

2024

Diversity, Equity, Inclusion, & Accessibility (DEIA)

# ANNUAL REPORT

PREPARED BY  
The DEIA Committee

**YOU  
BELONG**



**Developmental  
Pathways**

# INTRODUCTION

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Developmental Pathways (DP) is a mission-driven business with heart, committed to providing equitable access to employment opportunities, resources, and support for all.

DP is dedicated to serving people of all abilities and fostering a work environment where all are welcomed in words and practice with “You Belong.”

The very root of DP’s mission is to include, elevate, and support individuals with disabilities. While our core work directly supports the disability community, we believe we can engage our employees’ full potential when we create space for a multitude of voices, beliefs, values, abilities, and shared opportunities with our community.

# YOU BELONG

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## Enhancing the Employee Experience through Inclusivity

At DP, we believe that inclusion for ALL matters, and we work hard to make that a reality in the communities we serve and for our staff. With the help of the Diversity, Equity, Inclusion, and Accessibility (DEIA) committee, we strive to enhance the employee experience and support the organization in achieving our strategic priorities. When we intentionally invest in building shared awareness and appreciation of individual differences; engage and listen to other viewpoints; work to pinpoint and address inequities; and actively strengthen our sense of community and belonging, we all thrive, including the communities we serve.



Over the past few years, DP has been focused on heavy planning and preparation for compliance with federal/state regulations called Conflict Free Case Management, divesting our direct service provider partner (Continuum of Colorado) and transferring our shared business services arm (Nonprofit Management Services of Colorado, or NMSC) under DP, while simultaneously preparing for the statewide disability system transformation called Case Management Redesign (CMRD). This included applying to be the Case Management Agency (CMA) in our designated service area (Arapahoe, Douglas, and Elbert counties) for all disabilities, not just those with intellectual and developmental disabilities (I/DD), which has almost doubled the amount of members served in case management.

Over the last two years, we have also grown our already substantial Early Intervention (EI) programming by 35% (DP serves more than a quarter of EI CO children aged 0-3). We've also deepened our I/DD-focused, locally funded programming, which supports community providers, specialized case management programming, and individuals and families with waitlist supports, community resources, and unmet needs. In short, our business has changed dramatically, as has our workforce, which now consists of approximately 550 employees (a staffing increase of roughly 65% from the previous year).

While we did our best to robustly anticipate and plan for the degree of change that has occurred — by reviewing countless operational processes, policies, and practices and hiring almost 200 new staff — this last year has been exceptionally challenging for our members served and our staff. Navigating the many challenges of a growing, complex organization has not been easy.

Still, it is through our efforts that we continue to show care and support for one another. Although member service continuity and operational/staff stabilization have been top priorities this past year, we remain committed to exploring innovative ways to continue to support and further integrate a DEIA mindset into everything we do.





# HIGHLIGHTS OF OUR 2023-2024 DEIA EFFORTS

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- Facilitated an **Employee Engagement Pulse Survey** to establish understanding of current employee work environments, with the goal of guiding leadership on best practices to provide equitable appreciation, identify areas of strength and opportunities, and foster a deeper sense of staff belonging.
- Launched a customized, comprehensive self-study online training to help equip employees with **foundational knowledge of DEIA Fundamentals** and provided ongoing DEIA educational opportunities for staff through formal facilitated trainings and informal, internally-facilitated Lunch & Learn sessions.
- Teamed up with staff and families to create videos showcasing our organizational culture to support recruitment and onboarding, including our **You Belong video about DEIA at DP**. Check out the [video on our DP DEIA page](#).
- Supported the development and launch of our new **Employee Appraisal Tool**, which included assessing the tool through our racial equity lens and using DEIA competencies for organization-wide accountability.
- Refreshed key aspects of our **New Employee Orientation (NEO)** content to highlight our commitment to DEIA at DP, by including related program materials and providing the opportunity to serve on our DEIA committee.
- Kicked off comprehensive **succession planning efforts** initially focused on mid-level management roles, highlighting competencies expected by position level — all with the aim of creating greater transparency about the intersection of professional development and career progression here at DP.

