

ORGANIZATIONAL DIVERSITY EQUITY AND INCLUSION ASSESSMENT



VISIT MESA
CITY LIMITLESS®

The path to diversity begins with supporting, mentoring, and sponsoring.

THE DEI JOURNEY

The DEI journey is an incredible growth period for an organization. Changing culture, behaviors, and mindset requires consistent and deliberate focus for the ever-evolving journey.





Greg DeShields
Project Lead



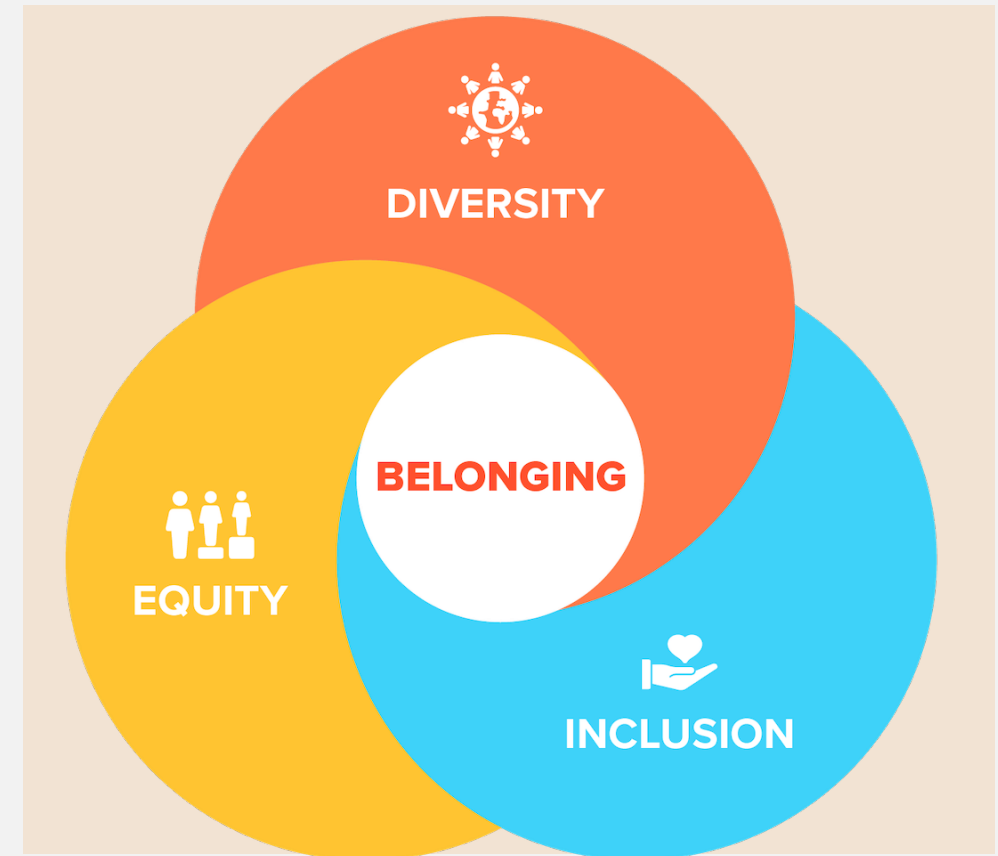
ORGANIZATIONAL DIVERSITY, EQUITY AND INCLUSION ASSESSMENT

“Diversity: the art of thinking independently together.” – Malcolm Forbes”

ORGANIZATIONAL DIVERSITY, EQUITY, AND INCLUSION ASSESSMENT

A good DEI assessment will evaluate the overall DEI health of an organization.

Measuring and prioritizing where to focus efforts and benchmarking to implement new initiatives.



BEST PRACTICES, RED FLAGS, INDUSTRY COMPARISONS

TDM's organizational evaluation concentrated on three conclusions grounded in relevant and outcome-oriented issues.

- RED FLAGS
- BEST PRACTICES
- INDUSTRY COMPARISONS

Building a diverse, equitable, and inclusive culture requires resilience, dedication, curiosity, and empathy.

THE TEAM



Sybil
Davis



Larry
Rice



Michele
Rice



Yvonne
Drayton

GUEST INTERVIEW

Alex explores the world and shares his travel experiences from the point of view of someone on the autism spectrum.



