hiring Budget**		15%
Few Applicants of Color**		40%
Memberships, Skills and/or Expertise**		25%
Other Obstacles	79%	30%
No Obstacles Identified/Don't Know		10%

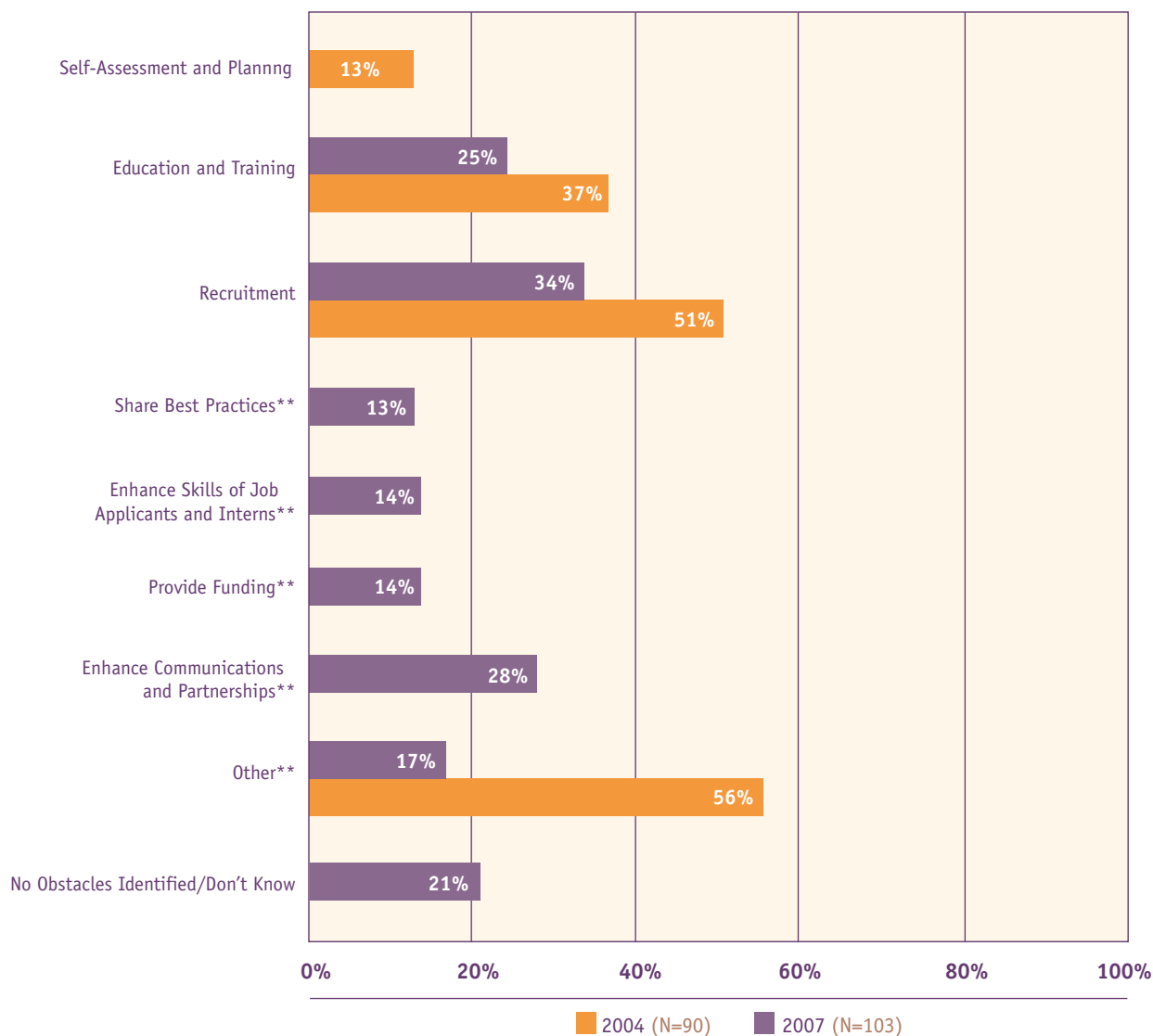*More than one option could be mentioned per respondent.   **New response option in 2007.

H. Help From Sponsors

The last section of the survey asked respondents how the sponsors of Changing the Face of Housing in Minnesota (Corporation for Supportive Housing, Family Housing Fund, Twin Cities Local Initiatives Support Corporation) could help their organizations increase board and staff diversity. In 2004, respondents were provided with four choices: self-assessment and planning, education and training, recruitment that highlights the goals of CFHM, and other (which they were asked to describe). In 2007, four additional choices were added, based on the "other" responses from the 2004 survey: share best practices, enhance skills of job applicants and interns, provide funding, enhance communications and partnerships.

In 2007, about a third of the organizations (34 percent) indicated that sponsors could help them with recruitment, and about a quarter identified enhancing communications and partnerships with communities of color (28 percent) and education and training (25 percent; **Figure 33, page 50)** A smaller percentage selected enhancing skills of job applicants and interns (14 percent), providing funding (14 percent), and sharing best practices (13 percent). About a fifth also selected "other" or "no obstacles identified/don't know" (17 and 21 percent, respectively). In 2007, none of the organizations identified self-assessment and planning as an area in which they could use assistance from sponsors, although 13 percent had done so in 2004, suggesting an improvement in this area.
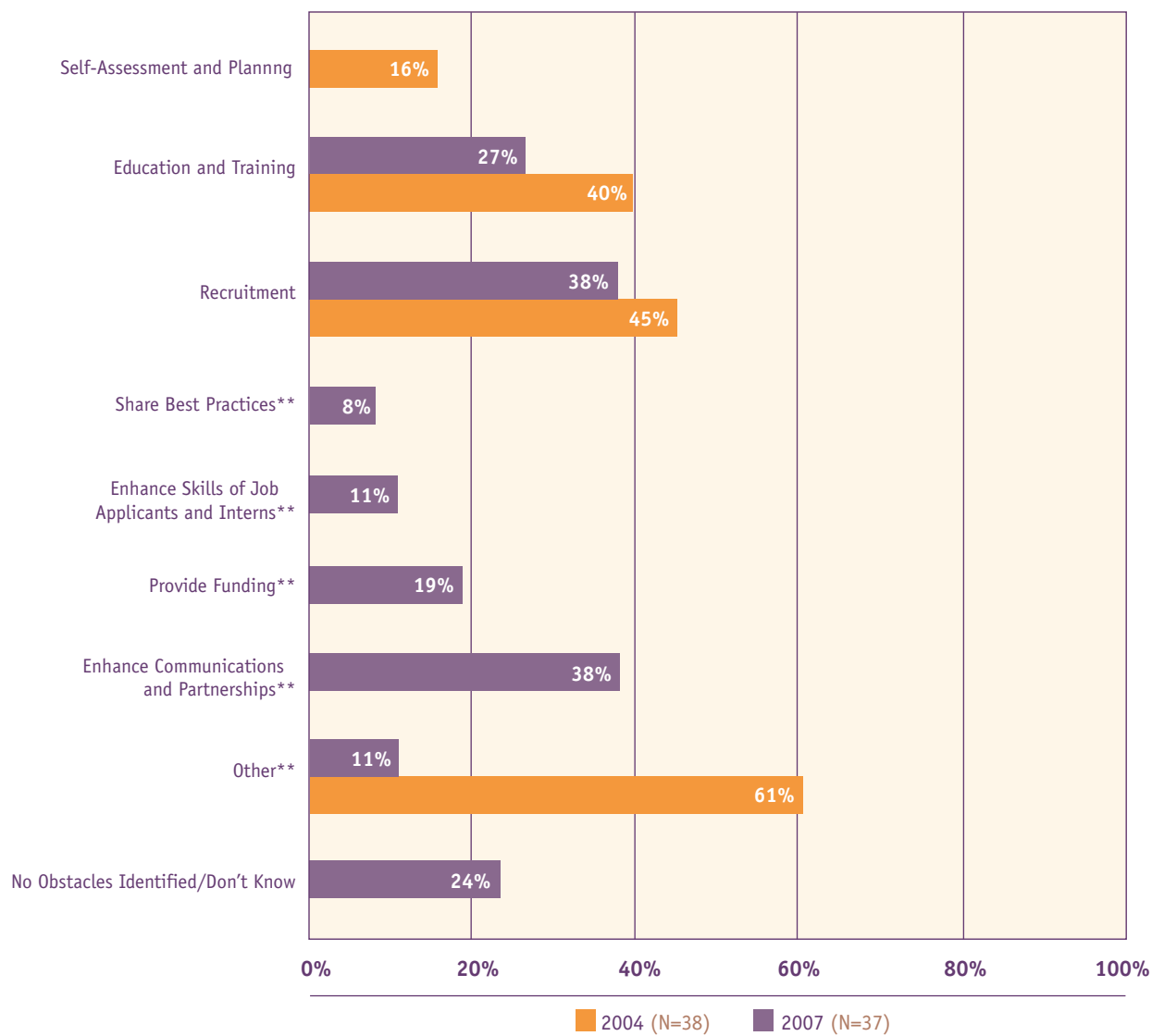
Overall, there were not many significant differences among the 2007 responses of the various types and sizes of organizations regarding what assistance they would welcome from sponsors (**Figures 34–38, pages 51–55**). Intermediaries were only about half as likely to request assistance with education, recruitment, funding, and communications as were other groups, but also gave the most "no obstacles identified/don't know" responses. Almost twice as many developers/CDCs/HSPs (27%), government agencies (25%), and supportive housing HSPs (30%) indicated that they would like assistance with education and training than did intermediaries (14 percent) and advocacy groups (15 percent). No intermediary groups and only 6 percent of governmental agencies indicated that they needed help with funding, and more developers/CDCs/HSPs identified communications as an area in which sponsors could assist them (38 percent, as opposed to 14–27 percent).

