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INTRODUCTION
TECHTOWN OVERVIEW

TechTown is a collaboration among the technology communities of Portland, Oregon. TechTown came together because of a shared desire to showcase Portland as an emerging tech hub with numerous growing and dynamic companies. This coalition has grown to include more than twenty companies and six organizations. If successful, the TechTown initiative will assist tech companies in successfully marketing their products, services, and their companies to a global audience. TechTown also serves as a powerful recruitment tool for tech industry professionals, demonstrating that people from all backgrounds can build their tech careers in Portland.
DIVERSITY PLEDGE PROGRAM OVERVIEW

2015 marked a tremendous change in how we think about fostering a more diverse and inclusive workforce in the technology community. As a result, the national tech community is directly addressing its poor track record for inclusion. During the period of 2013-14 we witnessed the national tech community acknowledging the problem and seeking to understand its scope. In 2014-15, after recognizing the scope and reporting metrics, it turned out that many, like Google, Cisco and Intel, were actually faring worse in the hiring and retention of women and minorities than they were in 2013. In 2015, notable leaders in our national tech sector made a decisive commitment to action, with Intel and Apple pledging $300M and $40M respectively to address diversity issues.

Portland’s technology community has much to celebrate. However, when it comes to the issues of diversity and inclusion, the TechTown community has a need and a desire to improve. Diversifying the tech sector workforce to be a better reflection of all from our community is the not only the right thing to do, but the data shows it benefits companies in terms of innovation, team functioning, and bottom line results.

As a response, during the summer of 2015 the TechTown companies collaborated on the TechTown Portland: Diversity Pledge. There is movement around achieving greater diversity and creating a more inclusive tech community in Portland. The Diversity Pledge represents the beginning of the collective action and accountability that will be required to address the underrepresentation of women and people of color in the tech industry. Given the industry’s history of tackling profound challenges, the signatories of the pledge believe they are uniquely capable of meeting the issue head on. Each of the companies in the Diversity Pledge have committed to cultivate cultures of inclusion and create a plan for increasing diversity in their organizations.

Portland Development Commission (PDC) plays leading role in the TechTown initiative. In this role, PDC has created community benchmarks and shown measurable progress in an annual report (baseline information is available at TechtownPortland.com/diversity). In 2016, PDC partnered with Design + Culture Lab and Scale Up Partners to evaluate the Diversity Pledge to better address the needs of the Diversity Pledge community with a second year of supportive programming.
The key measure of success for the TechTown Diversity Pledge is its ability to create a diverse pool of talent for the tech industry and establish Portland as a place where everyone can have a fruitful career in technology.

TechTown Diversity Pledge Action Items

1. **Partner with groups in Portland** that can assist with hiring and career advancement for underrepresented communities.

2. **Create and implement strategies** to increase hiring of women and people of color, from intern programs to full-time positions at all levels within our organizations.

3. **Educate staff on unconscious workplace biases** and implement specific actions designed to alleviate them.

4. **Provide internal development and progression programs** and ensure underrepresented employees can access these programs.

5. **Share our collective data** on the demographic representation within our offices in the Portland metro area of gender and race.

The TechTown Diversity Pledge program has made significant progress towards educating tech company staff on unconscious bias (#3) through the Unconscious Bias Workshop series, established a baseline for internal development and progression within active pledge companies (#4) by way of the Diversity and Inclusion Survey, and shared the demographic data collected so far (#5) by way of Diversity pledge check-ins and the live event held at City Hall.

The TechTown Diversity Pledge program has begun to partner with groups in Portland that can assist in career advancement for underrepresented communities (#1), by gaining the vital support of Worksystems Inc., Technology Association of Oregon (TAO), The Indus Experiment (TiE), and the local code school’s Code Fellows PDX and Epicodus. However, a greater number of partnerships, particularly partnerships with community organizations that specifically serve underrepresented groups would assist in achieving this goal.

The TechTown Diversity Pledge program is fortunate to have members who are currently creating and implementing strategies to increase hiring of women and people of color (#2), including
internship programs (Emerging Leaders Internship program), accelerated trainings (Code Oregon, Worksystems Inc.) and low to no cost educational opportunities (Diversity Scholarship Fund, Code Fellows). It is now the challenge of staff at PDC and other pledge supporters to assist in scaling these efforts and bringing better visibility to the opportunities currently available for an underrepresented workforce.

