

2023

Diversity, Equity, Inclusion, & Accessibility (DEIA)

# ANNUAL REPORT

PREPARED BY  
The DEIA Committee



# INTRODUCTION

Developmental Pathways (DP) is a business with heart. The very root of DP's mission has been to include, elevate, and support individuals with disabilities. While our core work directly supports the disability community, we believe that we can engage our employees' full potential when we create space for a multitude of voices, beliefs, values, abilities, and shared opportunities with our community.

Since publishing our first Diversity, Equity, and Inclusion (DEI) annual report last year, we are pleased to announce that we have made significant progress across the key commitments of our strategy. We have worked hard exploring innovative ways to expand our efforts into everything we do. We are committed to providing equitable access to employment opportunities, resources, and support for all, regardless of ability or identity.

While we can't change the world on our own, we can better shape how we address diversity, equity, inclusion, and accessibility within our organization and for the individuals/families and communities we serve. The journey continues - it takes work, patience, initiative, and vulnerability and is not always comfortable. It takes everyone.



# YOU BELONG

## Enhancing the Employee Experience through Inclusivity

At DP, we believe that fostering a sense of belonging in all its aspects is key to enhancing the employee experience. With the help of a committee comprised of 15-21 employees from different functional areas and positions, we strive to shape and lead the organization's inclusion initiatives. By sharing experiences and feedback on training, processes, policies, and potential barriers, the committee identifies and creates opportunities that enrich and foster the employee experience. We understand that everyone learns differently, which is why we have created staff engagement projects such as training, lunch-n-learn meetings, trivia, discussion guides, and a newsletter. By empowering our staff with the tools they need to support a diverse, equitable, inclusive, and accessible work environment, we can bring about change within our community.

Highlights of our DEIA projects:

- Added a "Floating Holiday" for all staff in 2023 in recognition that our employees come from diverse backgrounds and celebrate varied events and holidays. This extra personal day can be used to observe a religious, cultural, or federal/state holiday that is not currently recognized as a company-paid holiday.
- Supported developing and updating tools, workflows, and resources related to candidate experience, hiring, and orientation with a DEIA lens. Evaluated interview questions, interviewing best practices, candidate preparation, and new employee orientation to ensure a level playing field for all internal and external candidates.
- Established salary administration guidelines committed to administering the compensation program strategically, consistently, fairly, and equitably and conducted a compensation equity review to mitigate unconscious bias in pay decisions.
- Led quarterly meetings and created monthly trivia Q&A as fun DEIA learning opportunities where staff can share their voices, experiences, opinions, and resources.

We strive to create an inclusive environment where everyone feels supported and valued.

### DP's DEI Evolution to DEIA

Over the past three years, DP's DEI journey has evolved and now includes "A" for accessibility. Our DEI efforts are updated to Diversity, Equity, Inclusion, & Accessibility (DEIA)!

*Why?*

DP is committed to providing equitable access to employment opportunities, resources, and supports for individuals of all abilities. We will continue to work alongside our community to address any potential barriers that prevent or hinder the inclusion of all diverse peoples and to assess, develop, and implement **accessible** services and supports.

#### DP's Definition of Accessibility

*Accessibility is about the intentional design, development, and implementation of supports with the goal of reducing or eliminating physical and attitudinal barriers to equitable employment, services, and opportunities, to ensure access across all platforms. Accessibility often considers universal design, accommodations, and modifications to meet those goals.*

# KEY COMMITMENTS UPDATES

## COMMITMENT #1

- Build systemic racial equity into our employment experience, where equitable access and diversity of voice and thought are welcomed and valued, and a continued sense of belonging is experienced by BIPOC (Black, Indigenous, and People of Color) employees.

### Actions

- Conduct semi-annual Engagement Survey for all staff.
- Compare to internal and external data for benchmarking.