**Figure 33: How Sponsors Can Help All
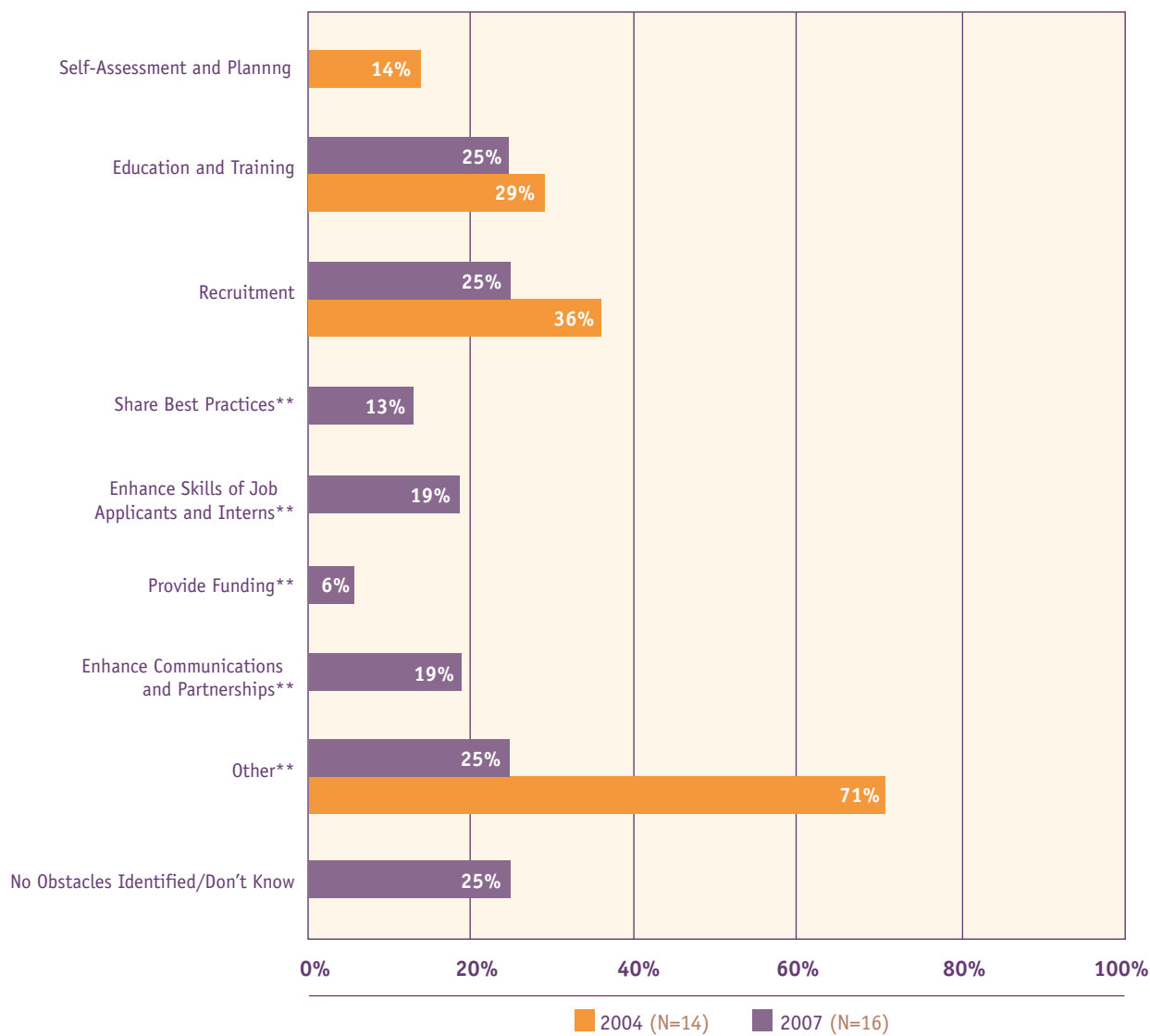Organizations Increase Board and Staff Diversity***

Category	2004	2007
Self-Assessment and Plannng	13%	
Education and Training	37%	25%
Recruitment	51%	34%
Share Best Practices**		13%
Enhance Skills of Job Applicants and Interns**		14%
Provide Funding**		14%
Enhance Communications and Partnerships**		28%
Other**	56%	17%
No Obstacles Identified/Don't Know		21%

0%   20%   40%   60%   80%   100%

■ 2004 (N=90)   ■ 2007 (N=103)

*More than one option could be mentioned per respondent.   **New response option in 2007.

**Figure 34: How Sponsors Can Help Developers/CDCs/
Housing Service Providers Increase Board and Staff Diversity***

Category	Value
Self-Assessment and Plannng (2004)	16%
Education and Training (2007)	27%
Education and Training (2004)	40%
Recruitment (2007)	38%
Recruitment (2004)	45%
Share Best Practices** (2007)	8%
Enhance Skills of Job Applicants and Interns** (2007)	11%
Provide Funding** (2007)	19%
Enhance Communications and Partnerships** (2007)	38%
Other** (2007)	11%
Other** (2004)	61%
No Obstacles Identified/Don't Know (2007)	24%

0%   20%   40%   60%   80%   100%

■ 2004 (N=38)   ■ 2007 (N=37)

*More than one option could be mentioned per respondent.   **New response option in 2007.

**Figure 35: How Sponsors Can Help Government Agencies
Increase Board and Staff Diversity***

Category	Value
Self-Assessment and Plannng	14% (2004)
Education and Training	25% (2007), 29% (2004)
Recruitment	25% (2007), 36% (2004)
Share Best Practices**	13% (2007)
Enhance Skills of Job Applicants and Interns**	19% (2007)
Provide Funding**	6% (2007)
Enhance Communications and Partnerships**	19% (2007)
Other**	25% (2007), 71% (2004)
No Obstacles Identified/Don't Know	25% (2007)

0%   20%   40%   60%   80%   100%

■ 2004 (N=14)   ■ 2007 (N=16)

*More than one option could be mentioned per respondent.   **New response option in 2007.

