



RACIAL EQUITY PROMISING PRACTICES PROFILE FORM

Working title for your promising practice: Promote From Within, Reward Promise	
Your name, HDC member organization, title, email address, web address, and telephone number: Compass Housing Alliance	Best method / time to contact you? ljarrard@compasshousingalliance.org
	Do you give permission for HDC to contact your organization for an interview? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Overview of Practice
What is the essence of the promising practice? <i>Focus on internal promotions. Promote those with promise rather than recruit those manager positions from outside.</i>
Where is it being implemented or considered for implementation? <i>Throughout the organization, but mostly playing out in the Emergency Services Side of the house.</i>

History
How did the practice get started? <i>First as a global change management model to focus more on professional staff and connection to the mission rather than hiring any "body" to fill open positions. Second, turnover rates and difficulty to fill open positions. Third, a look across the organization at the diversity of individuals filling positions, front line to top level. Noticed that we had diversity on the front lines but not so much as we moved up in the organization, also just being able to fill positons with quality hires was a continued struggle.</i>
When was it first implemented or when will it be fully implemented? <i>About 3 years ago. We are still working on full development, the need to build skills in areas not currently promoting from within (housing side – our Program Assistants)</i>

Results
What are the expected results and impacts? <i>Increased morale and engagement by employees. Ability to attract a higher quality candidate with the understanding that there is the opportunity for growth and development. Increased diversity in the management level of the organization. New ideas and thoughts and connection with staff and the community we serve</i>
What have you achieved so far? What do you plan to achieve? <i>We have had 10 promotions from within the organization into management roles in the last 1.5 years. Five are people of color.</i>
How could it impact racial equity? Has it affected day-to-day practices in the organization? <i>It has allowed for individuals that may not have the requisite requirements on paper if applying from the outside to show that they have the requisite competencies with organizational support to be successful. This new look of management helps new hires see the words put to action</i>

Keys to success

List the action steps followed in carrying out the practice.

1. A commitment from leadership.
2. Moving forward with intention around Affirmative Action statistics.
3. A willingness to be flexible in language of requirements.
4. Increased expectation on the type of hire. The hire may take longer to find the correct fit for the organization.
5. A willingness to take a risk.
6. A willingness to provide the support necessary for success.
7. Recognize when it is not working and focus on the best resolution for all. That means continued support to the employee within the organization.
8. A commitment from leadership.

What measures have been taken to make this effort a success?

Ongoing commitment and expectation with accountability that all managers are onboard and committed.

What are important factors of implementation?

- *Willingness to take risks and support all parties in the process.*

What makes this practice attractive and worth trying? How could this work for other member organizations?

It does not require a huge investment of resources (other than time). The results are positive and productive and drive a positive response.

Resources

*Currently part of requirement of existing management staff. Starts with quality new hires and then the identification of those that seem to have the underlying skills and desire to move up in the organization. Focus on developing those skills and offer those individuals advancement in the organization. Fill the vacant management rolls from existing front-line staff.
To be fully effective requires additional funds in the area of training and development.*