### Results

This year, the intent of the **Engagement Survey 2023** was to

- Understand what is driving engagement at Developmental Pathways
- Examine the impact of external and internal changes, understand how to best situate ourselves for the potential upcoming expansion, and position ourselves for significant expected organization growth.
- Get laser-focused on one or two critical elements to drive higher engagement

**Overall, the results were VERY POSITIVE.**

**88%** of staff completed the survey

✓ Ahead of the benchmark at 75%

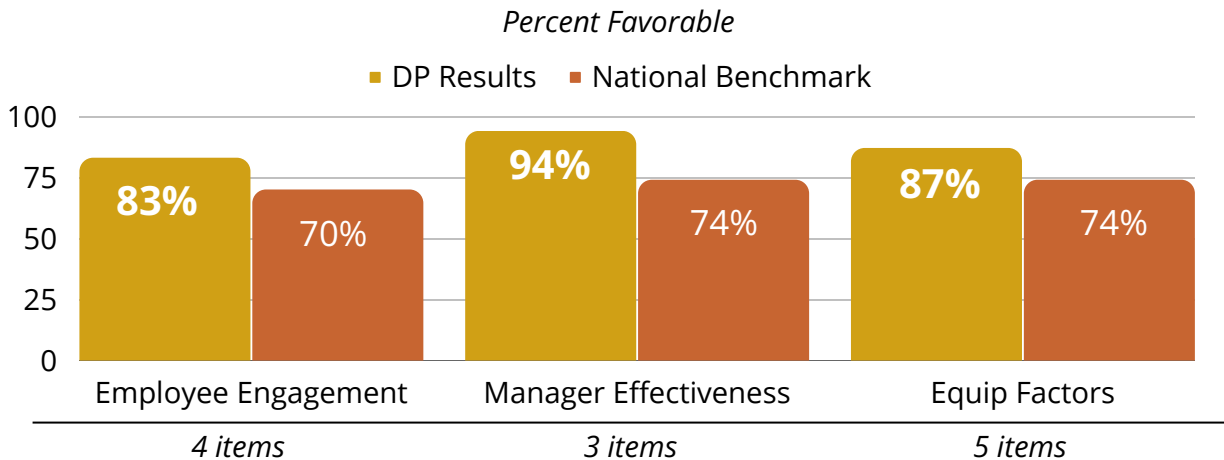
✓ Up from 56% in 2022

# KEY COMMITMENTS UPDATES

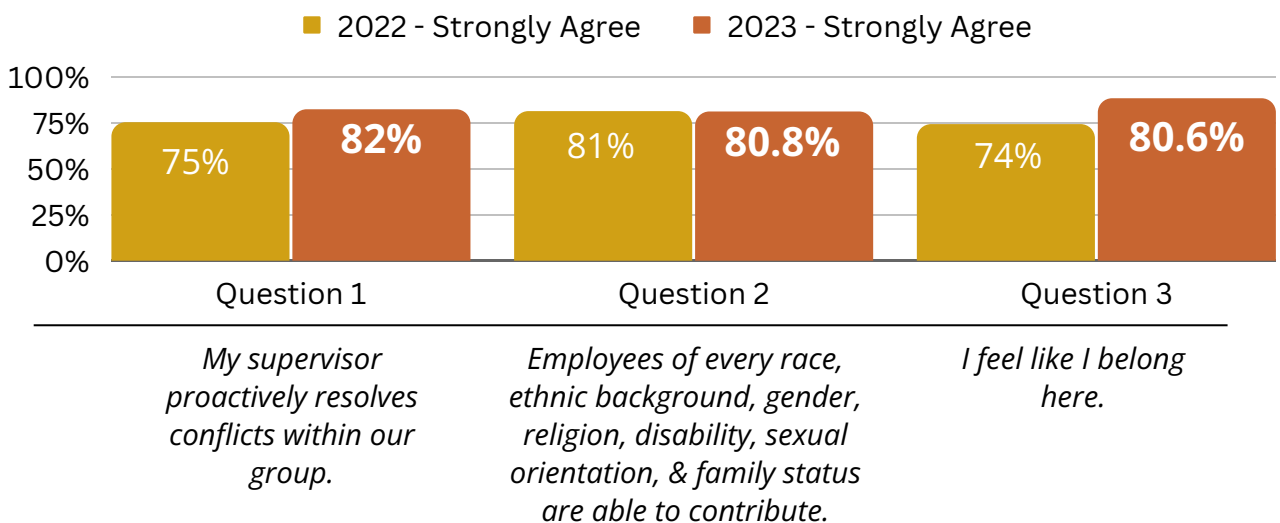
## Results

### Areas Measured

- Key Drivers of Engagement (6 dimensions, 19 items)
- And the below items:



### 2022 Results vs. 2023 Results



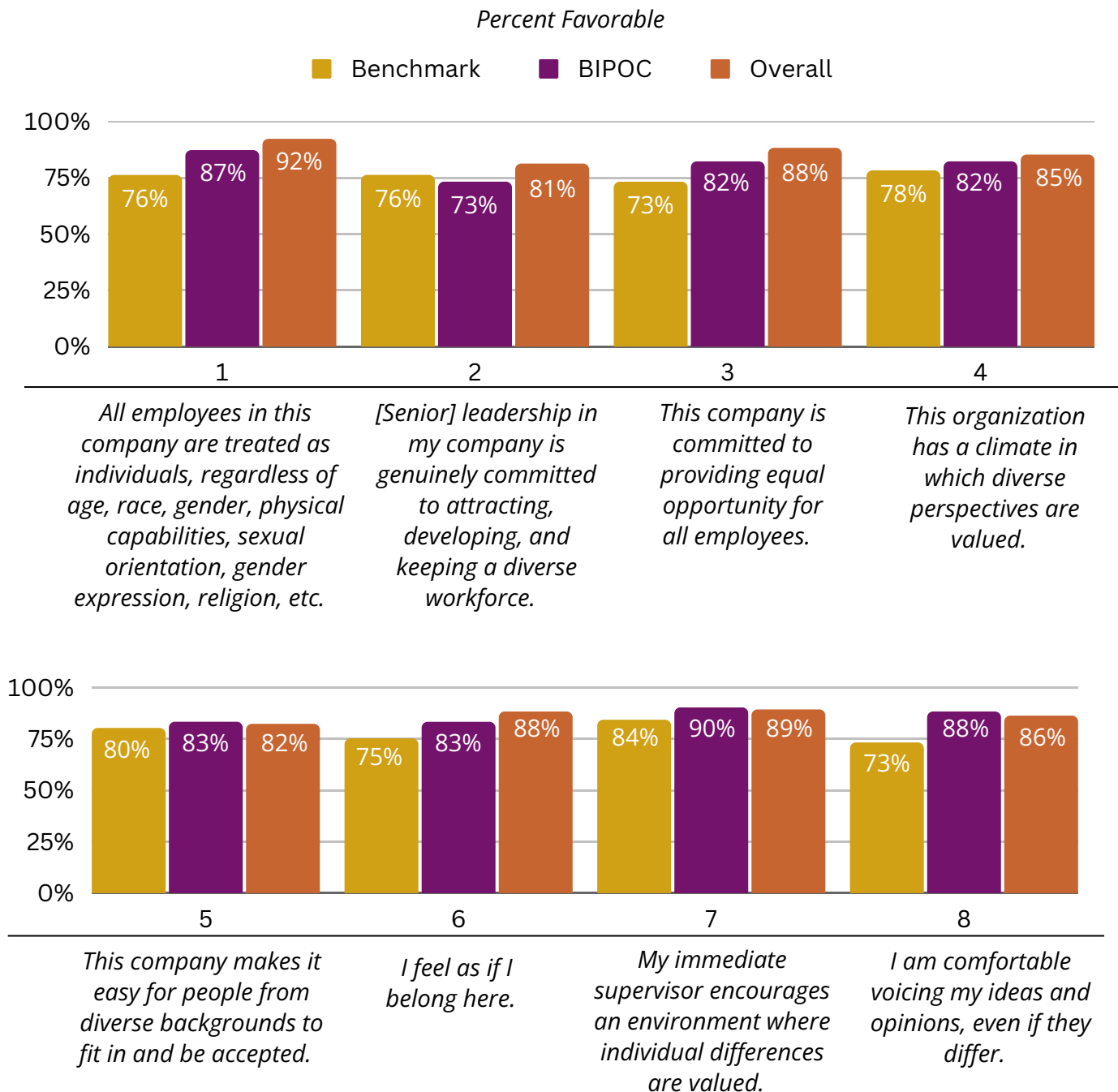
The 2023 survey results express that DP's employment engagement and managerial effectiveness are higher than the national benchmark and show that our employee engagement efforts have improved from FY22 to FY23, increasing and strengthening our staff's sense of belonging in DP's employee experience.