**Figure 36: How Sponsors Can Help Intermediaries
Increase Board and Staff Diversity***
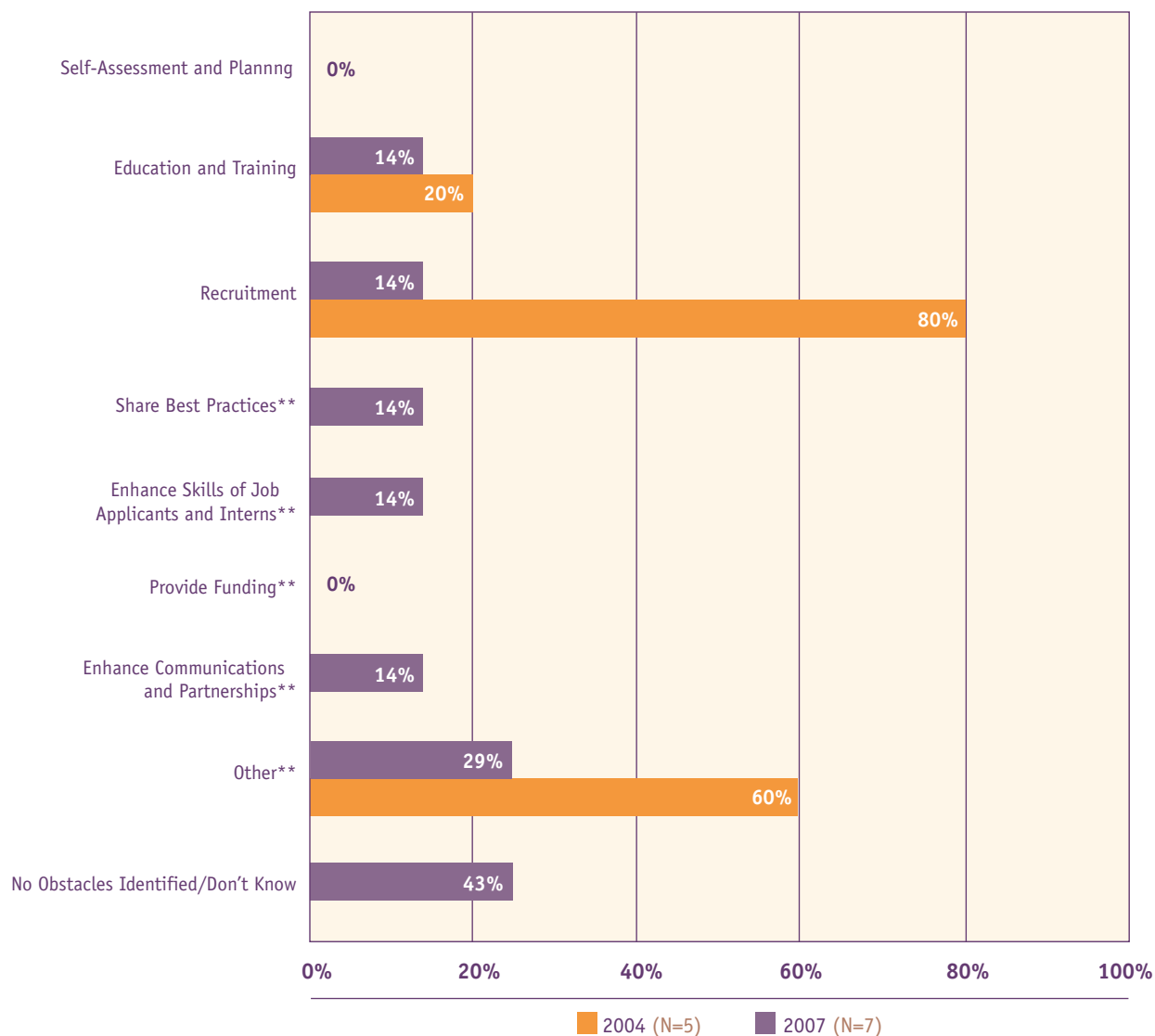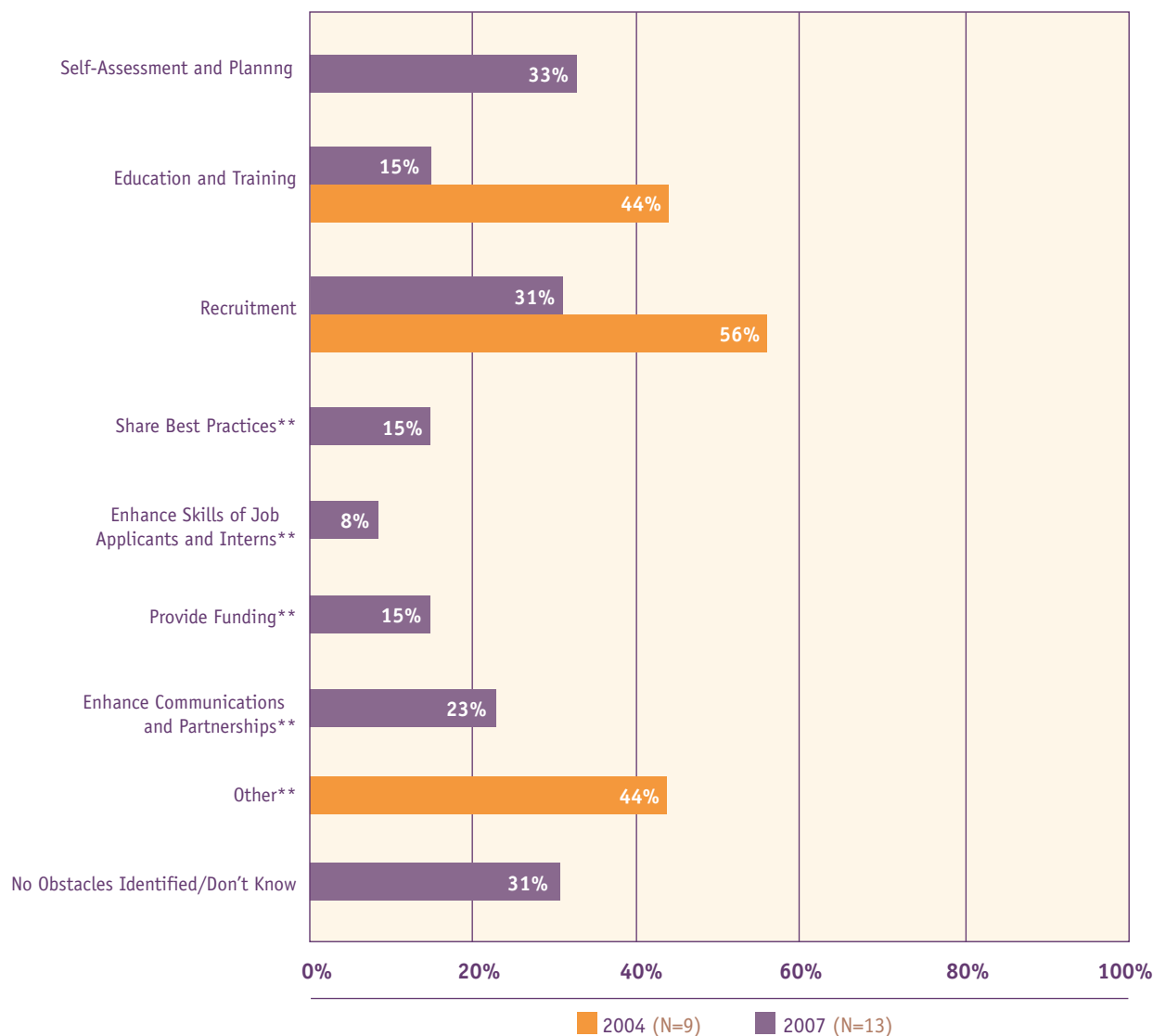

Self-Assessment and Plannng	0%
Education and Training	14% / 20%
Recruitment	14% / 80%
Share Best Practices**	14%
Enhance Skills of Job Applicants and Interns**	14%
Provide Funding**	0%
Enhance Communications and Partnerships**	14%
Other**	29% / 60%
No Obstacles Identified/Don't Know	43%

0%   20%   40%   60%   80%   100%

■ 2004 (N=5)   ■ 2007 (N=7)

*More than one option could be mentioned per respondent.   **New response option in 2007.

