



# DEI Toolkit

*For ATD Chapter Leaders*



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## How To Use This DEI Toolkit

The purpose of this Diversity, Equity and Inclusion (DEI) Toolkit is to assist ATD Chapter Leaders in discovering ways to incorporate DEI in all aspects of chapter operations. The DEI Toolkit is designed to provide chapter leaders with a plethora of resources for approaching DEI work in chapter operations. Regardless of your status, the contents of this toolkit can assist your board in navigating discussions, identifying areas of opportunity, determining needs and setting DEI goals.

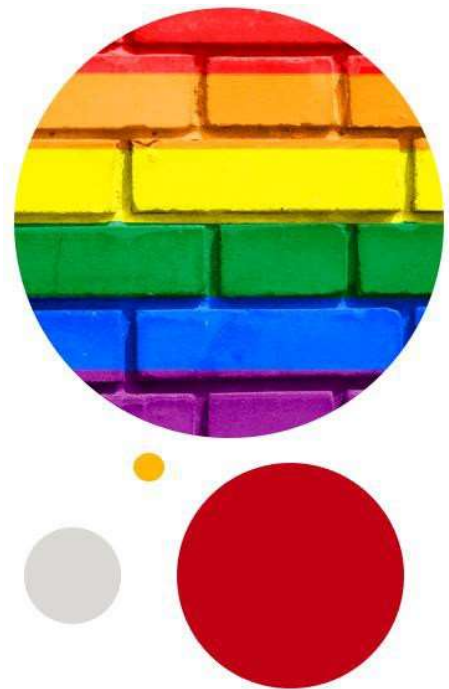
Please consider these resources as suggestions only and chapters are encouraged to use what meets your board and chapter needs as we recognize that every chapter is different. For additional guidance/ questions, you can contact your [Chapter Relations Manager \(CRM\)](#) or [National Advisor for Chapters \(NAC\)](#).

This updated toolkit aligns DEI initiatives with the different CARE (Chapter Affiliation Requirements) areas to allow for better streamlining of chapter operations.

## DEI Toolkit Table

Resource	Description	Application	Value
<b>VP of DEI Role Description</b>	The role of the Vice President (VP) of Diversity, Equity, and Inclusion (DEI) is to champion DEI efforts that promote the chapter's vision. The VP of DEI will develop, reinforce, and assess DEI incorporation for chapter leaders and members. This individual serves as a resource on DEI practices within chapter board work and operations.	Chapters can create a committee with a leader (VP of DEI) to develop a strategy for building a more inclusive chapter having an overall impact over the culture of the organization. This role and committee can shift the conversations from DEI to culture.	<p>This resource benefits the chapter as it establishes awareness and Intentionality for the chapter when it comes to being inclusive. Short-term goals the leader can start include a data analysis phase. A long-term benefit may be that once the data has been gathered and synthesized, leadership can begin making data driven strategic decision on a variety of areas:</p> <ul style="list-style-type: none"> <li>• Membership Retention/Acquisition</li> <li>• Financial Goals</li> <li>• SWOT Analysis</li> <li>• Marketing Communications and Branding; <i>and so much more</i></li> </ul>
<b>DEI Mapping to CARE</b>	This section combines elements from the DEI infographic, Chapter assessment, and CARE planning tool into a single "how-to" document	Chapters can incorporate DEI into various CARE items through the methods listed in this section	By aligning DEI to CARE, chapters have a way to incorporate DEI initiatives that already involve several aspects of chapter operations. DEI can enhance both the related CARE Foundation and CARE Plus items by helping to increase the feeling of belonging and culture to its members
<b>Accessibility Guidelines and Resources</b>	This section details guidelines and resources to make chapter events and communications more accessible	ATD chapters can use the guidelines to ensure that their members and guests with disabilities are included in chapter events and communications	The accommodations guidelines will help chapters budget and plan for accessibility in both events and communications. The checklist is a simple to follow guide that will help chapters increase accessibility in their website, meetings, and communications.

