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### The Relationship between the Organization's Aspirations for a Culture of Diversity and Inclusion, its Documents and Policy, and Employee Experience

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O'Driscoll, Carolyn, "The Relationship between the Organization's Aspirations for a Culture of Diversity and Inclusion, its Documents and Policy, and Employee Experience" (2022). *M.S. in Leadership*. 5.  
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**The Relationship Between the Organization's Aspirations  
for a Culture of Diversity and Inclusion, Its Documents  
and Policy, and Employee Experience**

**Carolyn O'Driscoll  
M.S. in Leadership  
Spring 2022**

Granite State College

## Research Topic

A small nonprofit organization aspires to create a welcoming, diverse and inclusive culture, but doesn't appear to have the documents, recruitment materials, trainings, or evidence within the organization to support its aspirations.

## Capstone Overview

- Literature Review was focused on organizations with current cultures of Diversity and Inclusion to determine benefits and outcomes.
- An Employee Survey was conducted to establish the current status of Diversity and Inclusion from the employee perspective within the organization.
- The organizations documents and policy were reviewed, as well as the organizations website to attain information on current status of how they represent their position on diversity and inclusion.
- The review of documents and survey data were then compared to identify any gaps the organization has in their aspiration to be a culture of diversity and inclusion.

# Literature Review: Benefits of a Culture of Diversity and Inclusion

Review of Literature shows benefits to both the employee and the organization:

- Increased employee engagement
- Improved work performance, individually and as a group
- Increased employee feelings of belonging, safety, inclusion and feeling of being valued and appreciated for their unique characteristics and identity
- Employee's emotional attachment to, and support of the organization's mission and purpose
- Employee retention

Brimhall, K. (2019)

Henoa, D., Gregory, C., & Dixon, Y. (2021)