**Figure 37: How Sponsors Can Help Supportive Housing/
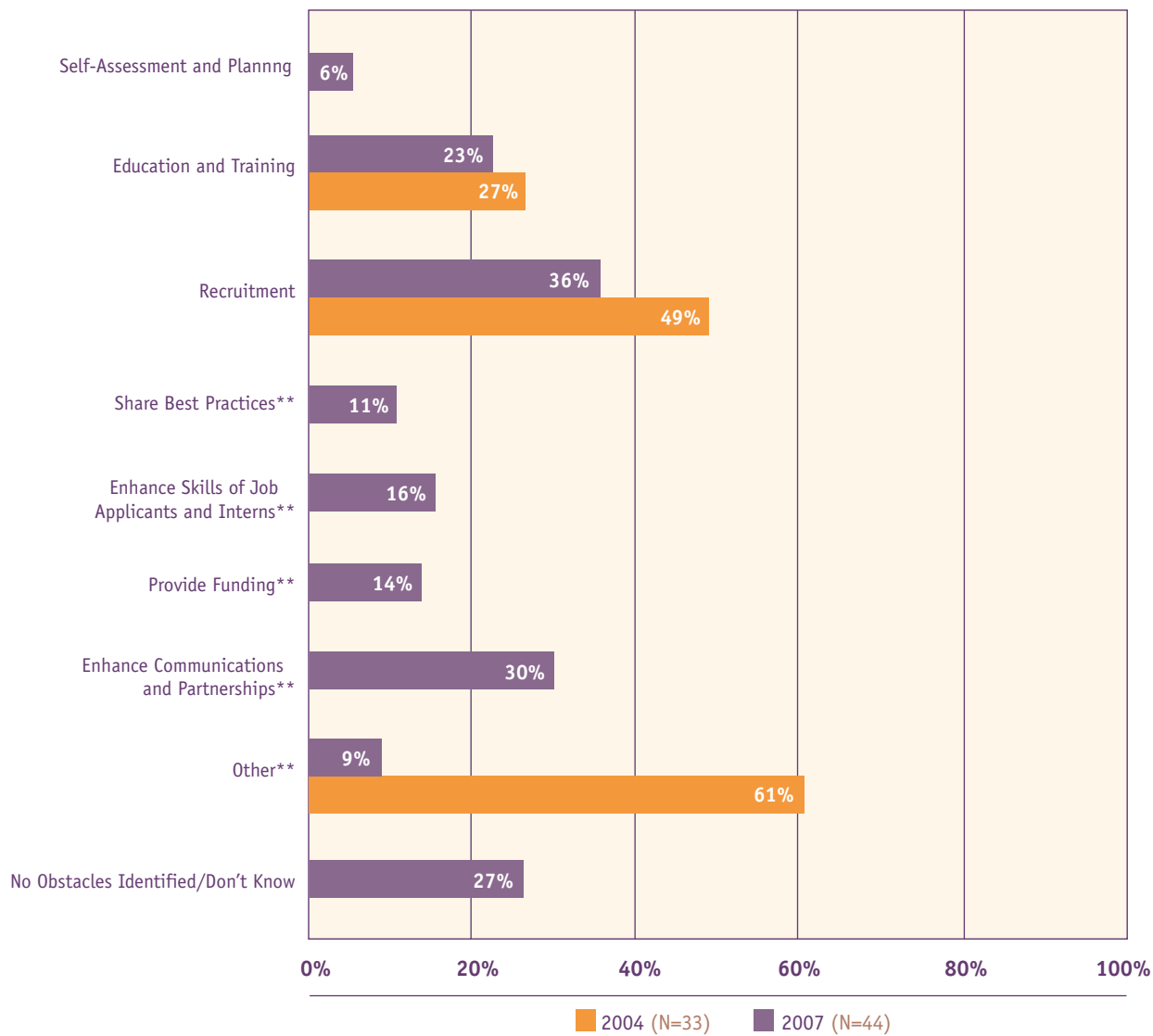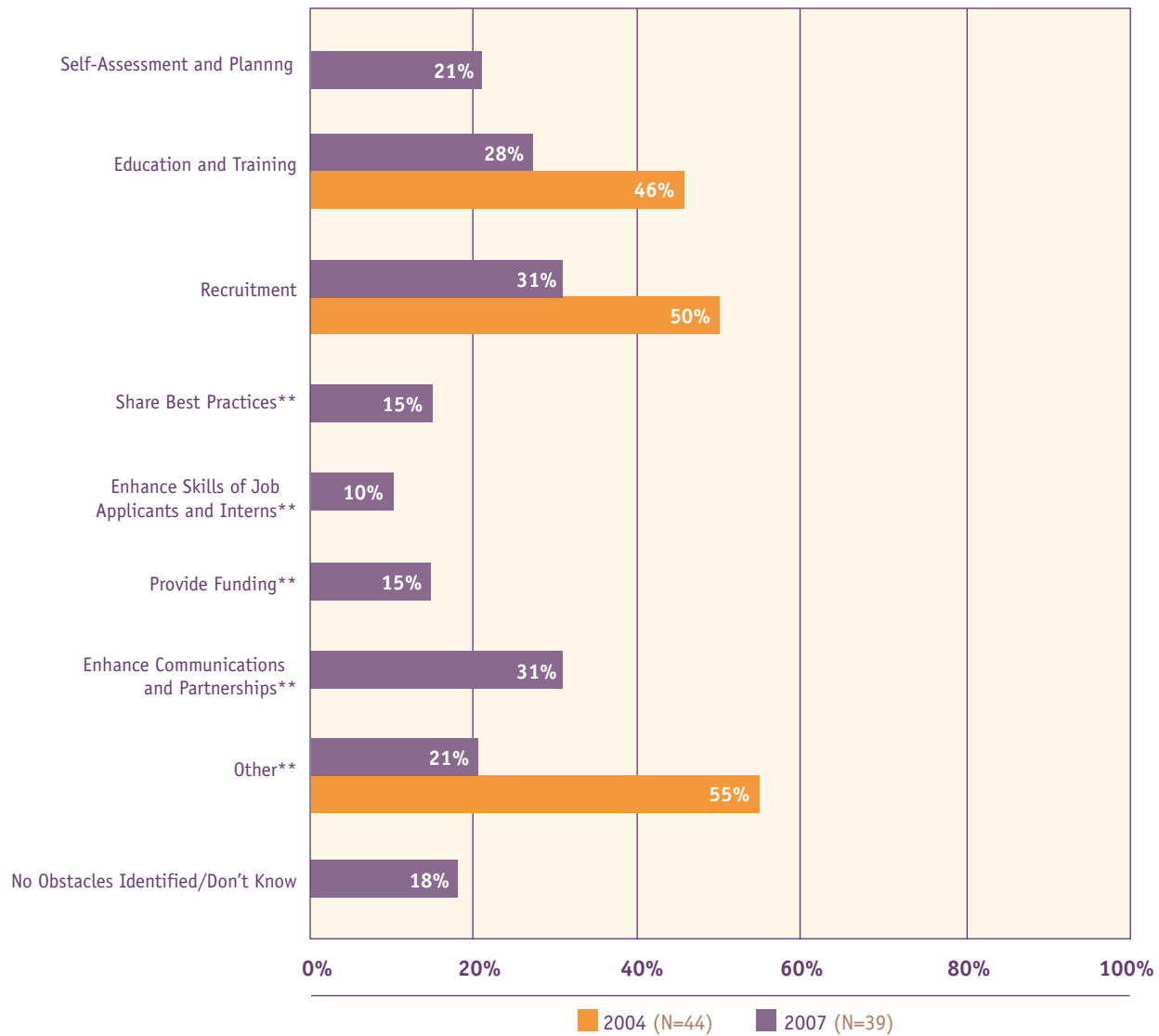Housing Service Providers Increase Board and Staff Diversity***
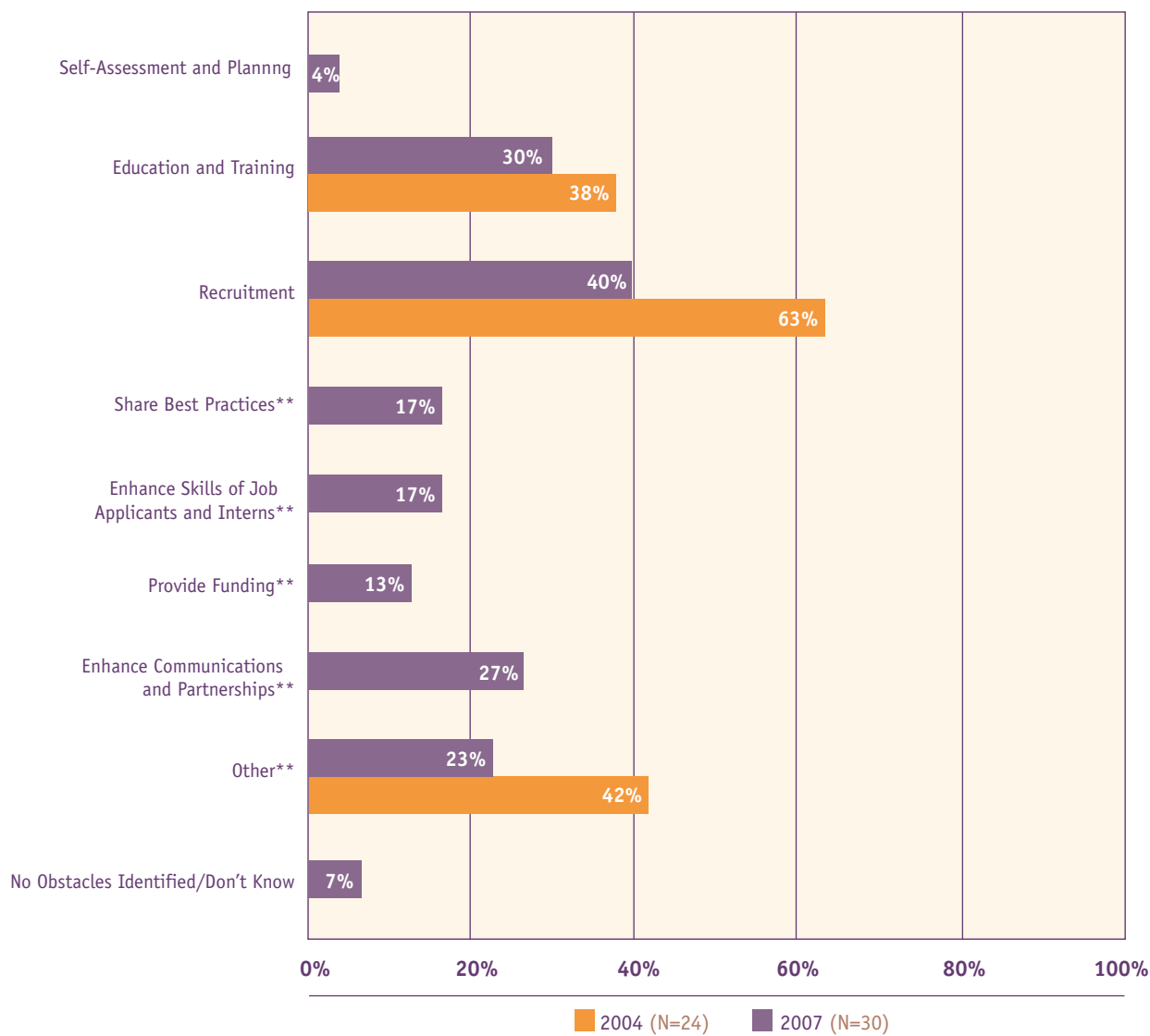
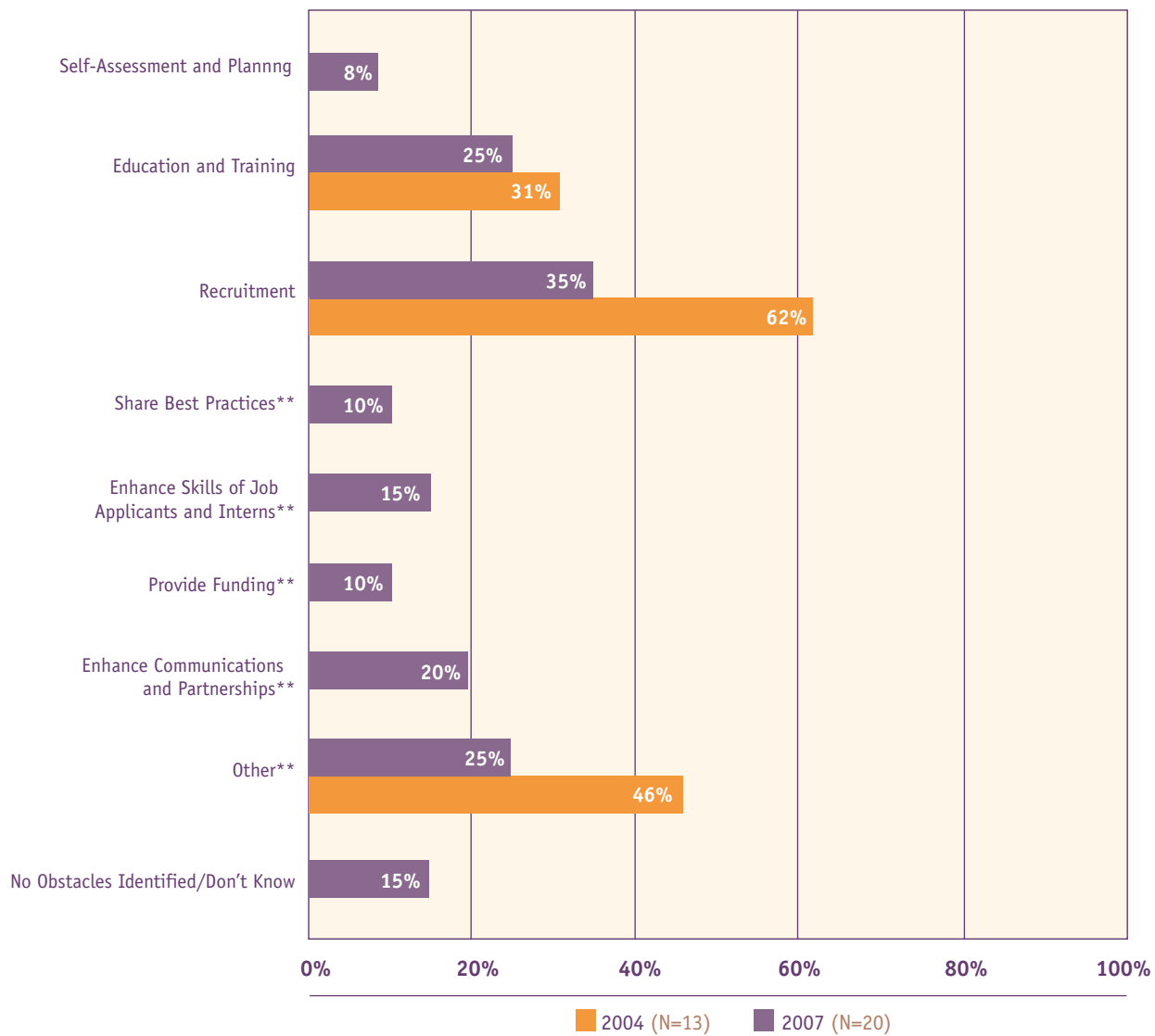|	
Self-Assessment and Plannng	4%
Education and Training	30% / 38%
Recruitment	40% / 63%
Share Best Practices**	17%
Enhance Skills of Job Applicants and Interns**	17%
Provide Funding**	13%
Enhance Communications and Partnerships**	27%
Other**	23% / 42%
No Obstacles Identified/Don't Know	7%