Resource	Description	Application	Value
<b>DEI Resources</b>	This section is a list of updated resources pertaining to DEI within the Talent Development field	ATD Chapter leaders can use the materials to assess and identify areas of opportunity in chapter operations for accessibility, chapter programming/events, DEI data and making decisions to offer in-person vs. virtual/hybrid programs. Access the resources provided to explore ways to positively impact DEI efforts.	The materials provide value to chapter leaders in strengthening their chapter's value proposition when they improve DEI incorporation in key areas. It can be assistive in membership retention and recruitment when gaps are addressed. There is also opportunity to promote community engagement with providing the necessary resources for members and/or partnering with other community organizations to secure needed resources. These options can enhance the chapter brand in the DEI space.
<b>SOS Resources</b>	The Sharing Our Success (SOS) program helps chapters improve through sharing and finding easy-to-use ideas, resources, and practices	The SOS program is a cornerstone of the Chapter Leader Community. While every chapter is different, the shared ideas from SOS can be adopted and modified to fit your chapter's needs.	Since the start of the pandemic, chapters have started to reassess their culture and how they are addressing the needs of all of their members. Leveraging the recent successes of chapters will help you zoom out and give you the opportunity to reassess if you are being inclusive to your members, both current and prospective.
<b>DEI Icebreakers/ Exercises (Esther)</b>	The DEI Icebreakers and exercises provide ideas for	<p>ATD Chapter leaders have access to 100+ icebreakers and exercises geared to various aspects of DEI. They serve purposes including but not limited to:</p> <ul style="list-style-type: none"> <li>• Connecting TD and other professionals</li> <li>• Engaging members or guests</li> <li>• Exploring ways to identify and appreciate differences beyond appearance</li> <li>• Helping others recognize and understand diversity, equity and inclusion</li> </ul> <p>*Prompting DEI-related discussions</p>	These resources can help build chapter leader confidence in engaging chapter members, potential members and guests with a DEI-related approach to introductions or activity exercises. The variety of exercises target diversity, equity and inclusion.



## Vice President of DEI Role Description

# VP of Diversity, Equity, and Inclusion (DEI)

## Position Summary

The role of the Vice President (VP) of Diversity, Equity, and Inclusion (DEI) is to champion DEI efforts that promote the chapter's vision. The VP of DEI will develop, reinforce, and assess DEI incorporation for chapter leaders and members. This individual serves as a resource on DEI practices within chapter board work and operations.

## Responsibilities

### General

- Help the board identify immediate and long-term strategic goals in the DEI space.
- Assist chapter leaders in recognizing visible and invisible examples of diversity (race, culture, gender, generation, extraversion, neurodiversity, background, location, leadership style, work style, sexual orientation, job role, etc.).
- Recommend ways to appreciate diversity among chapter leaders and members.
- Research, develop, recommend, and execute strategies to foster the chapter's diversity goals.
- Work With chapter board leaders to ensure accessibility with chapter and processes.
- Work With board leaders to review practices and ensure they are equitable.
- Lead the chapter board's education on potential cultural and social differences that may present barriers to inclusion.
- Collect and analyze chapter DEI metrics and data to identify gaps and improve processes in chapter operations.
- Engage diverse community partners to understand emerging priorities and unmet member needs.
- Research potential DEI resources for the chapter.
- Maintain knowledge of diversity-related issues and best practices for the chapter.

### Training

- Develop and acquire training to aid DEI initiatives.
- Recruit and train the incoming VP Of DEI.
- Recruit and train volunteers to support DEI efforts and functions.

### Board Participation

- Attend board meetings, chapter programs, and regular committee meetings.
- Represent the chapter professionally and ethically.
- Participate in board and chapter meetings, ATD chapter services events, and ATD national events.