Participating Companies

Supporting Organizations
Worksystems Inc., Technology Association of Oregon (TAO), The Indus Experiment (TiE), Code Fellows, Epicodus.

Evaluation Team
Design+Culture Lab, LLC. is a research driven social enterprise that works with agencies, bureaus, firms and community-based organizations to develop collaborative design and research approaches for community transformation. Design+Culture Lab is an emerging woman-owned business that offers a combined 20 years of experience in community engagement, collaborative design strategy, research and project management. The Design+Culture Lab team is passionate about understanding the complex issues associated with racial, cultural, and ethnic inequality in the urban environment. Our professional approach recognizes the opportunity for working within the intersection of identity and place. We look for opportunities to creatively engage marginalized communities in the transformation of their material environment.

During this project, Design+Culture Lab partnered with ScaleUp Partners dovetailing direct
engagement activities with emerging practices in economic development. ScaleUp Partners provides experienced insight and expertise to unleash a diverse pipeline of qualified workforce and entrepreneurial talent. ScaleUp assists local leaders and stakeholders in identifying hidden talent in urban and rural communities that can fuel job growth and economic competitiveness. ScaleUp Partners is the nation’s only consultancy serving to connect economically disconnected and underrepresented populations to local innovation ecosystems. Our innovative, disruptive approach helps communities discover more productive economic models for the betterment of all.
ASSESSMENT OF THE DIVERSITY PLEDGE PROGRAM
The initial year of the Diversity Pledge is largely regarded as a success by the signatories. Though each company is a different position when it comes to internal structure, diversity of employees, diverse talent support and retention strategies, resources devoted to diversity and inclusion initiatives, and other factors; each company saw benefits in the first year roll-out of the program. The program has been credited with creating needed energy, urgency and synergy around the topic of diversity in the Portland tech community.

What is perhaps most important is that many of the companies that participated in the interviews and roundtable discussions that helped evaluate this program expressed a desire to see it brought to a larger scale and to deepen the connections between the Diversity Pledge program and their own internal programs and initiatives. Although some of the pledge companies were making great strides in diversity and inclusion prior to the pledge, the overarching Diversity Pledge has helped to create additional partnerships and a sense of urgency that will be critical to making large scale change.

The trainings designed to address Unconscious Bias were found to be particularly useful, as they represented a new framing of how institutional bias creates and reaffirms white male privilege. Not only did these trainings educate on a timely and important social issue, they provided tools and next steps that could help companies review and edit (or in some cases redraft) their job descriptions, standard operating procedures, recruitment notices, and other official documents.
WHAT’S PRESENTING CHALLENGES

Many of the Diversity Pledge companies that participated in our interviews noted that recruiting diverse talent presented the largest obstacle to them in pursuing greater diversity and inclusion. Many companies were thinking holistically about this issue, realizing that it was something that must be addressed from square one. There was a hope that PDC and other pledge supporters could come together to assist in developing friendly relationships with underrepresented communities that could lead to numerous tech-hire referrals over time. In this same vein, there is a desire to see more events and activities that would help with locating and hiring people of color and other underrepresented groups, such as official job fairs and networking events.

Many of the companies talked to worried that over time the TechTown Diversity Pledge would become more of a marketing tool than an action-oriented tech community. This issue may be influenced by the different speeds at which government partners and the private sector move when they are instituting change. As a result, many of the companies that participated in the interviews and discussions expressed a desire to see greater ownership on the part of the programming. The companies also expressed their desire to see stronger connections between the Diversity Pledge program and their own internal programs and initiatives. Some ideas that echoed throughout these conversations were: establishing internal workgroups that focused on a specific topic or need, allowing for more training to take place at tech company headquarters, and increasing communication and resources sharing among the participants.

Currently, there is an inability to share resources in real-time for those in the Diversity Pledge. This has led to a feeling that PDC and other pledge supporters are the leaders in this movement, while the companies themselves are asked to be the learners and the followers. This position does not sit well with innovators in the Portland tech community. As a result, many asked for additional ways to communicate with each other that could be brought under the banner of the Diversity Pledge.