# HOW THAT WORK IMPACTS EXISTING DEIA COMMITMENTS

## COMMITMENT #1

Build systemic racial equity into our employment experience, where equitable access and diversity of voice and thought are welcomed and valued, and a continued sense of belonging is experienced by BIPOC (Black, Indigenous, and People of Color) employees.

### Actions

1. **Pulse Surveys Executed**
2. **Multiple Trainings Delivered**
3. **Updated Media & Content Created**

### Results

#### Pulse Surveys

- Pulse surveys are brief and regular sets of questions sent to employees.
- Results provided valuable information on employee experience specific to teams.
- Leaders use insights gathered to shape staff engagement, team connectivity, and trust.
- Key outcomes included small-team listening sessions, listening sessions exclusively for front-line staff and C-suite leadership, and the launch of our Staff Advisory Committee.
- Staff expressed appreciation for the accessibility to and transparency of leadership, along with opportunities to engage and be heard.

**80.9%**

**of staff completed DEIA training**

- ✓ Creates a foundation for staff-wide understanding of DEIA at DP
- ✓ Met contractual obligations to be a CMA

#### Training Opportunities

##### DEIA Fundamentals to Practice

Self-study online training, estimated completion time 60-90 minutes

## StandUp Trainings

*"The discussions and other people's perspectives were the biggest takeaway as you get that sense of "aha" I'm not the only one. I also learned valuable, useful skills that would help me better serve our families, communicate effectively with my team, and grow as an individual." - DP staff member*

### Sessions

**Questioning: A  
Connection Opportunity**

252 staff participated  
45% stayed for Q&A

**Leaning Into Hard  
Conversations**

276 staff participated  
78% stayed for Q&A

## Lunch and Learn Sessions

*"This was a wonderful training. The authentic sharing combined with understanding and empathy are a perfect representation of our company culture." - DP staff member*

### Sessions

**Cultural Appropriation  
vs. Appreciation**

116 staff participated  
43% stayed for Q&A

**Autism**

188 staff participated  
45% stayed for Q&A

**Speaking With Supportive  
Language w/ Robin Ennis**

188 staff participated  
54% for Q&A

## DEIA Video

- Showcased DP's mission and vision for prospective and existing staff.
- Highlights DP staff, many of whom serve on the DEIA committee.
- Included candid personal experiences, highlighting the importance of DEIA programming and why this work matters, what it means to DP, and how it affects employee experience and our work.

## New Employee Orientation

- Keeps DEIA work front and center, starting with those going through New Employee Orientation (NEO).
- Highlights DEIA program objectives, available resources, and how staff can contribute to this work.
- Feedback from new staff indicates our commitment to DEIA is an employment differentiator for DP.

## Commitment No. 1 Summary

DEIA continues to reinforce an inclusive workplace while providing educational opportunities to foster cultural competency and hear other points of view. Ongoing education creates common knowledge and language as we collectively communicate the value of diversity, equity, inclusion, and accessibility – signaling in words & actions that “You Belong” at DP.



# COMMITMENT #2

## Improve Racial Diversity Across Developmental Pathways' Leadership Teams

Although DP's internal management demographics by race haven't shifted in the last two years, we continue to review against local demographics and encourage hiring for the best possible candidate, while being continually aware of the implicit/explicit biases we all hold.