■ 2004 (N=24)   ■ 2007 (N=30)

*More than one option could be mentioned per respondent.   **New response option in 2007.

54

Figure 38: How Sponsors Can Help Advocacy Organizations and Afflilation Groups Increase Board and Staff Diversity*

Category	2004 (N=9)	2007 (N=13)
Self-Assessment and Plannng		33%
Education and Training	44%	15%
Recruitment	56%	31%
Share Best Practices**		15%
Enhance Skills of Job Applicants and Interns**		8%
Provide Funding**		15%
Enhance Communications and Partnerships**		23%
Other**	44%	
No Obstacles Identified/Don't Know		31%

■ 2004 (N=9)   ■ 2007 (N=13)

*More than one option could be mentioned per respondent.   **New response option in 2007.

**Figure 39: How Sponsors Can Help Small
Organizations Increase Board and Staff Diversity***

Self-Assessment and Plannng — 6%

Education and Training — 23% / 27%

Recruitment — 36% / 49%

Share Best Practices** — 11%

Enhance Skills of Job
Applicants and Interns** — 16%

Provide Funding** — 14%

Enhance Communications
and Partnerships** — 30%

Other** — 9% / 61%

No Obstacles Identified/Don't Know — 27%

0%   20%   40%   60%   80%   100%

■ 2004 (N=33)   ■ 2007 (N=44)

*More than one option could be mentioned per respondent.   **New response option in 2007.

**Figure 40: How Sponsors Can Help Medium
Organizations Increase Board and Staff Diversity***

Self-Assessment and Plannng	21%
Education and Training	28% / 46%
Recruitment	31% / 50%
Share Best Practices**	15%
Enhance Skills of Job Applicants and Interns**	10%
Provide Funding**	15%
Enhance Communications and Partnerships**	31%
Other**	21% / 55%
No Obstacles Identified/Don't Know	18%

0%   20%   40%   60%   80%   100%

2004 (N=44)   2007 (N=39)

*More than one option could be mentioned per respondent.   **New response option in 2007.

**Figure 41: How Sponsors Can Help Large
Organizations Increase Board and Staff Diversity***

Self-Assessment and Plannng	8%
Education and Training	25% / 31%
Recruitment	35% / 62%
Share Best Practices**	10%
Enhance Skills of Job Applicants and Interns**	15%
Provide Funding**	10%
Enhance Communications and Partnerships**	20%
Other**	25% / 46%
No Obstacles Identified/Don't Know	15%

■ 2004 (N=13)   ■ 2007 (N=20)

*More than one option could be mentioned per respondent.   **New response option in 2007.

Help from Sponsors (continued)

Similarly, in 2007 there were few differences among surveyed organizations that could be attributed to size, as the responses of small, medium, and large organizations rarely varied by more than 4 to 6 percent (Figures 39–41, pages 56–58). The exceptions were that small organizations were 10–11 percent more interested in help regarding communications and partnerships, 9–15 percent more likely to respond "no obstacles identified/ don't know," and 11–14 percent less likely to respond "other."

Table 12: Other Suggestions to Increase Board and Staff Diversity (N=16)

*Suggestions	Number of Responses
Find additional resources and market existing resources	12
Encourage others to take action and be proactive	6

*More than one option could be mentioned per respondent

Sixteen respondents who answered "other" also provided specific suggestions for ways in which sponsors could help their organizations increase board and staff diversity, which fell into two general categories, finding resources and encouraging action (Table 12, above).

Two-thirds of these comments identified existing or new resources that sponsors could provide, including the following:

- Provide a directory of vendors of color.
- Offer a job fair.
- Connect organizations to specific "race/diversity" groups.
- Assist in recruiting qualified applicants.
- Ensure housing, planning, and community development organizations are knowledgeable about the legal aspects of hiring.
- Promote the value of serving on a nonprofit board or staff.
- More robust marketing of CFHM resources.
- Ensure diverse staff from sponsor organizations interact with housing, planning and community development organizations.

The following comments elaborated upon some of these resources:

An obstacle that we recently encountered was looking for minority vendors when we went to purchase some new equipment. We were unable to locate a resource to assist us with that process. There is no specific listing of minority vendors or minority businesses in the Twin Cities, at least not one we were able to locate. I would like to see a resource that would be available to participating organizations, perhaps through our website, so we could access that information.

Make sure they have a diverse staff that interacts with us. I know people from all of those [sponsoring] organizations that have come here to work with us on various projects and they have all been Caucasian.

We have to know what the laws are. Whether we can recruit specifically diverse people or people based on race. Are we opening ourselves up to lawsuits? . . . For instance, the government can offer Native Americans preferences based on some kind of federal act by congress, but I don't know what that applies to. They could put out flyers, have information classes on diversity for non-profit organizations, or [publish] a manual that we could follow.

Several respondents complimented the sponsors' current work and suggested that sponsors continue such activities:

I think events are very helpful in terms of raising awareness of the issues.

Continue doing what they are doing in case we ever have an opening, [as] then we would have an increased pool to draw from.

The website has been very helpful, and I am very appreciative of that job site.

About a third of the comments concerned the sponsors' taking a stronger role in encouraging leaders to take actions that support diverse people and focusing their efforts on transportation and building affordable housing so diverse people have places to live and opportunities to travel:

There isn't much they can do. It is controlled by state law. All housing authorities are controlled by state law. It is outlined there and I don't see what private organizations could do except to encourage local elected officials to consider people of diverse background for appointments to HRA boards.

What they can do is encourage organizations to open the doors for diverse staff to gain experience and expertise, especially toward managerial/director kinds of experiences, so that when we hire diverse staff, we're not the only ones responsible for evolving that kind of leadership among communities of color.
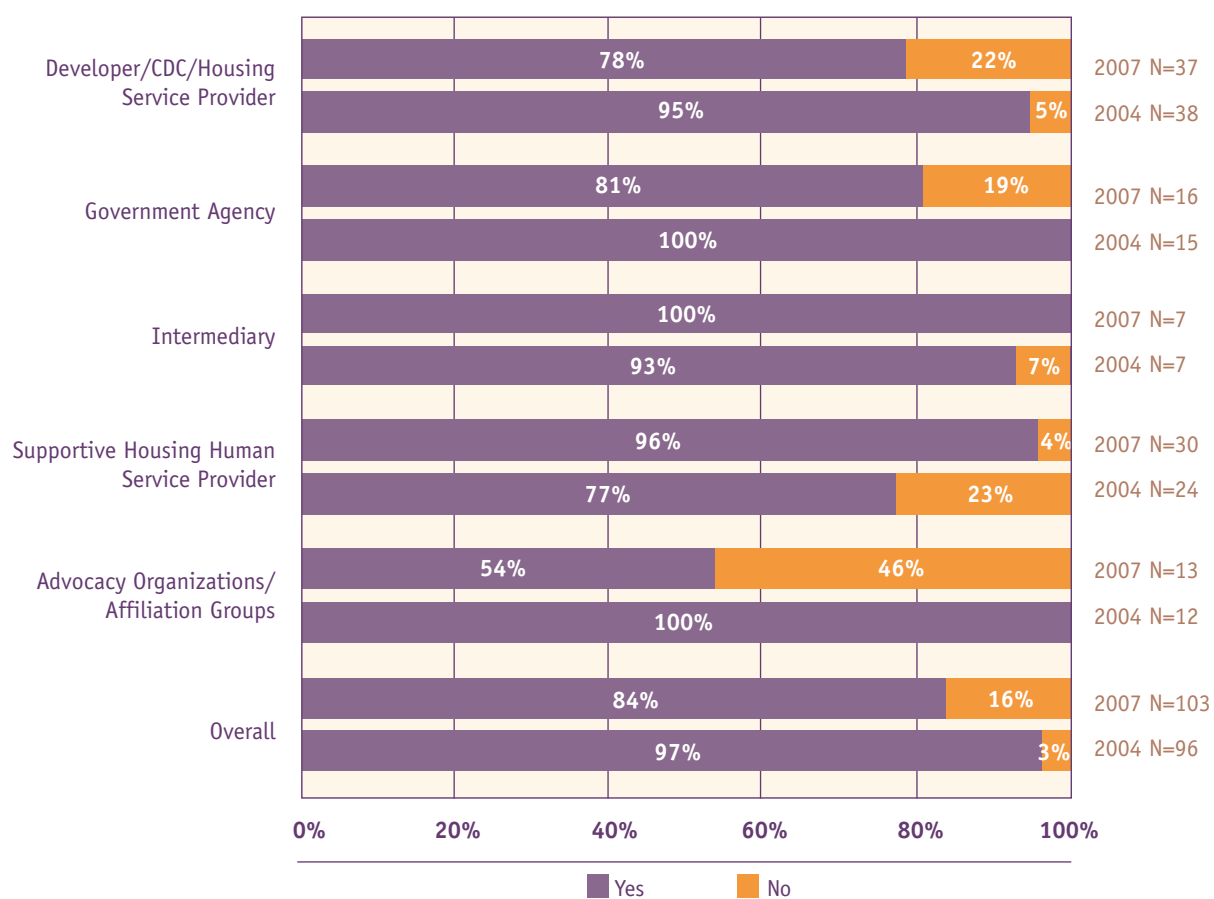
Just build affordable housing. So many of our participants are new immigrants and low income and just really don't have much to do with board and staff diversity, but it's difficult for our participants to live in affordable housing or find affordable housing when they are employed at the minimum wage, so it's really a multitude of things, not just housing, and also transportation is a problem and also day-care expenses.