### Qualifications

- Member of ATD and chapter
- Working knowledge of DEI inclusion terms
- Skilled in written and verbal communication, personal interaction, and problem-solving
- Ability to plan, organize, and execute activities as required by the position
- Ability to complete projects within established time frames
- Ability to delegate tasks and monitor follow-through
- Ability to attract and lead committee members
- Time available to fully participate in chapter events
- (Optional) Experience working on DEI initiatives (or related work) in corporate, government, nonprofit or community organizations



## Mapping DEI to CARE



# Mapping DEI to CARE by Pillar

## Board of Directors

<ul style="list-style-type: none"> <li>• Chapter Board is representative of the local talent development community (race, gender, age, education, work roles, industry, etc.) and actively works to recruit diverse volunteers</li> <li>• Board decision making takes multiple views into account and uses a DEI lens to avoid bias</li> <li>• Board completes bias training</li> </ul>	<p>Aligns with CARE Plus items regarding recruiting volunteers and developing a succession plan</p>
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## Governance

<ul style="list-style-type: none"> <li>• Incorporate DEI in fulfilling chapter vision and mission</li> <li>• Policies and bylaws support and encourage different viewpoints and create an environment of belonging and full contribution</li> <li>• Diverse member needs are acknowledged and addressed in chapter operating plan</li> <li>• Plan to include all voices when making policy and bylaw decisions</li> <li>• Standard operating procedure (SOPs) developed for processes and some decision making</li> </ul>	<p>Aligns with CARE Foundation items regarding mission, vision, bylaws, and operating plan</p> <p>Aligns with CARE Plus items regarding SOPs and bylaw review</p>
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## Finance

<ul style="list-style-type: none"> <li>• Diversity is reflected in chapter sponsorships and partnerships:             <ul style="list-style-type: none"> <li>○ Potential sponsor/partner shows diverse employee demographics and diverse imagery in branding</li> <li>○ Variety of small, medium, large businesses</li> <li>○ Include DEI, belonging, and/or supporting diverse individuals in mission statement, core values, or DEI initiatives</li> <li>○ Owned by minority and diverse individuals</li> </ul> </li> <li>• Plans and policies in place to address financial barriers to membership or board service (power membership, etc.)</li> <li>• Budget and expenditures for chapter/board meeting and events includes potential accessibility or accommodation needs of the membership             <ul style="list-style-type: none"> <li>○ Chapter purchases of tools and equipment take accessibility into consideration</li> <li>○ Chapter meetings/events and communications are checked for accessibility by assigned board member or volunteer</li> <li>○ Chapter rent for event spaces is ADA compliant and accessible to members</li> </ul> </li> </ul>	<p>Aligns with CARE Foundation items regarding annual operating budget</p> <p>Aligns with CARE Plus items regarding SOPs and bylaw review</p>
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## Communication

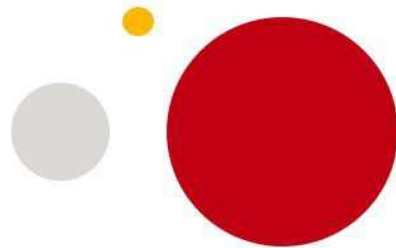
<ul style="list-style-type: none"> <li>• Communication and marketing visuals and text narrative are representative of the local community</li> <li>• Members are encouraged to provide their pronouns</li> <li>• Communication and marketing is accessible (i.e. using alt text for images) and uses appropriate language (i.e. gender neutral language, avoiding terms like “lame”, etc.)</li> <li>• Communication takes place via a variety of channels (social media, email, newsletters, podcasts, phone calls, etc.)</li> <li>• Website is accessible and has an accessibility statement</li> </ul>	<p>Aligns with CARE Foundation items regarding member communication</p> <p>Aligns with CARE Plus items regarding non-programming communication and communication strategy to target diverse populations</p>
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## Membership

<ul style="list-style-type: none"> <li>• Chapter Membership is representative of the local talent development community (race, gender, age, education, work roles, industry, etc.)</li> <li>• Actively seek ways to recruit and retain diverse membership demographics</li> <li>• Personalize onboarding and recognition of new members</li> <li>• Create board positions to focus on diverse membership</li> <li>• Hold community engagement activities to support diverse membership</li> <li>• Find ways to leverage DEI strategies (recruitment, programming, communication, etc.) that can potentially lead to more revenue that supports chapter members</li> </ul>	<p>Aligns with CARE Foundation items regarding annual assessment of member needs and satisfaction levels</p> <p>Aligns with CARE Plus items regarding member/volunteer recognition or spotlight program, new member orientation, tracking retention rates, volunteer recruitment, and membership campaigns</p>
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## Programming