ALEX STRATIKIS
AUTISM
ADVENTURES
ABROAD

“Share our similarities, celebrate our differences.” – M. Scott Peck



*Autism
Adventures
Abroad*





Sybil Davis
Project Manager



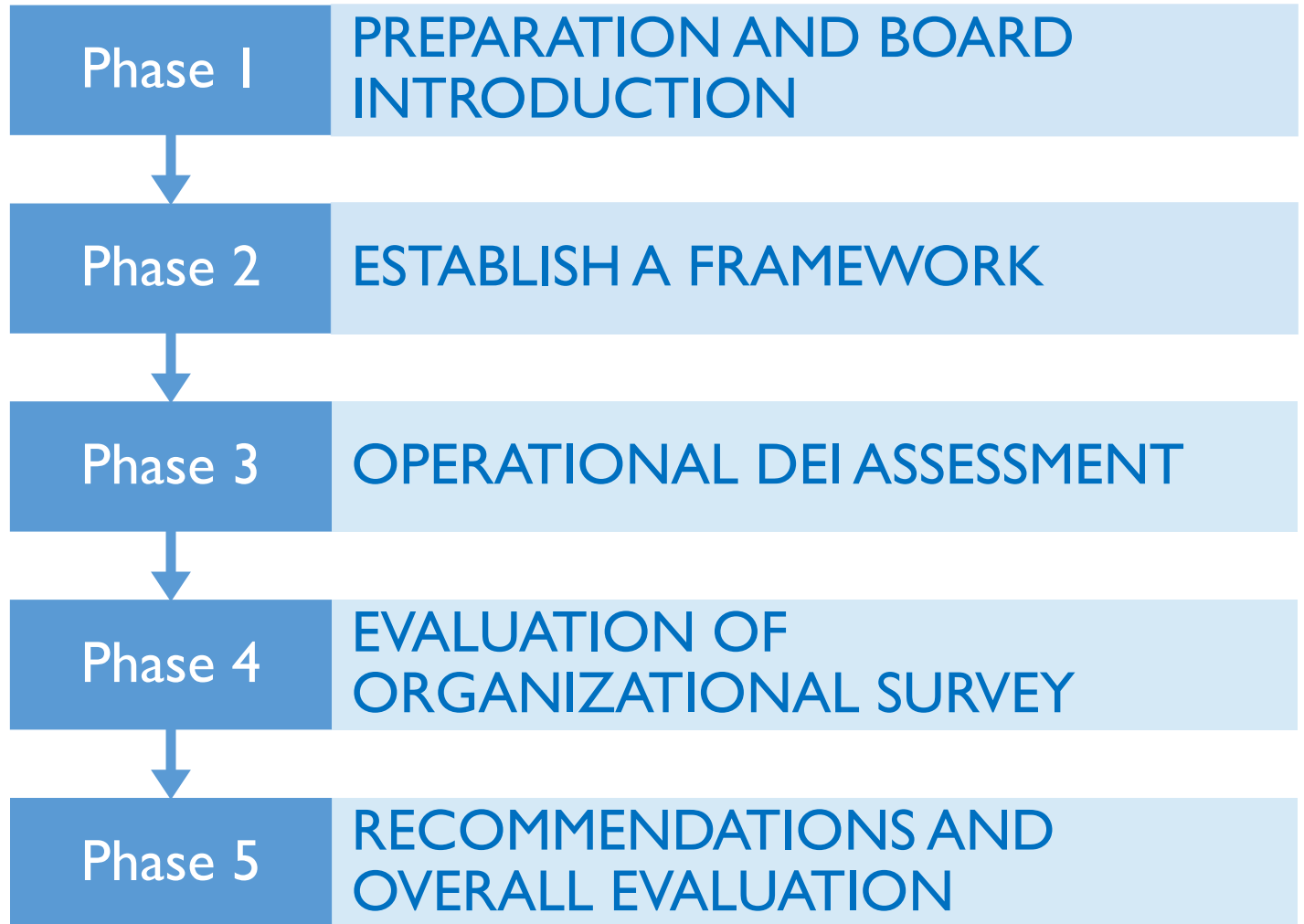
ASSESSMENT TIMELINE

BOARD DEI SURVEY