# KEY COMMITMENTS UPDATES

## Results

### BIPOC Staff Survey Results vs. Overall Staff Survey Results

We looked at DP's BIPOC population compared to overall DP staff and national benchmark results.



# KEY COMMITMENTS UPDATES

## COMMITMENT #2

Improve racial diversity across Developmental Pathways' leadership teams.

### Actions

- Create continuous opportunities for leaders to learn and apply tenets of inclusive leadership.
- Focusing on great diversity/representation in hiring, training, succession, and ongoing professional development practices.

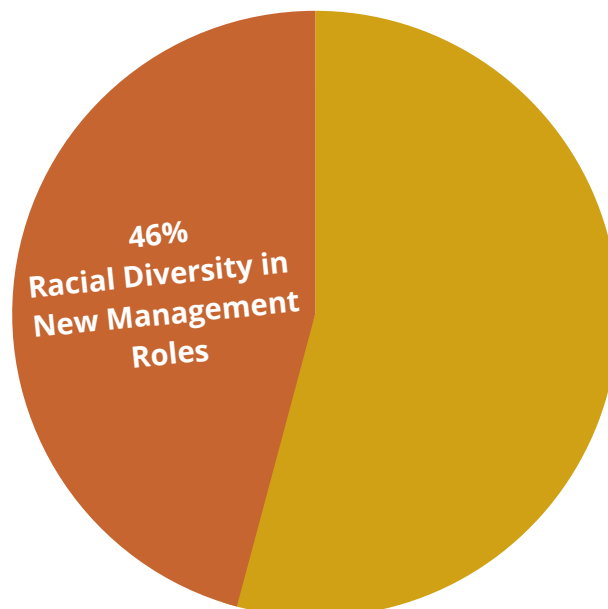
### Results

Racial, ethnic, and gender representation is critical across all levels of the organization.

Due to our efforts in recruiting, we have made steady progress toward racial representation in leadership roles. We recognize the increasingly competitive environment, have developed several initiatives to attract diverse top talent, and have actively engaged in outreach and recruitment efforts for our open positions.

### New Management Roles

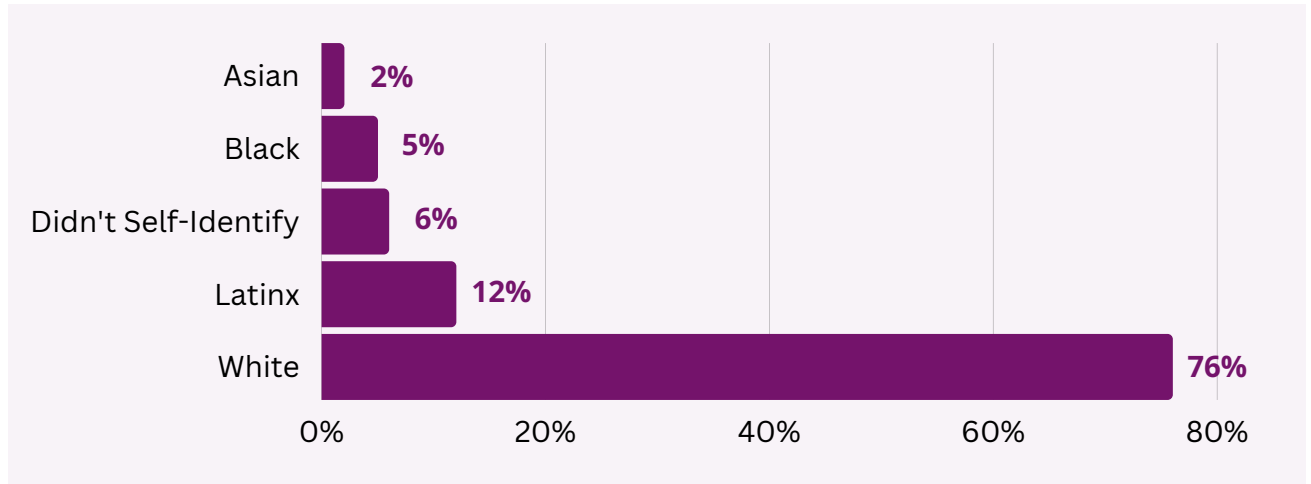
We have added 24 new management positions, including directors, associate directors, and program managers. Out of those 24, we proudly report that Black or Latinx professionals filled 11 roles.