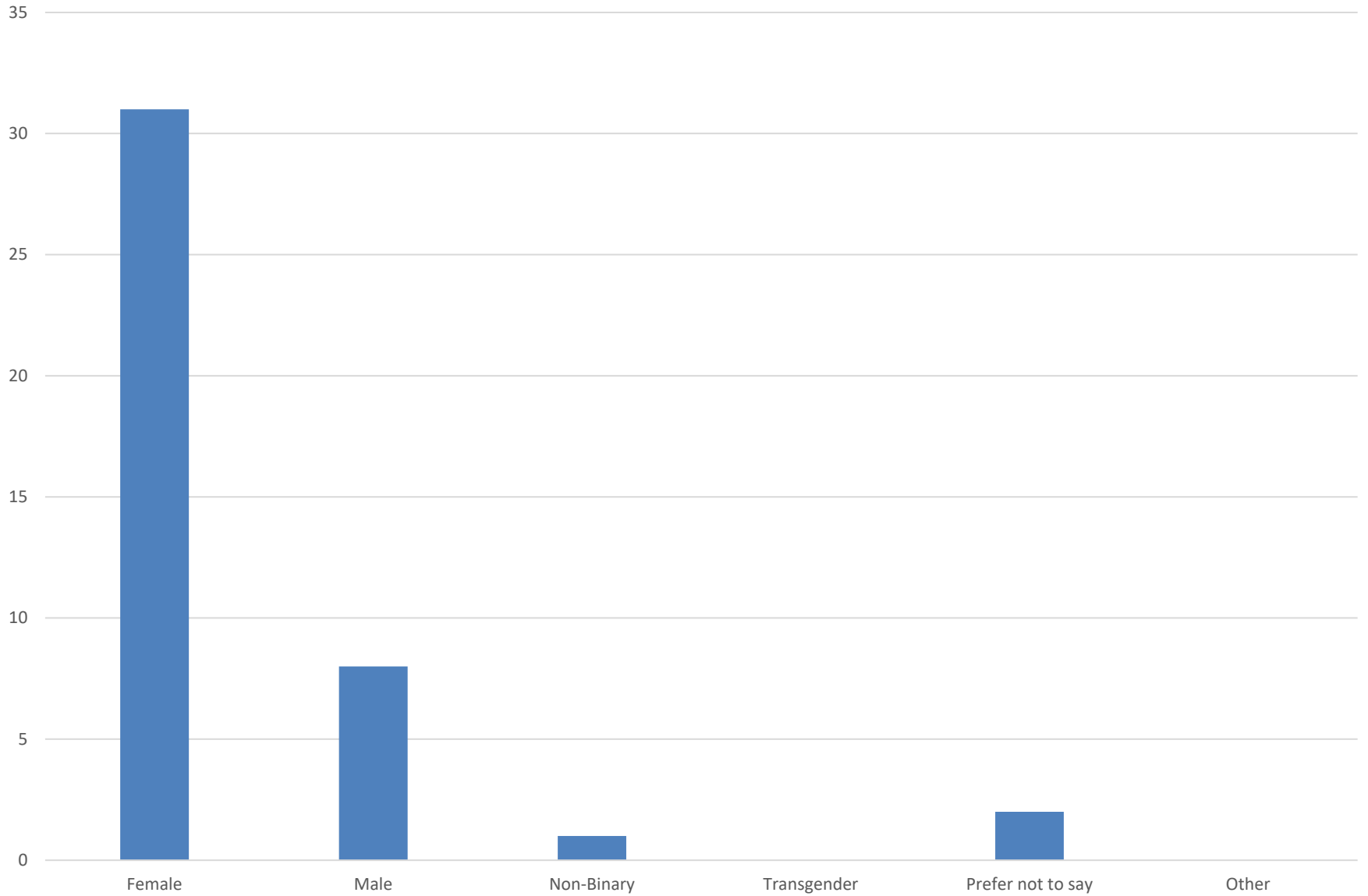
## Methods

- Quantitative and qualitative data
- Employee Survey with questions and demographic identifiers sent to employees over 18 with organization email
- Review of current documents and policies to ascertain the status of written materials related to diversity and inclusion
- Review of organization's website to assess recruitment and marketing materials for diversity and inclusion