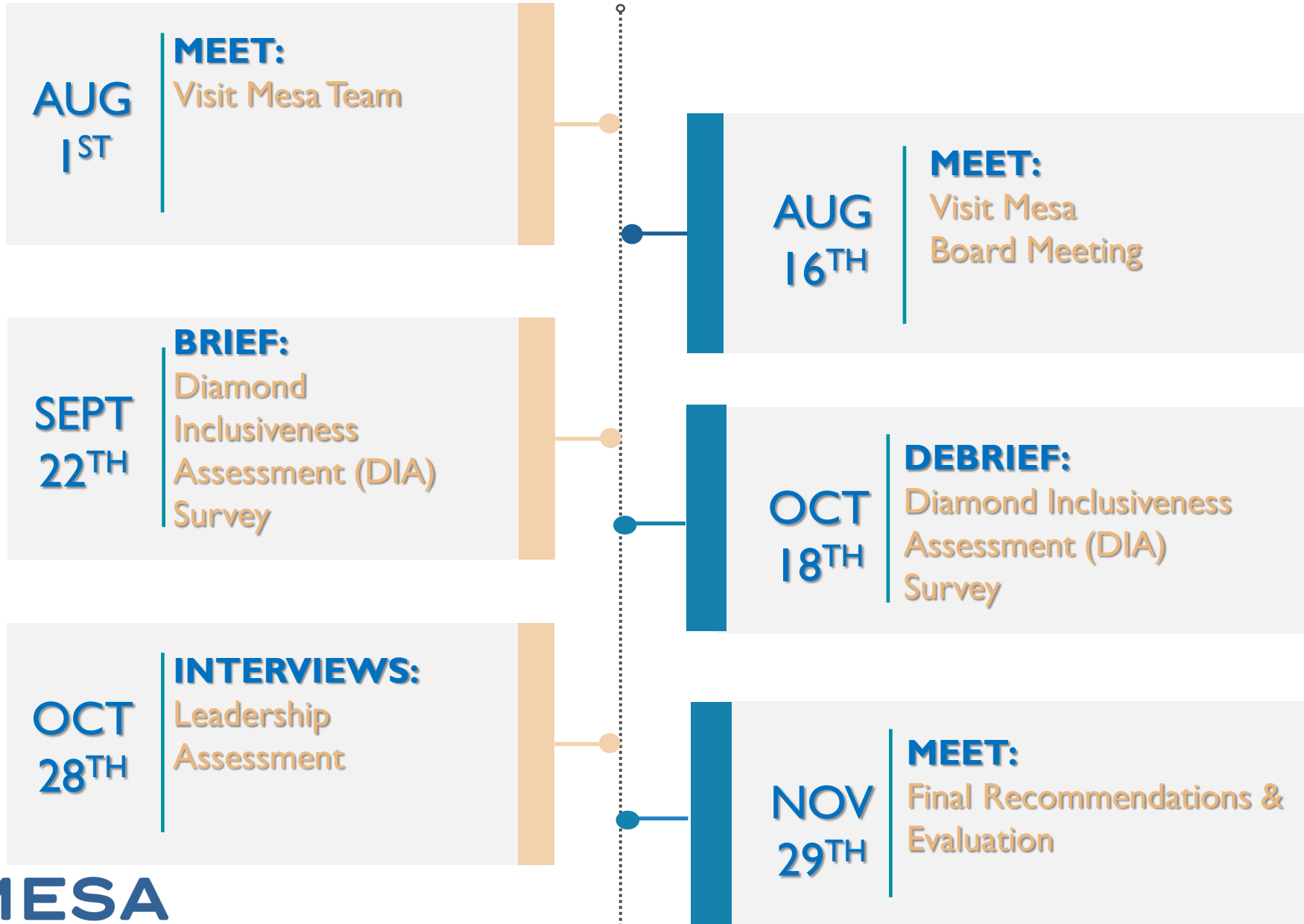
“Strength lies in differences, not in similarities.” – Stephen Covey



TIMELINE



ASSESSMENT TIMELINE



BOARD GOVERNANCE

- Board Diversity
- Bylaws
- Ethics & Accountability
- Recruitment and Training
- Strategic Plan