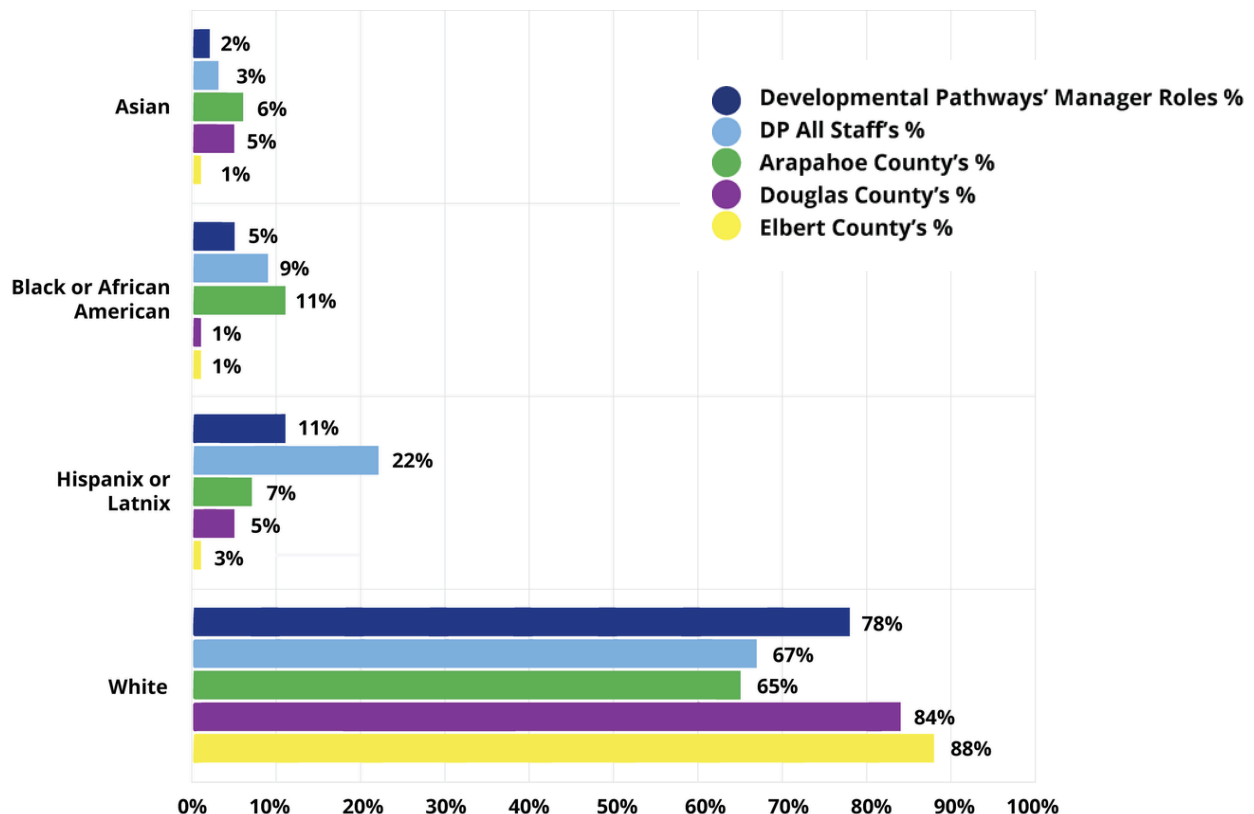


### Actions

- Demographic Review by Race
- New Performance Appraisal Tool
- Succession Planning
- Competencies Guided by Position Level