<ul style="list-style-type: none"> <li>• DEI is incorporated into programming calendar in alignment with the Cultural Awareness domain of the ATD Capability Model</li> <li>• Chapter events/meetings are accessible to attendees</li> <li>• Invited speakers are considering DEI factors into their presentations (i.e. encourage speakers to make their programs accessible, use appropriate language, and utilize diverse individuals in presentation imagery)</li> <li>• Selected or invited chapter speakers are representative of diverse backgrounds</li> <li>• Partner with community groups and local colleges/universities to promote and support DEI initiatives and learning opportunities</li> <li>• Mentoring opportunities are available to help develop and promote diverse talent development professionals</li> </ul>	<p>Aligns with CARE Foundation items regarding 6 required educational events per year</p> <p>Aligns with CARE Plus items regarding usage of the ATD Capability Model and having a Mentorship program</p>
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## Accessibility Guidelines and Resources

## Guidelines for Accessibility and Accommodations regarding Chapter Events

As part of ATD's ongoing diversity and inclusion efforts, we would like to provide some guidance on accessibility and reasonable accommodations regarding chapter events. This information will be also made available on the Chapter Leader Community as well as this toolkit.

Any chapter that hosts events may need to provide reasonable accommodations to individuals with disabilities when requested. The accommodation may take different forms and will depend on the specific event's circumstances and the accommodation request. Depending on the circumstances, a reasonable accommodation may include, but is not limited to, providing an ASL interpreter, ensuring closed captioning is available on virtual meetings, using a professional notetaker, providing audio descriptions for videos, or other such accommodations intended to make chapter events and services accessible to persons with disabilities.

As part of each chapter's ongoing diversity and inclusion efforts, chapters should consider developing guidelines on how individuals may request an accommodation, including a timeline to submit a request (e.g., at least # business days or # weeks ahead of an event). This will give you time to arrange for the requested accommodation. This announcement can go on a separate page or your events page and emails. ATD National has similar information on its website for our conferences and can point you to this [information](#).

Here is an example of a statement that can be used:

ATD events are accessible to all participants. If you have questions or require special accommodations or auxiliary aid related to a disability for you to participate in the event, please notify us at least three weeks in advance (by insert date here) by message to chapter email address outlining your needs and request for accommodation. We will make every effort to work with you to accommodate your need. For requests made less than three weeks in advance of an event, we may be limited in our ability to accommodate your request based on available resources.

Please note that the chapter may have the ability to choose which ADA compliant services they will offer. For example, if someone requests an ASL interpreter, the chapter is generally allowed to choose which interpreter to hire, as long as the service provider is ADA compliant.

If you have further questions or need advice on a specific circumstance, please contact your local counsel.

## ATD Chapter Accessibility Checklist

My Chapter's Accessibility Champion is: \_\_\_\_\_

### Chapter Website

- Accessibility Statement present on website, easy to locate
- Logical content structure on each page (for example: headings, sections, lists)
- Images have ALT Text, motion graphics minimally used
- Correct color contrast is used (see chart on next page)
- Font size is 16pt or larger
- Links are descriptive (not "click here")
- Site can be navigated with keyboard only

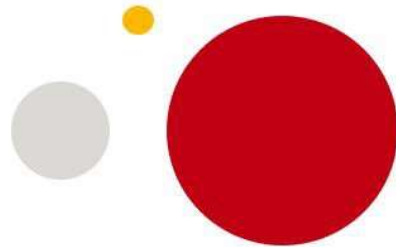
### Virtual Meetings

- Closed captioning enabled (Zoom, Teams, etc.)
- Allow access to summary tools (AI bots, etc.)
- Describe visuals for all participants
- Allow multiple means of participation (chat, voice, react, etc.)
- Include subtitles and transcripts for recordings

### Chapter Communications

- Write in clear, jargon-free language
- Offer a plain text (non-HTML/image) version
- Logical content structure (for example: headings, sections, lists)
- Images have ALT Text or Image Descriptions
- Correct color contrast is used (see chart on next page)

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## DEI Resources

## ATD DEI Chapters Resources

### ATD Chapter DEI Website:

- <https://www.td.org/embedding-diversity-equity-and-inclusion-into-chapter-administration-and-operations>