Larry Rice
Groundwork
Documents



Michele Rice
Operational
Assessment

GROUNDWORK DOCUMENTS AND OPERATIONAL ASSESSMENT



TOURISM DIVERSITY MATTERS

“We have to transcend our differences to transform our future.” – Antonio Guterres

QUALITATIVE DEI OPERATIONAL ASSESSMENT





different Diversity
varieties

genders
sexual
social
economic
cultures
ethnic
views
orientation
background
abilities
backgrounds
traits
diversity
races



opportunity

fairness

barriers
removing

fair

Equity

equity

impartial



Inclusion

access

opportunity

policy

providing

including

provide

intentionally

participation

welcome

equal

inclusion

included



gaps
close
Equality
roadblocks
fair
eliminate
equity
barriers
remove
impartial
fairness
opportunity



HIGHLIGHT OF GROUNDWORK DATA COLLECTED STRENGTHS

Strategic Plan affirms a commitment to inclusivity.

The Foundation's website has its own distinction.

Attract support for a neurodiverse staff serving as a model.

Both websites (foundation and VM) are void of notable bias language.

Educating and creating autistic friendly community is viewed as very positive.

Active pursuit to attract accessibility sporting events, with contractual bids.

The greater Mesa community has a very positive view of Visit Mesa.



HIGHLIGHT OF GROUNDWORK DATA COLLECTED AREAS OF IMPROVEMENTS

Attract diverse organizations, conventions, and events

Prioritize Board Diversification

Add a diversity statement on both websites

Other areas of diversity can be included on website

YouTube channel and Facebook highlight underrepresented Mesa cultures

DEI Council and Foundation include Asian, Hispanic, and Native American Community

Include diversity statement in Employee Handbook

QUALITATIVE ONE-ON-ONE INTERVIEW PROTOCOL

Description of the qualitative interviewing process and data analysis used to produce the qualitative assessment.

Interview Phase

- Thirteen one-on-one interviews, 16 to 40 minutes between 10/28/22 - 11/11/22.
- Each interview was recorded with informed consent for transcribing purposes only.
- All interviewees were informed of their anonymity.

Assessment Phase

- Thematic patterns were identified from transcripts.
- Analysis and interpretation of data were documented in a report.

Reporting

- Qualitative results were included in the gap analysis.

What are some core issues facing the Tourism industry today that could be answered through Diversity, Equity, and Inclusion planning at Visit Mesa?



Recruiting diverse candidates

DEI literacy in customer service

Cultural sensitivity

Growing demographics

Disability sensitivity

Do you feel a sense of belonging at Visit Mesa?



Community stakeholders are given a seat at the table

New ideas are encouraged

Opportunities to include different voices are created

Partnership opportunities are expanding

There is authentic engagement with different groups

How can Visit Mesa's leadership demonstrate an inclusive culture is a priority?



Continuous DEI training

Acknowledge religious and cultural holidays

Continue to be bold

Transparency is Key

Tangibly demonstrate support

Strengths Cited During Interviews



VM's DEI assessment places it far ahead of other tourism organizations.

Visit Mesa looks at planning and process, flexibility and adaptability as important

Continue autism certification and training for community

Efforts promoting signature events (i.e. Day of the Dead), attracting the Latino population

“There are communities where people feel apart; Visit Mesa can also bring those communities to the table”

“The work Visit Mesa is doing with Autism awareness is just the beginning”

“Visit Mesa’s responsiveness to community needs consistently high”