I think one of the big problems, not with just [sponsor] organizations, is they talk. They hold conferences and meetings but they never really implement anything. I go to the meetings, but I don't go to as many. A year passes and I don't see any changes. I wish they would use the money to actually provide the housing versus spending more money on research and staff for their own organizations.

Washington County is very lacking in public transportation to the north and to the south of the county, so it's hard for individuals who live in St. Paul and Minneapolis if they don't have transportation to work here.

Figure 42: Willingness to Share Information on Recruiting and Maintaining Diverse Staffs and Leaders by Organization Type

	Yes	No	
Developer/CDC/Housing Service Provider	78%	22%	2007 N=37
	95%	5%	2004 N=38
Government Agency	81%	19%	2007 N=16
	100%		2004 N=15
Intermediary	100%		2007 N=7
	93%	7%	2004 N=7
Supportive Housing Human Service Provider	96%	4%	2007 N=30
	77%	23%	2004 N=24
Advocacy Organizations/ Affiliation Groups	54%	46%	2007 N=13
	100%		2004 N=12
Overall	84%	16%	2007 N=103
	97%	3%	2004 N=96

I. Referring Colleagues and Sharing Information

In 2007, 85 percent of all respondents answered yes when asked if they were willing to share information on recruiting and maintaining diverse staffs and leaders (**Figure 42, page 61**). Nonetheless, yes responses declined among most groups, including drops of 23 percent among advocacy groups, 19 percent among government agencies, 17 percent among developers/CDCs/HSPs, and 3 percent among supportive housing services. In terms of organization size, the greatest decrease in willingness to share information was among small organizations, a drop of 20 percent, followed by an 11 percent decline among medium-sized organizations and a 3 percent decline among large organizations (**Figure 43, below**).

Figure 43: Willingness to Share Information on Recruiting and Maintaining Diverse Staffs and Leaders by Organization Size
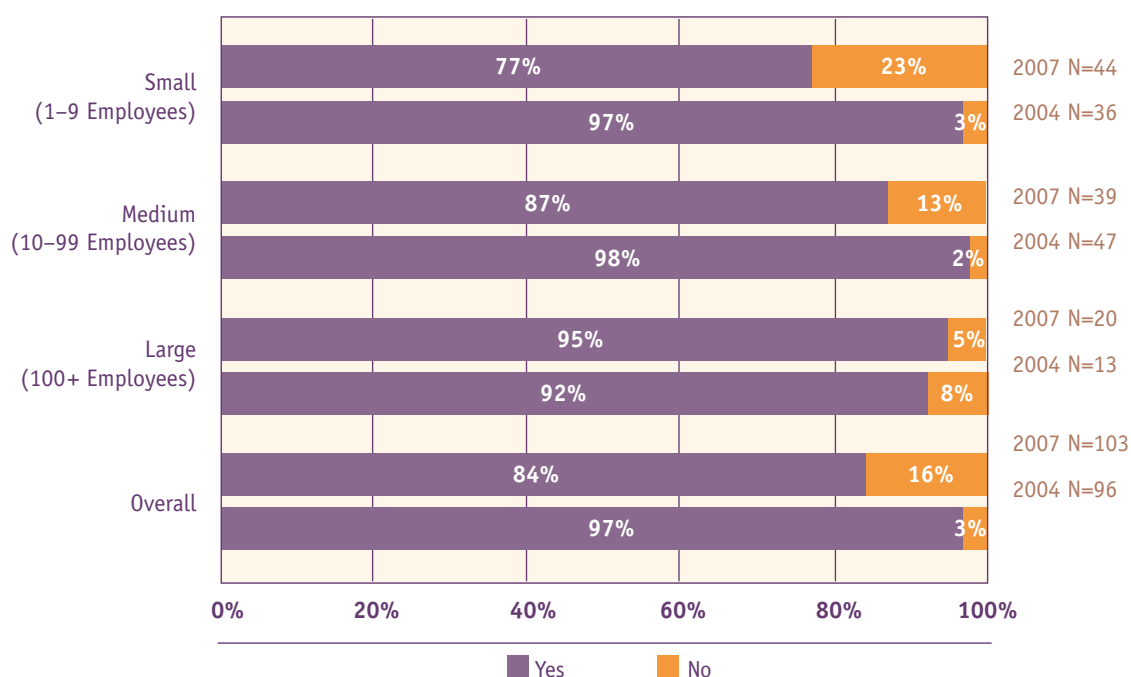
III. Conclusions

The findings of the 2007 Changing the Face of Housing in Minnesota Leadership Survey tell an interesting story about what it takes to launch and sustain diversity and inclusiveness in the field of housing, planning, and community development. All organization types have learned to use a wider range of tools in their organizations. Specifically noted in respondents' comments were organizations' intentionally planning for diversity, articulating support for diversity throughout the organization, monitoring diversity/inclusiveness progress, coaching and mentoring diverse employees, and providing training opportunities for diverse employees.

In comparison to 2004, by 2007 more organizations had decided what criteria were required for board service, suggesting that building board diversity may have become a more widespread practice. Indeed, more of the surveyed organizations had diverse boards in 2007 than in 2004, and there were increases in staff diversity, if slight, in many organizations. The largest increase in employees of color in 2007 was among clerical workers, for a total increase of 11 percent, including a 7 percent increase among American Indians, the largest single rise in all job categories for workers of color; this was followed by a 6 percent increase among technicians of color, which included an increase of 1–3 percent for all four major racial/ethnic groups. The percentage of female workers also increased in most job categories, for an overall increase of 4 percent.

More organizations reported turning to culture-specific newspapers to advertise open positions, more than half of all organizations indicated that they had active commitments to diversity, and about half said they used existing staff for community outreach as part of recruitment strategies to build a diverse pool of applicants for open positions. Also noticeable was an increase in the percentage of organizations that had adopted diversity/inclusiveness support strategies, including plans, guidelines, and values statements.

But there is still much that the field of housing, planning, and community development needs to do and learn to continue moving forward. For instance, the data show that in three areas (hiring from diverse pools of final-

ists, having people of color in leadership and decision-making positions, and building multi-faceted relationships with diverse communities and groups—all of which are connected to building significantly more diverse staff), the field still has much work to do. The surveyed organizations continue to need help in building stronger relationships with diverse communities and recruiting a diverse pool of applicants. Without greater success in those areas, it will be difficult for housing, planning, and community development organizations to reach their full staffing potential. Assistance with employee recruitment was the most consistent request for help from CFHM survey respondents.

We recommend that sponsors provide support to help organizations learn what methods work best to recruit from different sectors of the community and what intensity and duration of various strategies are needed to institutionalize and sustain change. For example, it might be useful to expand the annual Changing the Face of Housing in Minnesota event to include an employer job fair. Sponsors might also consider hosting networking events that allow housing, planning, and community development employers to meet potential job applicants.

We conclude this report with four themes that emerged from the 2007 survey that seem particularly important to consider in assessing the field's success in recruiting and maintaining diverse boards of directors and recruiting, hiring, and retaining diverse staff:

- Barriers to board diversity are still plentiful, but there nonetheless has been an increase in board members of color.
- The leadership of people of color in housing, planning, and community development organizations has somewhat increased, and there have been modest increases in diverse staff in non-leadership positions.
- More organizations have written commitments to having a multicultural workforce and support for diverse staff in place, even though multiple obstacles to staff diversity still exist.
- Organizations still need innovative support from sponsors to reach their potential in board and staff recruitment among people of color.

IV. Appendices

Appendix A: Methods

This second assessment of housing, community development, and planning organizations in the seven-county metro area is based on telephone interviews carried out over a five-month period during March–July, 2007. GrayHall LLP staff and associates conducted the interviews.