### ATD Chapter DEI Infographic *(How do you integrate DEI in your chapter operations?):*

- <https://d22bblmj4twv8.cloudfront.net/52/14/3e88283c4d4d9afe6c965fc37a07/chapters-dei-infographic-2-without-url.pdf>

### ATD DEI Chapter Assessment *(Where is your chapter with DEI?):*

- <https://d22bblmj4twv8.cloudfront.net/bc/72/8910d1cf454d8ebeac84acb5ff05/chapter-leader-dei-assessment.docx>

### VP of DEI Chapter Board Member - Sample Description:

- <https://d22bblmj4twv8.cloudfront.net/bc/f3/9869bc5045aa8430246c52c8ad58/vp-of-dei-role-0522.docx>

### Rosemary Okoiti & Juliet Hart ALC talk 2021 *(How do you support a DEI champion in your chapter?):*

- <https://site-247559.bcvp0rtal.com/detail/video/6318262093112/creating-an-atd-community-of-champions-to-support-your-chapter-de-i-initiatives?autoStart=true&q=Champion>

### ATD DEI Chapter Toolkit *(Lots of tools, worksheets & ideas):*

- <https://d22bblmj4twv8.cloudfront.net/a9/fa/35f7660f48e5a90d6bc23f1e87fb/dei-toolkit-for-atd-chapter-leaders-12012022.pdf>

**DEI Community of Champions:** meet quarterly + special interest meetings (organized by Rosemary Okoiti & Juliet Hart):

- Reach out to Juliet at [julietchinhart@gmail.com](mailto:julietchinhart@gmail.com) to be added to the distribution list



## Learning & Training ATD DEI Resources

ATD Resources for DEI:

- <https://www.td.org/diversity-inclusion-resources>

ATD Book: Diversity, Equity, and Inclusion for Trainers

- <https://www.td.org/book/diversity-equity-and-inclusion-for-trainers>

ATD DEI in Talent Development Certificate

- <https://www.td.org/education-courses/dei-in-talent-development-certificate>

ATD: What is DEI Training?

- <https://www.td.org/talent-development-glossary-terms/what-is-dei-training>

## Diversity, Equity & Inclusion Specific Resources

- [AllGo Plus-Size](#): Free photos featuring plus-size people
- [Burst](#): Free photos to search for diverse images
- [Disabled and Here](#): Includes collections of LGBTQ+ themed, lifestyle, social and work featuring models with disabilities
- [Disability Inclusive Photography](#): Offers disability inclusive stock photography to the public
- [Canva's Natural Women](#): Features diverse images of women
- [The Gender Spectrum Collection](#): Features images of trans and non-binary models
- [Humaaans](#): Mix & match illustrations of people
- [Jopwell](#): Free images of Black, Latino, and Native American professionals
- [Nappy.co](#): Features photos of Black and Brown people
- [Openverse](#): Free photos to search for diverse images
- [Pexels](#): Offers some free images that represent diverse groups of people
- [Picnoi](#): Features images of people of color
- [Queer in Tech](#): Offers free images of LGBTQ+ and gender non-conforming people in tech
- [Pexels](#): Offers some free images that represent diverse groups of people
- [UK Black Tech](#): Free photos featuring Black people in technology
- [Unsplash](#): Offers some free images that represent diverse groups of people
- [WOCin Tech Chat](#): Features images of women of color who work in technology

## Thought Leaders to Check Out on LinkedIn:

[Tonya Wilson](#) – One of the creators of ATD’s DEI Certificate Program

[Chiriga “Zoe” Moore](#)

[Damon V Woods](#)

[Gwen Navarrete Klapperich](#)

[Jerome Tennille](#)

[Joanna Lohman](#)

[Juliet Hart](#)

[Karen Craggs-Milne](#)

[Kavell Brown](#)

[Margaret D. Finley](#)

[Rory Verrett](#)

[Soumaya Khalifa](#)

[Tara Jaye Frank](#)

[Todd Corley](#)

[Touchy Topics Tuesday](#)

[Professional Diversity Network](#)

## DEI Resources mapped to CARE:

<https://docs.google.com/spreadsheets/d/10Sbxa-EpCXt06CEoRQX7gTovyfdciV2s/edit#gid=92563084>