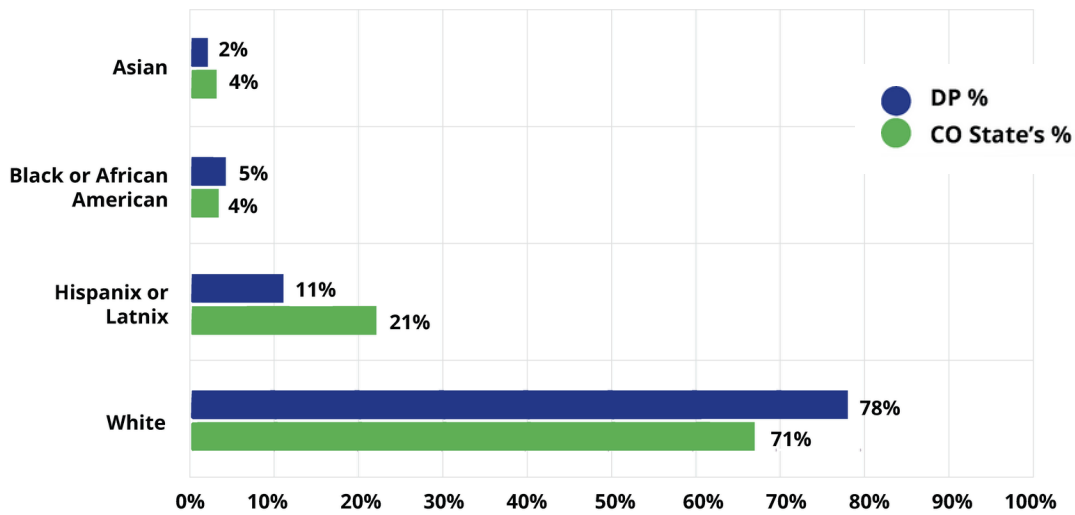
## 2024 Racial Demographic Review

### DP Staff Compared to DP's Catchment Area





## DP Leadership Compared to Colorado Statewide Demographics



Sources:

- DP's demographics pulled from payroll all staff report as of June 30, 2024.
- Colorado county demographics pulled from the [Colorado State Department of Local Affairs](#) and [US Census Bureau](#)

## Commitment No. 2 Summary

The racial demographics of DP staff are comparable to those of our served counties, catchment areas, and the state of Colorado. We remain dedicated to increasing our overall racial representation, specifically in our managerial roles. Please read below for current Human Resources (HR) policy/process changes that we believe will positively influence related outcomes over time:

- The DEIA committee was honored to help shape our new performance appraisal process by reviewing the DEIA competencies and general formatting/rating system, and providing feedback before a org-wide launch this past summer.
- Combined with our new competency guide, which outlines the variety of knowledge, skills, and abilities staff can nurture to grow their careers, we believe these tools help provide a roadmap to more equitable career growth.
- We are also heartened by the formal launch of succession planning, including using a 9-box rating system to identify next-generation talent by both performance and potential. Once combined with customized learning tracks, these processes will help objectify and clarify how we identify and cultivate future talent.



# DP'S DEIA JOURNEY

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DEIA programming at DP continues to provide ongoing education and awareness opportunities through various formal and informal training modalities and DEIA-related trivia opportunities. We have diversified support for departmental projects by promoting inclusivity and listening to all voices, implementing feedback, and helping staff feel they belong, even in the most challenging times. We have been excited to lend our voices to New Employee Orientation, have the opportunity to ensure DEIA competencies are reflected in everyone's performance appraisal, and update our DEIA video with fresh voices and perspectives. We remain excited for our new succession planning and development tools to take root so they can help staff and leaders better pinpoint performance and growth opportunities.

We are also energetic about harnessing DEIA work to help stabilize and engage the DP workforce in the coming years. We were thrilled to organize a staff wellness day this past spring, with almost 100 employees joining in for an afternoon of self-care focused activities that received positive feedback. Caring for those providing service and supports to our community remains a critical need in our workforce, and one we look forward to expanding on in the coming years.

In addition, we are excited to kick-off an upcoming hiring campaign targeted at employing individuals with disabilities within DP. We recognize the historical underemployment of those we serve and are eager to make a positive difference as a prospective employer.

We anticipate continued listening sessions and the newly formed Staff Advisory Committee will provide routine insight into staff needs and wants, which we hope to translate into DEIA-led initiatives, whether through new/continued training opportunities, DEIA retreats for certain staff, peer networking opportunities, or further connections with our local community.

Although our focus this last year has been heavily focused on the significant disability system transformation and ongoing change management, we remain proud of the sturdy DEIA program seeds planted thus far. We are grateful for the substantial staff and leadership commitment to this work and know we must continue to nurture these programs carefully to see continued growth. Tangible progress takes considerable time, patience, and dedication, and we look forward to deepening this critical work in the coming year.

Thank you for reading and being a continued DEIA advocate and ally!

Please email [DEIAFeedback@dpcolo.org](mailto:DEIAFeedback@dpcolo.org) with any comments or questions.



**YOU  
BELONG**