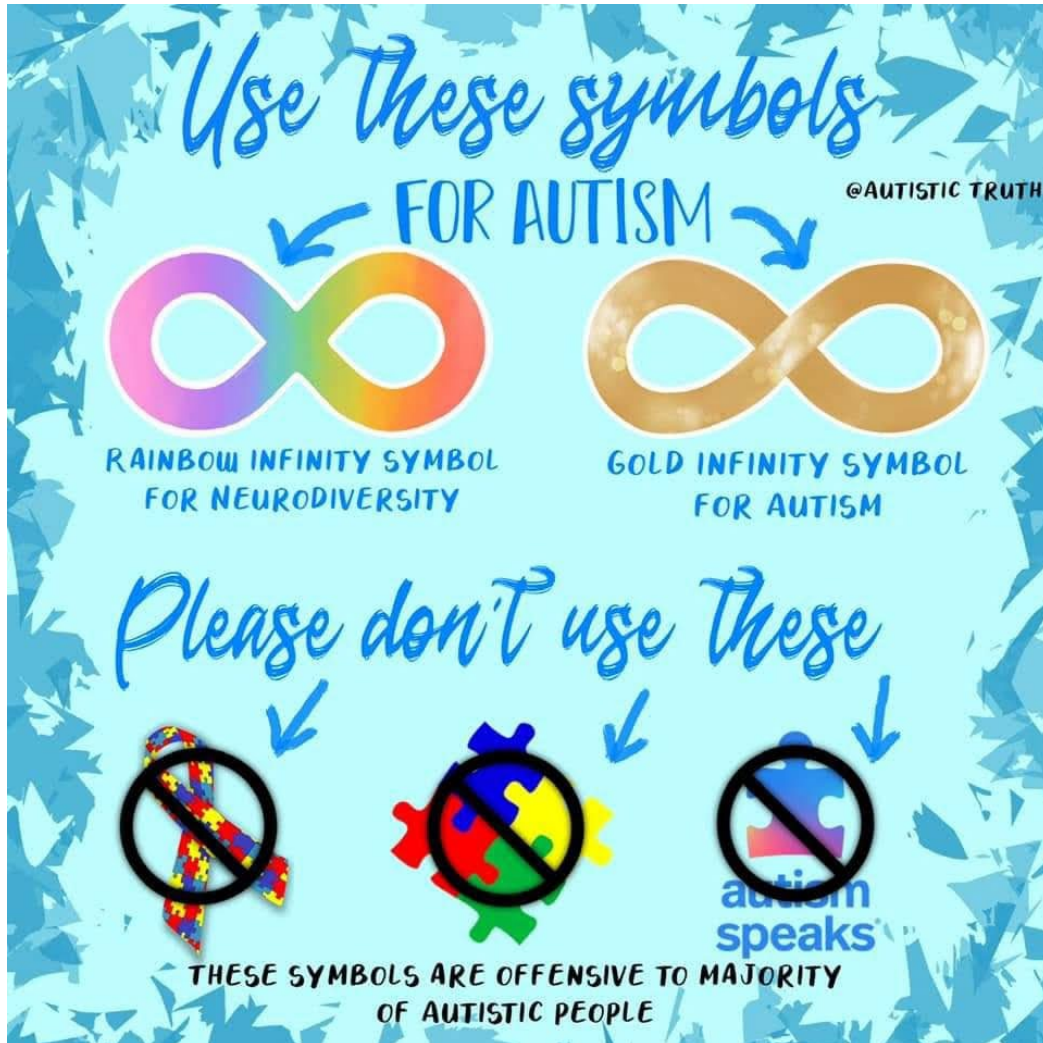


“Agricultural tourism promotion is getting people to understand how their food is grown and can attract diverse groups.”

“This is pioneering and makes sure that diversity is at the center of what we do regularly”

Quotes from Interviews

Red Flags Cited During Interviews



Provide autism training for board members

Expand diversity training beyond autism

Actively recruit staff that reflect the community

Promote and tell the stories of minority cultural groups

Leverage partnerships with minority businesses

“We all have a tendency to gravitate to those partnership which are more comfortable”

“Tourism should be synonymous with diversity”

“Our biggest challenge is going after the diversity”



“There are communities where people feel apart, Visit Mesa can also bring those communities to the table”

“There is always more that can be done to enhance the experience of the autistic traveler.”