## Research Results

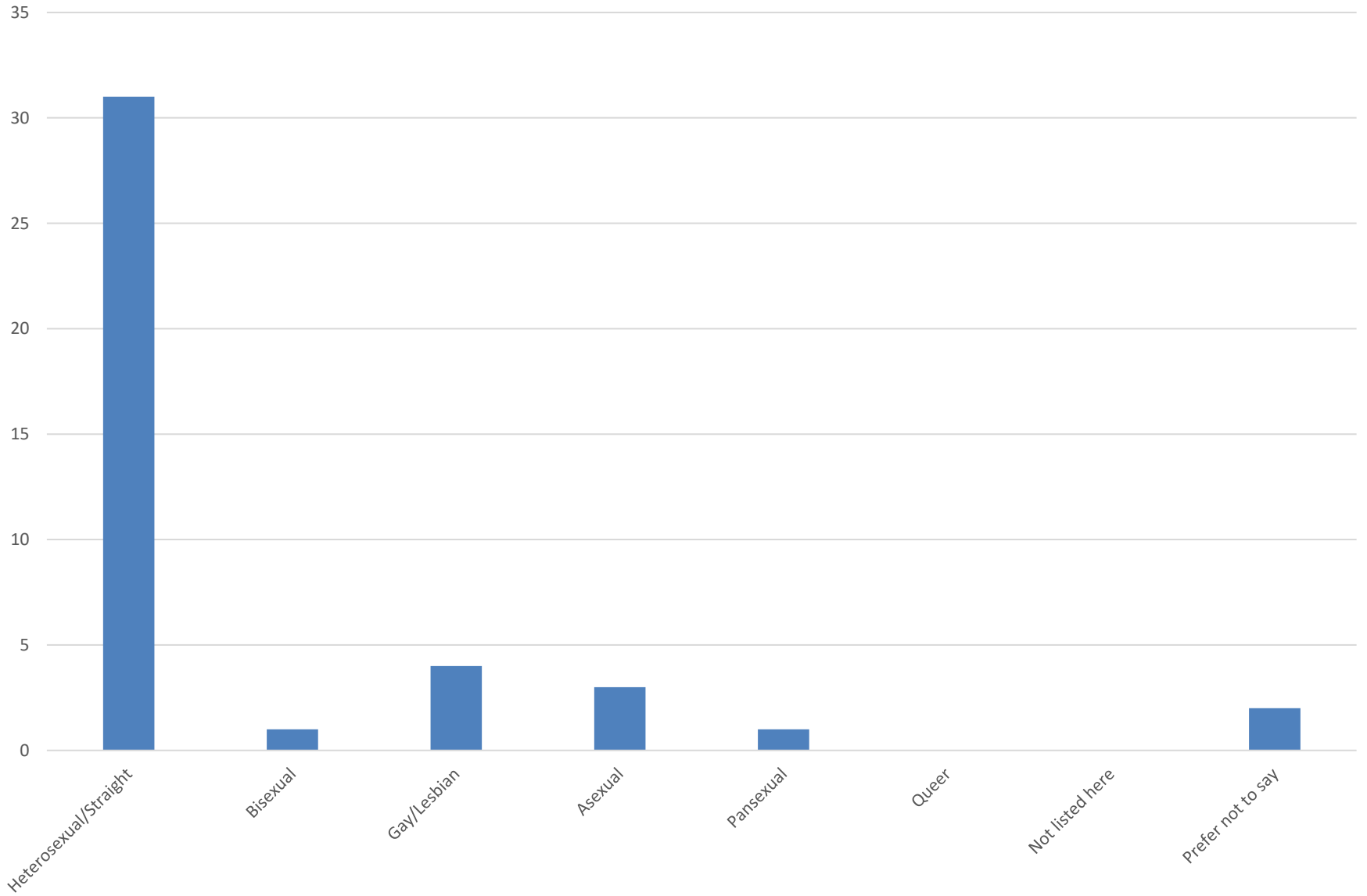
- Out of the 42 participants in the survey, most identified as white, heterosexual, male or female
- Most answers of “agree” and “somewhat agree” to questions related to D&I were answered by those that identified as a white, heterosexual male or female
- Those that identified as a minority group or preferred not to identify, had the highest number of “somewhat disagree” and “disagree” responses on the survey related to D&I
- The organization’s documents and policies do not support a culture of diversity and inclusion and employees did not know where to locate them
- The website does not have any recruitment or marketing photos that represent a visibly diverse workforce, board of directors, or trustees