Tasks and Scope
This study consisted of four major steps:

Step 1—Planning
The interview survey designed for the 2004 assessment was updated. This revised instrument (Appendix B) guided all interviews. Both surveys were intended to gather data about the following topics:

- Board members' racial/ethnic and cultural background and gender
- Board selection and service
- Staff members' racial/ethnic and cultural background and gender
- Staff recruitment, hiring, and retention
- How sponsors and organizations can help each other achieve CFHM's goals

Step 2—Primary Data Collection
The method of data collection was telephone interviews with a sample of 178 planning and community development organizations in Anoka, Carver, Dakota, Hennepin, Ramsey, Scott, and Washington counties (the seven-county metro area). Table 13 (below) shows the number of organizations that responded from each county. The sample was drawn from a population of 200 organizations that were part of the combined mailing lists of the sponsoring organizations: the Corporation for Supportive Housing, the Family Housing Fund, and the Twin Cities Local Initiatives Support Corporation. (See Step 4 below for details about the accuracy of the sample).

Table 13: 2007 and 2004 CFHM Leadership Survey Respondents by County (2007: N=103; 2004: N=97)

| County | Organization Size | | | | | |
| | Small (1–9 Employees) | | Medium (10–99 Employees) | | Large (100+ Employees) | |
	2007	2004	2007	2004	2007	2004
Anoka	1	1	0	3	1	0
Carver	0	0	1	1	0	0
Dakota	0	0	0	0	0	1
Hennepin	22	19	25	28	8	5
Ramsey	20	15	11	14	8	6
Scott	0	0	1	1	0	0
Washington	1	1	1	0	3	2
Total	44 (43%)	36	39 (38%)	47	20 (19%)	14

All callers were assured of anonymity and told that their responses would be incorporated into a primary database using the categories of developer/community development corporation (CDC)/housing service provider, government agency, intermediary, supportive housing human service provider, and advocacy organization or affiliation group. Calls were made to 178 organizations, and the survey gathered 103 usable responses, a 58 percent response rate (Table 14, below). Thirty-four of the organizations (19%) in the sample did not respond to phone calls, 22 organizations (12%) in the sample refused to participate, and 19 organizations (11%) in the sample are included in surveys that were completed by a parent organization. Some organizations were unable to respond to all questions in the survey, usually because such questions were not applicable. Consequently, different tables and figures in this report show various response rates.

As shown in **Figures 44 and 45 (page 67)**, of the 103 respondents, 36 percent classified themselves as developer/ community development corporation/ housing service providers, 29 percent as supportive housing human services providers, 16 percent as government agencies, 13 percent as advocacy organizations/affiliation groups, and seven percent as intermediaries. Forty-three percent of the organizations are classified as small (1–9 employees), 38 percent as medium (10–99 employees), and 19 percent as large (100-plus employees).

Step 3—Data Ordering, Analysis, and Report Preparation

As part of reviewing and analyzing the information collected, GrayHall LLP held debriefing and discussion sessions with the CFHM sponsors and Planning Group.
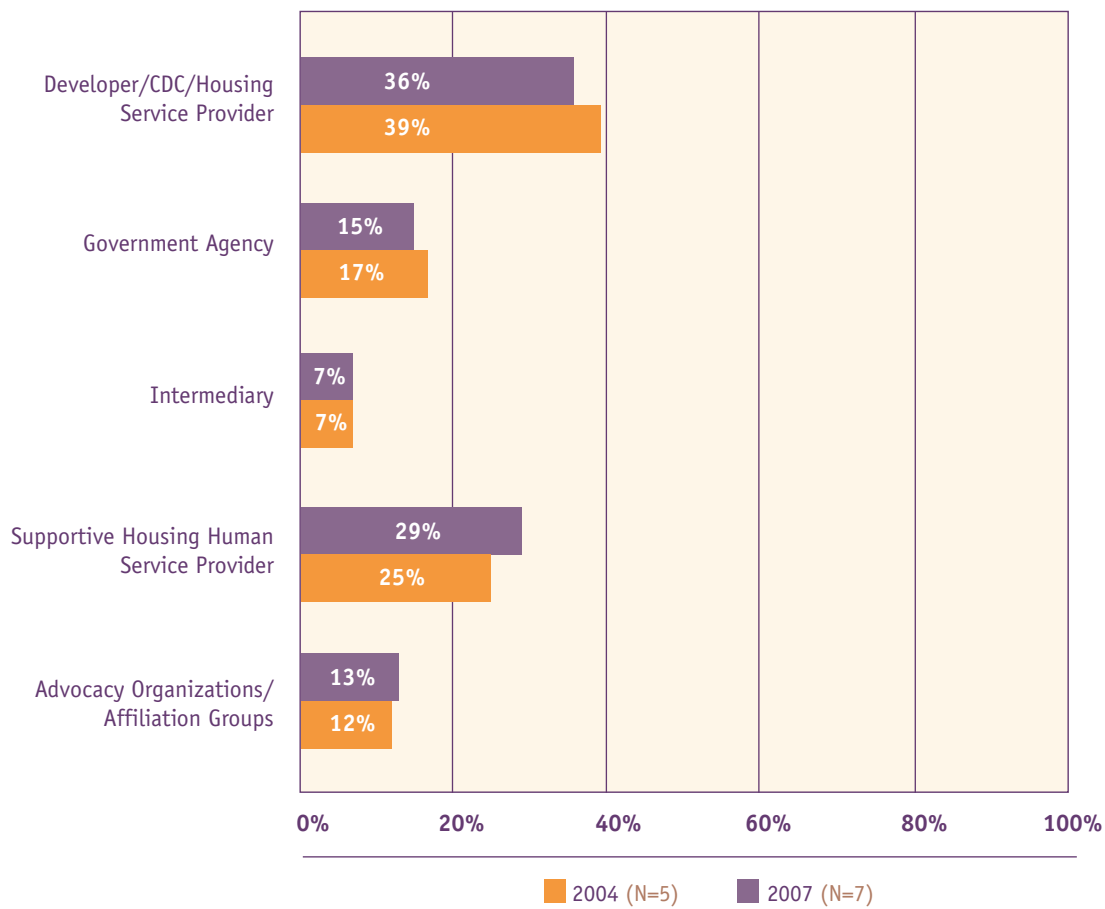
Step 4—Accuracy of the Data

The study began with a sample of 178 organizations that were drawn from a population of 200 organizations. From these, 103 interviews were completed. We are 95 percent confident that the accuracy of these data will be within +/- 7 percentage points when generalizing to the total population. For example, if the data show that 50 percent of the respondents have no criteria to qualify individuals for board service, we could then say that we are 95 percent confident that the data would fall within the 42 percent to 58 percent range of having no criteria when generalizing to the total population of 200 organizations. The widely accepted ideal is +/- 5 percent at a 95 percent confidence level. In order to achieve this amount of accuracy, we would have had to complete more interviews from our population of 200. Generally, any confidence level of under +/- 10 percent is considered very acceptable.
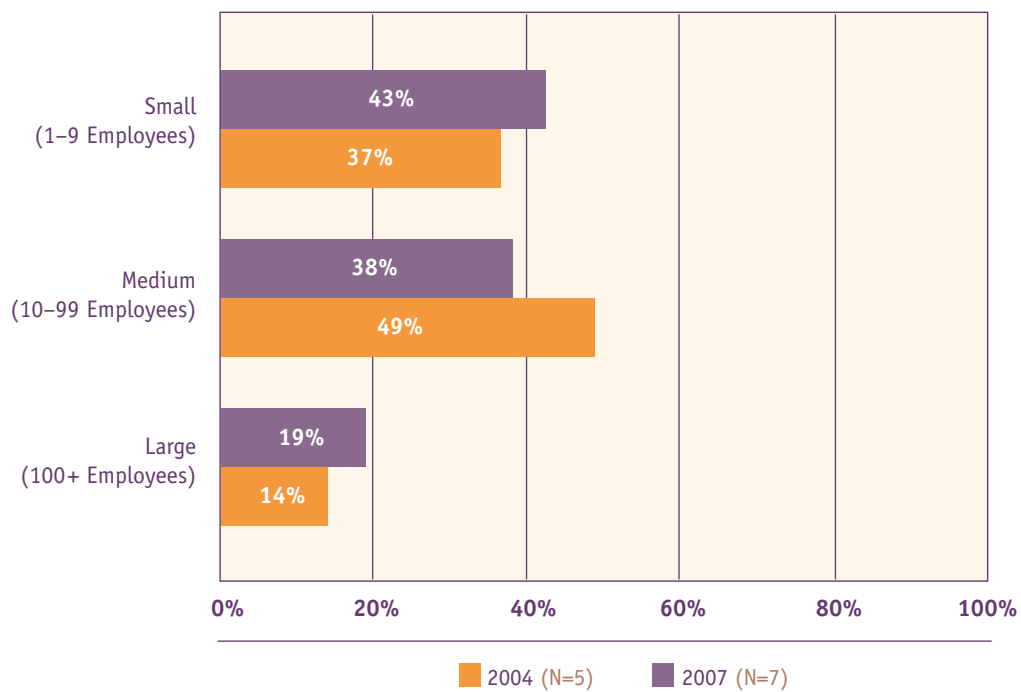
Table 14: Respondents to the 2007 CFHM Leadership Survey

Organization Type	Total Population (100%)	Sample Size (89%)	Interviews Completed	No Responses	Declined	Part of a Survey Completed
Advocacy Organization or Affiliation Group	20	20	13 (65%)	2 (10%)	1 (5%)	4 (20%)
Developer/Community Development Corporation/ Housing Service Provider	70	60	37 (62%)	7 (12%)	14 (23%)	2 (3%)
Government Agency	32	32	16 (50%)	9 (28%)	5 (16%)	2 (6%)
Intermediary	11	11	7 (64%)	3 (27%)	0	1 (9%)
Supportive Housing Human Service Provider	67	55	30 (55%)	13 (23%)	2 (4%)	10 (18%)
Total	**200**	**178**	**103 (58%)**	**34 (19%)**	**22 (12%)**	**19 (11%)**

Figure 44: Organization Classifications

Classification	2004	2007
Developer/CDC/Housing Service Provider	39%	36%
Government Agency	17%	15%
Intermediary	7%	7%
Supportive Housing Human Service Provider	25%	29%
Advocacy Organizations/Affiliation Groups	12%	13%

■ 2004 (N=5)   ■ 2007 (N=7)

Figure 45: Organization Size

Size	2004	2007
Small (1–9 Employees)	37%	43%
Medium (10–99 Employees)	49%	38%
Large (100+ Employees)	14%	19%

■ 2004 (N=5)   ■ 2007 (N=7)

Appendix B: Changing the Face of Housing in Minnesota Second Leadership Survey

General

This survey is designed to gather information on Developer/Community Development Corporation (CDC)/ Housing Service Providers, Government Agencies, Intermediaries, Supportive Housing Human Service Providers, and Advocacy Organizations/Affiliation Groups. Information gathered with this survey will be used to produce the second in a series of Changing the Face of Housing in Minnesota reports that can be used to examine the field's progress in recruiting and maintaining racially and ethnically diverse staffs and leaders.

