

## FY23-25 NHPR DEI Strategic Plan

**Purpose: To define our priorities and commitments in the areas of Diversity, Equity and Inclusion (DEI) at NHPR.**

**Organizational: Diversity, Equity and Inclusion is essential to our success as an organization and as such is reflected in our goals, policies and other guiding documents.**

- **DEI Working Group:** The DEI Working Group will serve as a resource to individuals and departments for engagement, consultation and facilitation. This group will consist of 6-10 individuals and have representation from each of our five departments (news, podcast, programming, development, operations), including at least one member of each affinity group.
  - Working group will have clearly stated goals, objectives and timelines that are shared with all staff
  - Working group will have governance guidelines that are shared with all staff
  - Working group will have a budget for staff trainings
  - Station progress will be measured against DEI Strategic Plan by working group
- **Internal and External Commitments:** NHPR will ensure that we are actively and transparently sharing our DEI commitments internally and externally.
  - The NHPR website will include the following:
    - NHPR's Diversity Statement
    - President/CEO's annual report to stakeholders
    - Diversity metrics on our content
    - Diversity metrics on our staffing
- **Organizational, Department, Manager, and Individual Goals:** We will establish organizational DEI goals and priorities that are supported in turn by department and individual goals throughout the organization on an annual basis.
  - Organizational
    - We will hold ourselves to the [commitments](#) established by Public Media for All (a coalition of public media workers, led by people of color).
    - Human Resources will review all NHPR policies annually (including the handbook), in conjunction with the DEI Working Group, to ensure they support a diverse, equitable and inclusive environment.
  - Department
    - By the end of FY23, the DEI Working Group will hold listening sessions with each department to identify specific ways staff in those departments can meaningfully contribute to NHPR's DEI initiatives and set goals accordingly in FY24.
    - Department-level DEI goals, once set, will be listed in this document for transparency.
  - Manager

- Managers will be held accountable for advancing key DEI initiatives and fostering a positive culture by having at least one specific and actionable performance goal related to team management.
- Managers must regularly discuss individual DEI goals with staff and address any challenges to achieving those goals in a timely manner.
- Individual
  - All staff will have at least one specific and actionable performance goal related to DEI.
  - Employees will continue to evaluate their manager’s performance on creating a safe, equitable, and inclusive work environment by answering a questionnaire each year during the performance review process. Human Resources and senior managers will review those responses and work to meaningfully address any issues, including following up with staff to understand the problems and working with managers to address them.

#### **Hiring, Retention and Service: We will increase the diversity of our staff, board, and advisory committees**

- **Recruitment:** We will publish job openings on websites and social media where they will be seen by a diverse audience. And we will write job descriptions in such a way as to attract a broad and diverse pool of applicants.
- **Hiring process:** We will seek to eliminate bias in every step of the recruiting and hiring process by having and following a standard process.
- **Talent pipelines:** We will utilize internships, fellowships and freelance opportunities to develop diverse talent, and we will cultivate relationships with colleges and universities that are good sources for diverse talent. Managers will be supported in developing diverse networks and expected to maintain talent pipelines in their field through professional associations.
- **Career advancement:** We will provide opportunities for development and clarify paths for career advancement to increase retention.
- **Pay and Benefits:** We will offer fair pay based on market data and established pay practices, as well as a competitive benefits package, to attract and retain talent.
- **Staff:** NHPR will strive to have a staff that is at least as racially diverse as the state of NH.
- **Community Advisory Board:** NHPR and the Community Advisory Board will continue to seek diversity in membership that is at least as racially diverse as the state of NH.

#### **Environment: Ensure that NHPR’s environment is inclusive, welcoming and supportive of all staff.**

- **Culture:** We will strive to be an employer of choice by fostering a culture of respect, accountability and collaboration.
  - Measure employee sentiments with pulse surveys & be transparent with results
  - Process for remediating harm done and consequences for repeated behaviors, up to and including Performance Improvement Plans
  - Cultural competency training & assignments
  - Everyone to have in their goals to be a good colleague and community member