“Market Mesa as a gateway to Asian, Hispanic, and Native American”

Quotations From Interviews

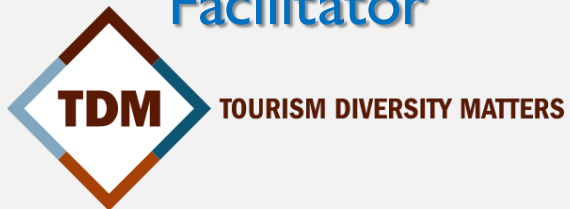


SUMMARY

- **Red Flags**
 - Active recruitment to diversify the workforce
 - Need for Diversity, Equity, and Inclusion training
 - Promote and leverage minority businesses
 - Social Media Communications
- **Implementing Best Practices**
 - Develop a diversity statement
 - Market DEI through the website
 - Establish the next phase for DEI training
- **Industry Comparisons**
 - Greater Miami CVB
 - Destination DC
 - Travel Portland
 - Visit Seattle



Yvonne Drayton, CDE
Certified DIA
Facilitator



DIAMOND INCLUSIVENESS ASSESSMENT RESULTS

“No culture can live, if it attempts to be exclusive.” – Mahatma Gandhi



**TOURISM
DIVERSITY
MATTERS**



DIAMOND INCLUSIVENESS ASSESSMENT





DELIVERABLES

- IMPACT
- FEEDBACK
- INSIGHTS
- IMPLEMENTATION

DIAMOND INCLUSIVENESS ASSESSMENT

IMPROVEMENT FOCUS AREAS

Relative

DIMENSION OF STRENGTH

According to the DIA results



- ✓ High Agreement
- ✓ Lower Disagreement
- ✓ Lower Don't Know

DIAMOND INCLUSIVENESS ASSESSMENT

IMPROVEMENT FOCUS AREAS

Relative

DIMENSION OF WEAKNESS

According to the DIA results



FINANCIAL INVESTMENT

- ✓ Lower Agreement
- ✓ Higher Disagreement
- ✓ Higher Don't Know
- ✓ Importance to the Organization

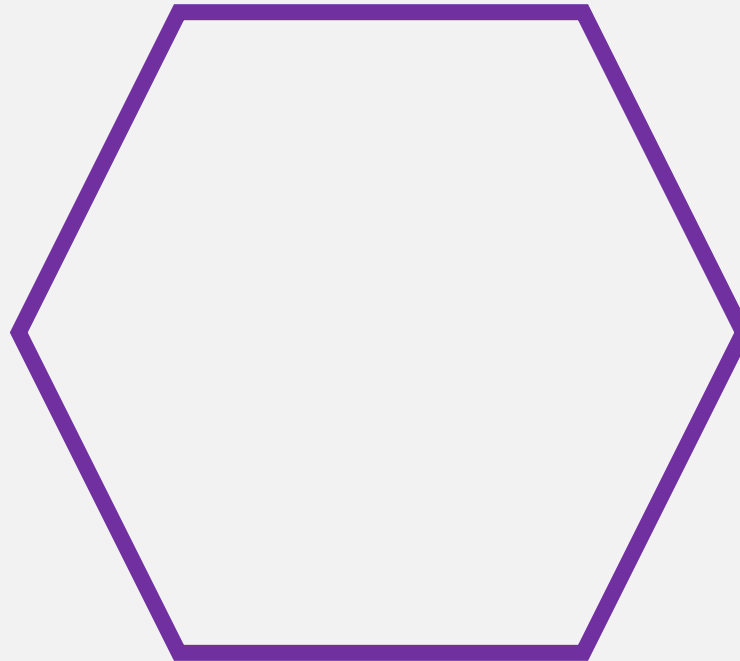
DIAMOND INCLUSIVENESS ASSESSMENT

IMPROVEMENT FOCUS AREAS

Relative

DIMENSION OF OPPORTUNITY

According to the DIA results



Overall

- ✓ Leverages Core Competencies
- ✓ Addresses Trends
- ✓ Supports Existing Strategies



LEAGUE of UNITED LATIN AMERICAN CITIZENS



UNIDOS US
STRONGER COMMUNITIES. STRONGER AMERICA.