Type of Information Requested

Section One: Basic Information
Section Two: Board Members
Section Three: Board Selection and Service
Section Four: Staffing
Section Five: Staff Recruiting, Hiring and Retention
Section Six: Help From Sponsors

Report Distribution Policy

A complimentary copy of the report will be mailed to the chief executive of the Developer/Community Development Corporations (CDC)/Housing Service Providers, Government Agencies, Intermediaries, Supportive Housing Human Service Providers, and Advocacy Organizations/Affiliation Groups that participate in the survey. A summary of findings will be available at Changing the Face of Housing in Minnesota events and on the website at www.changingthefaceofhousing.org.

Anonymity

Changing the Face of Housing in Minnesota will not release specific information about individual organizations that participate in this survey. All responses will be incorporated into a primary database using categories such as Developer/Community Development Corporations (CDC)/Housing Service Providers, Government Agencies, Intermediaries, Supportive Housing Human Service Providers, and Advocacy Organizations/Affiliation Groups.

Appendix B: Changing the Face of Housing in Minnesota Second Leadership Survey

Section One: Basic Information

1. Respondent's name: _____

2. Respondent's title: _____

3. Chief executive name: (If different from respondent) _____

Check only one:
The following descriptions will be used to classify the organizations for the purpose of the survey:

❏ Developer/Community Development Corporation (CDC)/Housing Service Provider

❏ Government Agency

❏ Intermediary

❏ Supportive Housing Human Service Provider

❏ Advocacy Organizations or Affiliation Groups

❏ Other (Please specify):

Section Two: Board Members (Board of Directors, Trustees, Advisory Committees, etc.)

1. List the number of board members in each category:

Men	Women	
_____	_____	African American (Multiple generations U.S. born)
_____	_____	African/Black (New immigrant)
_____	_____	American Indian (Native American)
_____	_____	Asian Pacific (Multiple generations U.S. born)
_____	_____	Asian Pacific (New immigrant)
_____	_____	Latino, Chicano, Hispanic (Multiple generations U.S. born)
_____	_____	Latino (New immigrant)
_____	_____	White (Multiple generations U.S. born)
_____	_____	White (New immigrant)
_____	_____	Other (Please specify)
_____	_____	**Total** (add lines above)

Section Three: Board Selection and Service

1. Does your organization have criteria to qualify individuals for board (Trustee, Advisory Committee, etc.) service: (Check one)

❏ Has no criteria

❏ Has established criteria which apply to all candidates

❏ Develops criteria suited to each opening as it arises

❏ Other (Please specify): _____

_____

2. Do your organization's bylaws reserve some board (Trustee, Advisory Committee, etc.) seats for specific types of members?

❏ Yes, please describe the process: *Check all that apply.*

    ❏ Board members are elected officials or political appointments

    ❏ Board members must have specific expertise (e.g., committed to organization's mission; consumers of organization's services such as experiencing homelessness; work as lawyers)

    ❏ Other (Please specify): _____

_____

❏ No

3. Does your organization have a written policy on board (Trustee, Advisory Committee, etc.) diversity?

❏ Yes   ❏ No

4. What are some of the obstacles to increasing board (Trustee, Advisory Committee, etc.) diversity? (Check all that apply)

❏ Lack of time

❏ Limited contacts with diverse communities

❏ Limited diversity in the community

❏ Diverse people are not interested

❏ Unable to find qualified people from diverse communities

❏ Few opportunities to replace board members (e.g., long service, limited turnover)

❏ Longstanding standards govern board appointments (e.g., geographic requirements such as must live in the county; elected officials appointed, etc.)

❏ Technical or specific expertise needed (philanthropy, business, legal, etc.)

❏ Board's way of operating challenges or is a steep learning curve for new members

❏ Need to improve recruitment (current strategies not working, etc.)

❏ Other matters take priority

❏ Other (Please specify): _____

_____

Section Four: Staffing

1. List the number of position titles in your organization (include all positions from chief executive to receptionist) and the number of staff members in each category. *Refer to position categories: Clerical, Leadership/Manager, Professional, Support/Maintenance, Technical/Specialist.* (Position titles were categorized for reporting purposes.)

Position Titles	Male	Female	African American	African/ Black/New	American Indian	Asian Pacific	Asian Pacific/ New	Latino/ Chicano/ Hispanic	Latino/New	Caucasian/ White	Caucasian/ White/New	Other (Please specify)

Section Five: Staff Recruiting, Hiring, and Retention

1. Does your organization have criteria for recruiting diverse staff?

❏ Has no criteria

❏ Has established criteria which apply to all candidates

❏ Develops criteria suited to each opening as it arises

❏ Other (Please specify): _____

_____

2. Please describe the criteria
   (Check all that apply):

❏ Your organization follows equal employment opportunity polices and/or the affirmative action plan

❏ Manager accountability (e.g., Managers are evaluated on how they address diversity; and/or required to provide time and money for diversity training/education)

❏ Publicity (Your organization advertises job openings in ethnic and community newspapers; and/or at local agencies)

❏ Staff outreach (Diversity Committees/groups discuss job openings/recruitment strategies)

❏ Your organization has unwritten criteria, but active commitment to recruit diverse staff

❏ Other (Please specify): _____

_____

3. Does your organization have a written commitment to hire a multicultural workforce?

❏ Yes

❏ No

4. Does your organization have a strategy for supporting diverse staff?
   (e.g., ongoing activities in place to ensure that all employees are valued, included, etc.)
   (Check one)

❏ Has no strategy

❏ Has established strategy which apply to all staff

❏ Develops strategy suited to each position as it arises

❏ Other (Please specify): _____

_____

5. If applicable, please describe the strategy:
   (Check all that apply):

❏ Training programs

❏ Networks, teams, and/or committees

❏ Staff satisfaction surveys

❏ Plans, guidelines, values, and/or commitments

❏ Cultural competency expectations and/or libraries of cultural resources

❏ Partnerships with agencies, colleges and/or universities

❏ Websites serving groups of color

❏ Ads in culturally specific press

❏ Performance measures (e.g., recruiting and maintaining a divers workforce; allocation of financial resources)

❏ Other (Please specify): _____

_____

6. What are some of the obstacles to staff diversity? (e.g., recruiting, hiring, retaining, and supporting diverse staff)
   (Check all that apply):

❏ Lack of time

❏ Limited contacts with diverse communities

❏ Diverse people are not interested

❏ Unable to find qualified people from diverse communities

❏ Other matters take priority

❏ Organization's size, stability, and/or hiring budget (e.g., small/one-person office; hard to retain people of color; low staff turnover; no funds to meet salary requirements, etc.)

❏ Few applicants of color

❏ Memberships, skills and/or expertise (e.g., Licensing needed; Union seniority helps; Unable to mentor new employees; No interpreters on staff; high competition for jobs, etc.)

❏ Other (Please specify): _____

_____

Section Six: Help From Sponsors

1. What can the sponsors (Corporation for Supportive Housing/CSH, Family Housing Fund/the Fund, Twin Cities Local Initiative Support Corporation/LISC) of Changing the Face of Housing in Minnesota do to help your organization increase board (Trustee, Advisory Committee, etc.) and staff diversity?
(Check all that apply):

❏ Self-assessment and planning (board members and/or staff)

❏ Education and training (board members and/or staff)

❏ Recruitment (board members and/or staff)

❏ Share best practices (e.g., successful ways to build staff capacity, develop accountability, advertise, partner with board members, tap residents' leadership, develop policies and plans, etc.)

❏ Enhance the skills of job applicants and interns (e.g., pool of people of color interested in board service, resource database of potential applicants, support internship opportunities, etc.)

❏ Provide funding (e.g., funds to hire staff)

❏ Enhance communications and partnerships (e.g., connect organizations with communities of color)

❏ Other (Please specify) _____

_____

2. May we refer colleagues to your organization for information on recruiting and maintaining diverse staffs and leaders?

❏ Yes

❏ No

Appendix C: Partners and Funders

Partners

Corporation for Supportive Housing (CSH)

Family Housing Fund

Twin Cities Local Initiatives Support Corporation (LISC)

Core Funders

Annie E. Casey Foundation

Otto Bremer Foundation

Family Housing Fund

The McKnight Foundation

Saint Paul Foundation