- Develop an onboarding “tool kit” for new hires to introduce them to the state & the station
- **Identify and resolve issues:** We will identify DEI issues through surveys, exit interviews and open communication with staff, and we will address these issues promptly in accordance with our policies.
  - Measure employee sentiments with pulse surveys & be transparent with results
  - Process for remediating harm done and consequences for repeated behaviors, up to and including Performance Improvement Plans
  - Review & revise our exit interviews to better identify DEI-related issues (esp. equity, bias, discrimination, etc.)
  - Review & revise process for reporting & acting on DEI-related issues (esp. equity, bias, discrimination, etc.)
  - By the end of FY23, managers will receive training on how to effectively respond to complaints.
- **Affinity Groups:** We will support the creation and implementation of affinity groups to increase staff members’ sense of belonging. Each affinity group will have at least one member who is part of the DEI Working Group.
  - Introduce affinity groups as part of the hiring and onboarding process
  - Process for suggesting and creating new groups, incl. onboarding a member to the DEI Working Group
  - Maintain a list of liaisons for each group - who people can get in touch with to join
  - Maintain current level of autonomy & confidentiality within affinity groups
- **Learning:** The DEI Working Group, in conjunction with the President/CEO and Human Resources, will partner to provide training and development opportunities to our staff to ensure that we have an equitable, anti-racist environment that prohibits discrimination and harassment and one where employees and board members feel welcome and valued.
  - Working group will identify baseline trainings for all staff to participate in
  - Trainings will be led by an outside facilitator
  - There will be at least 1 all staff required training per quarter with 100% participation (“live” or recorded)
  - Board training to be discussed through board ad-hoc culture committee
  - Educate staff to ensure that they understand our Discrimination and Harassment policy as well as Anti-Racism policy and its expectations of each employee.

**Content and Communication: Our content, both broadcast and digital, will reflect and amplify the voices of those who have been traditionally underrepresented in public media. Our communication with the public will reflect our commitment to diversity, equity and inclusion.**

- **Content:** Our programming and digital content will reflect the diversity of our current and desired audience.
  - We will achieve this goal through a two-pronged approach of hiring and retention and source development and tracking

- **Sources:** We will diversify the sources in our journalism and seek to elevate traditionally underrepresented voices. One way we will do this is by tracking our sources.
  - **Fresh round of training for the newsroom** (all staff and all managers) + training on a bi-annual basis, plus opportunities to hear how folks are approaching this work/troubleshoot their challenges with it
  - **Source tracking must be a goal for all content makers** (i.e. did they track their sources or not without frequent reminders; did managers look at the data regularly and discuss ways to improve with their teams and make a plan for their reports to fill in the tracker regularly?)
  - **Bake it into onboarding** - Training on what the tracker is, how to fill it out, and best practices for asking sources how they identify must become part of onboarding for every employee.
- **Audience:** We will continually seek to broaden and diversify our audience through a variety of efforts including community outreach, events and providing news in languages other than English.
  - Explicit goals around content diversity (eg. *“Achieve at least 40% non-white representation of guest voices in the episodes of Outside/In I produce for FY23 by: Topic selection, diverse sourcing and monitoring diversity tracker data throughout FY23”*). Managers ensure that diversity goals are a regular part of discussion and that they are checking-in with folks about it throughout the year.
  - Regularly participate in educational visits, conferences, and events throughout the state that have audiences that may not necessarily access our material through traditional listening.
  - Work on collaborations that create greater access to our work outside the typical "subscribe and listen" model.
  - Publish a Spanish language newscast three times a week, plus select features and guides translated into Spanish. Share Spanish language content via WhatsApp.
- **Communications:** We will ensure that our outward facing communication conveys that we value diversity, equity and inclusion.
  - Make sure that our content is accessible, both in terms of visuals (alt text, using clear wording and color combos in graphics) and in terms of context (prioritizing language that conveys NHPR’s content is *for* and not about communities) ). Provide transcripts, educational and visual aids for our content.
  - Amplify the voices of communities historically not represented in our region’s media landscape.

**Beyond the Station Walls: We will look for opportunities to work with diverse individuals and organizations owned and led by people who self-identify as BIPOC (Black, Indigenous, People of Color) or from underrepresented communities.**

- **DEI Commitment**
  - Ensure all contractors, vendors, and partners working with NHPR attest to their commitment to DEI principles.
- **Vendors and Contractors:** When we need freelancers and external contractors we will seek out and consider diverse individuals and BIPOC owned businesses.
  - These could include: event venues, caterers, printers, freelance writers, freelance graphic designers, or swag suppliers
- **Partnerships:** We will consider diversity when deciding which organizations to support or partner with.
  - Examples could include: underwriting, sponsorships, collaborations, or foundational networks for job postings
- **Collaborations:** We will seek out new collaborations with organizations that can increase the diversity of our audience and content.
  - Examples could include: Spanish-language advisory committee
- **Relationships:** PMA goal 10-year effort connection.

**Accountability: We will hold ourselves accountable to achieving our organizational DEI goals and pledge to share our progress on this journey.**

- **Goals and Metrics:** All DEI goals and metrics are shared internally with all staff.