# KEY COMMITMENTS UPDATES

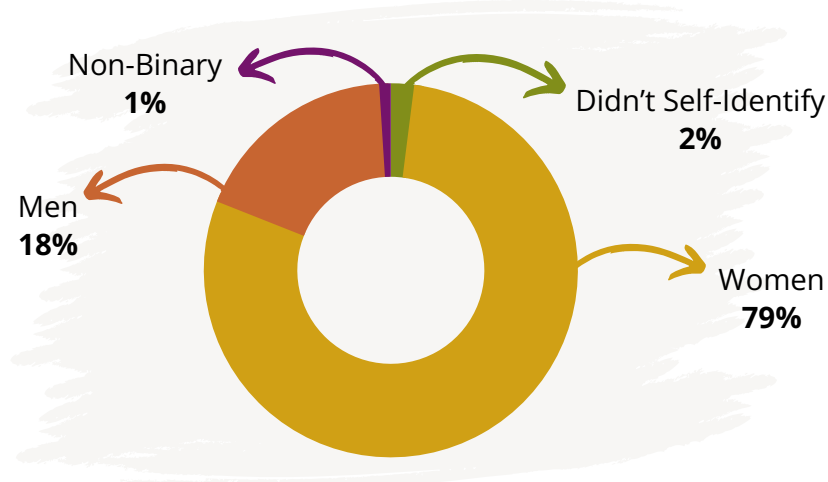
## Results

### Management Roles by Race-Ethnicity



### Management Roles by Gender

We are working to enhance our systems to capture other additional aspects of our workforce composition and/or identity. In doing so, we hope to foster a more inclusive workplace for our underrepresented populations while improving our culture.



We will also continue creating various projects and enhancing our professional development opportunities to engage our diverse staff.

- DEIA training for all staff via our learning management system (GrOW)
- Record with close captioning all staff-led lunch and learn training sessions + accompanying discussion guides and post to our internal SharePoint site
- Ongoing training for all staff with StandUP!
- Internal newsletter, monthly trivia, and updates to our "Grow What You Know! resource webpage



# DP'S DEIA JOURNEY

Tangible progress takes considerable time, patience, and dedication.

We are proud of the DEIA seeds DP has planted thus far and know that we must continue to nurture carefully to see changes and growth. We will continue quarterly all-staff training, ongoing staff engagement, educational and professional development opportunities, frequent all-staff communications, and leadership resources.



**"Inclusivity, equitable access, and championing diverse talents and abilities have mattered to DP in our mission to support the disability community for almost 60 years. We're strengthened as an organization and larger community when everyone feels welcomed, valued, and a genuine sense of belonging. And strategic, intentional DEIA work helps us further those mission-critical outcomes."**

- Erica Kitzman  
Chief Operating Officer  
Developmental Pathways



We welcome diverse voices and constructive feedback to support DP's continued growth in being a business with heart.

**YOU**   
**BELONG**