# Build a Connected Community Through Chapter Culture

*Great Resources for Chapters*

[ATD Chapter DEI Resources](#)

[ATD DEI Resources](#)

[Accessibility for Virtual Events](#)

[ADA Checklist](#)

[Culture of Belonging DEAI in Nonprofits](#)

[DEI Data](#)

[Diversity & Inclusion Action Planner](#)

[Talent Development Capability Model Chapter Toolkit](#)



## More DEI Resources



[SOS for DEI \(td.org/sos\)](https://td.org/sos)

[SEWI Chapter: Integrating DEI Practices Into Monthly Events](#)

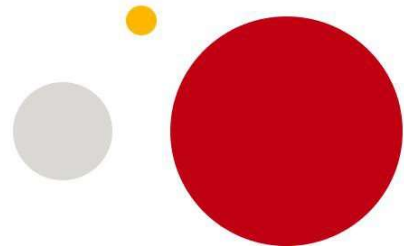
[SEWI Chapter: Data-Driven Chapter Governance](#)



[DEI Infographic](#)



[DEI in Talent Development Certificate](#)



## SOS Resources

## Sharing Our Success (SOS) Resources

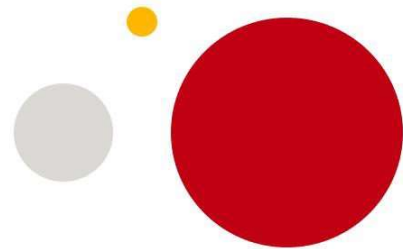
### *Chapter Best Practices*

The SOS program helps chapters improve through sharing and finding easy-to-use ideas, resources, and practices.

To find SOSes related to DEI initiatives and resources, please go to the Chapter Leader Community or refer to our SOS DEI resource list below.

This file will be updated as more DEI SOSs are submitted.

<https://docs.google.com/spreadsheets/d/1sjbL8dMbvtMlebqMCmUDi1kKejB0Bdzt/edit#gid=886081956>



## DEI Icebreakers, Activities & Actionable Steps

## DEI Icebreakers, Activities, and Actionable Steps

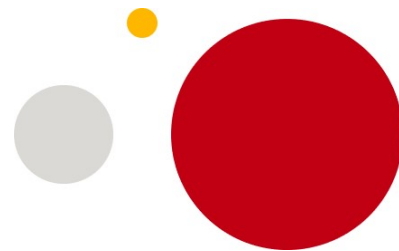
### *Free, Cheap, and Easy Resources*

1. <https://www.watercoolertrivia.com/blog/diversity-and-inclusion-team-building-activities>
2. <https://www.mines.edu/diversity/inclusion-icebreakers/>
3. <https://www.cozymeal.com/virtual-team-building-activities/virtual-ice-breakers>
4. [https://fonddulac.extension.wisc.edu/files/2012/12/Icebreakers\\_and\\_Mixers\\_that\\_Promote\\_Inclusion-WebVersion.pdf](https://fonddulac.extension.wisc.edu/files/2012/12/Icebreakers_and_Mixers_that_Promote_Inclusion-WebVersion.pdf)
5. <https://getsling.com/blog/diversity-activities/>
6. <https://aauw-va.aauw.net/files/2019/05/Inclusion-Ice-Breaker-Ideas.pdf>
7. <https://www.linkedin.com/business/talent/blog/talent-acquisition/ideas-for-cultivating-diversity-and-inclusion>
8. <https://bestcompaniesaz.com/ideas-for-inclusion-and-diversity/>
9. <https://blog.vantagecircle.com/activities-diversity-and-inclusion/>
10. <https://crescendowork.com/guide-start-diversity-inclusion-strategy/2019/2/26/group-diversity-inclusion-activities-teams>

Although no one individual is responsible for creating an inclusive culture (remember, it takes commitment from everyone), your leadership team ultimately sets the tone for the entire company.

If you are in a leadership position and want to see change in your organization, first reflect on your own behavior and biases. Are you publicly praising all deserving employees for their outstanding work and providing recognition as often as it's earned?

*-Vivian Maza  
Chief People Officer, Ultimate Software*



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