STRATEGIC GOALS

- Stakeholder Engagement
- Market Share
- Communication/Messaging
- Supplier Diversity



ACTION PLAN

Align DEI Goals with Strategic/Master Plan
and Business Narrative

Key Business
Problems or
Goals

Strategic
Activities

Strategic Steps

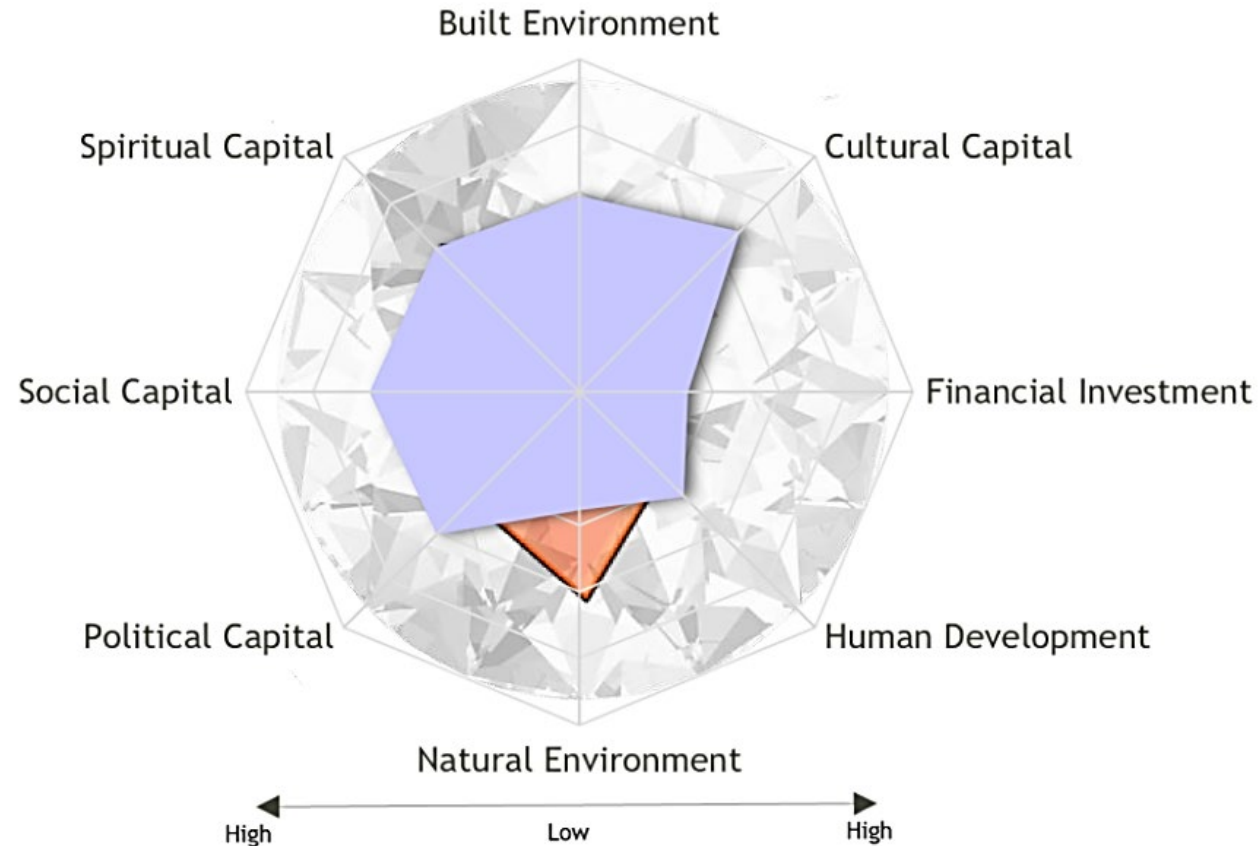
Timeline for
Strategy
Implementation

Measurements, Results,
Evaluation, Monitoring

INDUSTRY COMPARISON

DIAMOND INCLUSIVENESS PICTURE

- Level of Overall Agreement for this Organization
- Level of Agreement for All Organizations (Average)





RED FLAGS

- Funding
- Metrics
- Strategy Alignment
- Capacity
- Accountability
- Communication
- Language



BEST PRACTICES

- Business Narrative
- Communication
- Community Engagement
- Market Expansion
- KPIs

The most effective
leaders inspire
a business narrative
or story and create
connection

CONCLUSION

To be a leader, we must go beyond simply accepting “Equal Opportunity” creating a diverse, equitable, and inclusive environment is not only the right thing to do, but it can lead to measurable benefits for your business.

Diversity, Equity, and Inclusion are a journey, not a Sprint.

ORGANIZATIONAL DIVERSITY EQUITY AND INCLUSION ASSESSMENT



TOURISM DIVERSITY MATTERS

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THANK YOU!