## Gender Identification

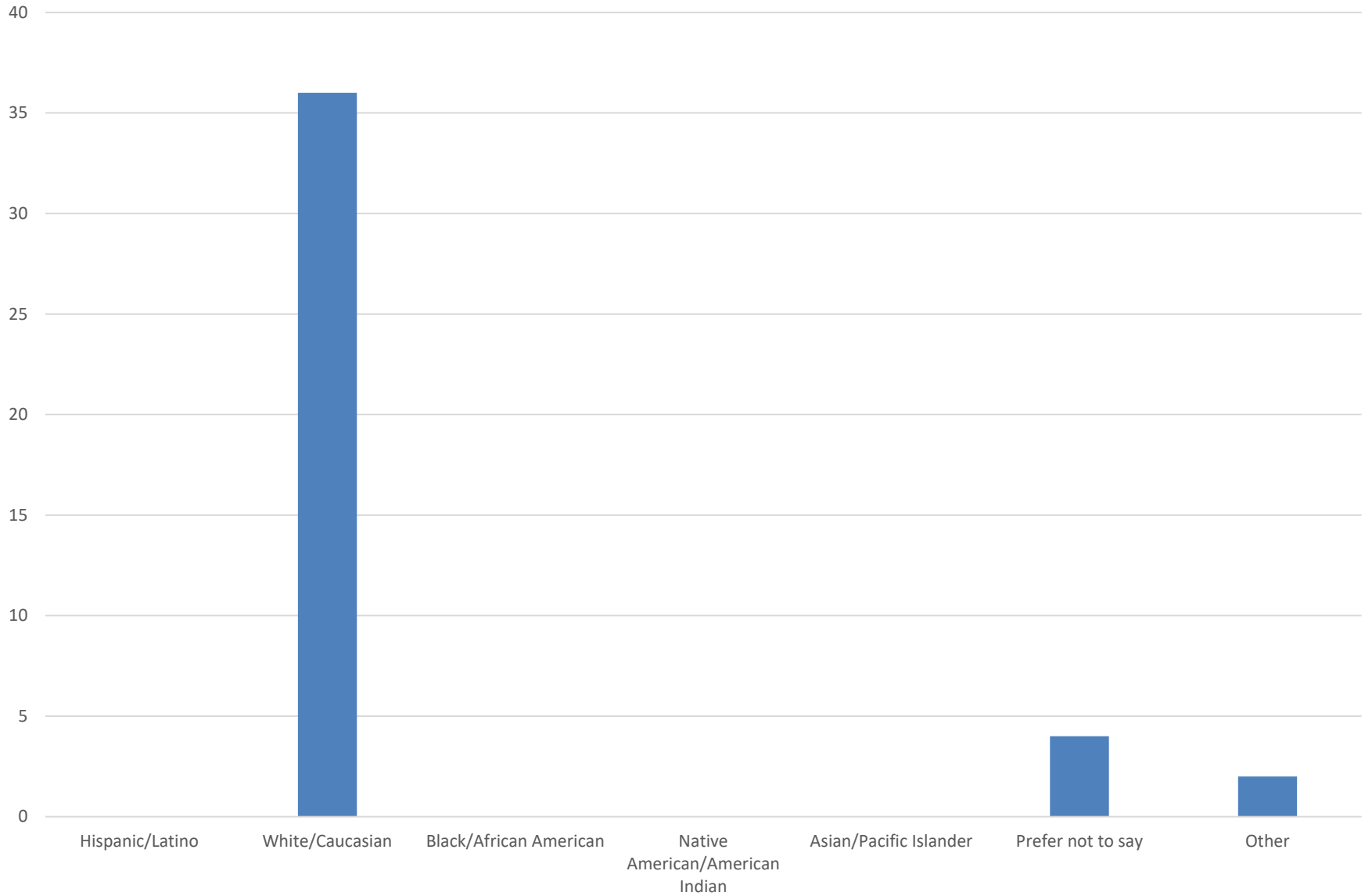




## Sexual Orientation



## Ethnicity/Race



## What's Next?

- Provide the survey again to all employees, denoting role in the organization of manager vs. non-manager to determine education/training needs, and perception
- Create documents and policies specific to diversity and inclusion and ensure they are easily accessed by all employees
- Update the organization's website to reflect visible diversity in the workplace, and focus recruitment strategies on showcasing the organizations commitment to diversity and inclusion
- Provide training/education to all employees on diversity and inclusion
- Use the survey again as a benchmark after policies, documents, website, and trainings have occurred to see if the employee experience changes

## References

Brimhall, K. (2019). Inclusion and commitment as key pathways between leadership and nonprofit performance. *Nonprofit Management and Leadership, 30*, 31-49. DOI: 10.1002/nml.21368

Henoa, D., Gregory, C., & Dixon, Y. (2021). *Impact of Diversity and Inclusion Education on Team Member Engagement*. *Journal of Best Practices in Health Professions Diversity, 14*(1), 14-24.