Finally, a number of companies expressed that the current communication methods and activities create unnecessary hierarchy and missed learning opportunities. There was some frustration with how CEO/senior staff members were segregated from other workers; with some members being a part of high-level calls and others participating in the training.
TOP PROGRAM RECOMMENDATIONS FROM THE DIVERSITY PLEDGE COMPANIES

1. Lessen the segregation of CEO/Senior Staff participants from other employees. The current program creates unnecessary hierarchy and missed learning opportunities.

2. Support companies in creating equitable hiring pipelines and/or finding diverse talent.

3. Increase the number of tools discussed in the training; whether that is industry-wide best practices, or tools that can be created as a part of the Diversity Pledge initiative through collaboration.

4. It would be welcomed if PDC would help to develop a toolbox for retention, cultivating cultural inclusion, and accomplishing deeper engagement with communities of color. This tool box could take the form of a free resource list.

5. The Diversity Pledge companies would welcome community engagement support in the form community events, trades fairs, networking events or job fairs, that can be sponsored by PDC or other Diversity Pledge supporting organizations.

6. Provide ongoing support between meetings so companies can easily share resources and strategies. This could be as simple as establishing an official message board or Slack channel.

7. Many of the companies would like to see the Diversity Pledge create a community and a space (physical or digital) in which pledge companies can discuss new strategies - whether that be messaging, recruitment strategies, equity plans, retention and support strategies, or other relevant information.

8. All of the official TechTown Diversity Pledge trainings should include case studies, highlighting the best work around the country and the world, and take-home materials that can be shared with staff members who are unable to attend.

9. Multiple companies noted they would like to see more companies join the Diversity Pledge community, so it develops an even broader scope.
10. The Unconscious Bias training should occur more often, with trainings on bias every year in addition to the Change Agent series. Perhaps there can be a different style of facilitation at each Unconscious Bias meeting to keep it interesting and impactful.

11. On the national level, the Tech Hire community has been growing. There are 72 organizations that have signed on. There may be opportunities to coordinate local efforts with national efforts. It was recommended that PDC or the Diversity Pledge companies seize on this window of opportunity to join a national campaign.

12. People are talking about the economic drivers for diversifying the industry. The economic value of diversity should be central to the message of the pledge, rather than the philanthropic approach. Oregon has an opportunity to use this as a competitive edge or differentiator in relation to other tech hubs. The Diversity Pledge must be recognized as the central component to the TechTown initiative.

13. There could be more explicit consensus around creating a diverse and home-grown talent pipeline.

14. Many of the companies would like to see a conversation about allyship in the program; content that addresses the question, “What happens when you are supportive of diversity in tech but you are not hiring?”

15. They see this pledge as an opportunity to grow and strengthen their networks and community relationships. They would appreciate getting to know local groups that represent people of color and women, and perhaps collaborating on diversity in tech events with these groups. Meet-up’s like “Say Hey,” provide a good model.

16. Some companies would like to host events and speakers at their company for the Diversity Pledge. Specifically, they would like to see the Unconscious Bias training happen in their space so that all staff could attend. Outside individuals would be invited to attend as well - and these events would be recorded for those who could not attend.

17. Minority centered job fairs should be a part of the program to create a safe space for talent to check out tech companies, help with tangible relationship building, and help create a pipeline.
18. They would like to see more press around the TechTown initiative so those outside the industry are aware of the efforts.

19. Multiple companies noted that they would appreciate resources for establishing an internship program for people of color and people of low income.

20. Multiple companies requested that the Diversity Pledge program embrace a taskforce or committee model. Two went on to detail their desires for an Executive Committee or Steering Committee for the Diversity Pledge.

21. The coding schools would benefit from support in the form of tools or best practices on recruitment tactics and retention, specifically designed for POC coding students.

22. Multiple companies expressed that they would appreciate a broader definition of diversity so that people with disabilities could be recognized as well.

23. They are looking for PDC to create a space for people in this industry to connect, discuss tools and methods, and grow as organizations. This could look like many things; it could be exclusive pledge company events, or it could continue to be check-ins as long as there is an opportunity for personal connections to be formed.

24. There is a strong desire to see stakeholders come together and give input on the direction in which the initiative should go.

25. They would like to see the pledge companies collaborate and develop a 3 point action plan for the upcoming year to create forward momentum.

26. Bring someone in with a high profile and experience in talking about the value of diversity in business development, i.e. to frame it as an “addressable market issue.” Code Fellow’s recommendation is Magic Johnson, who did something similar for Starbucks.
INDIVIDUAL PROGRESS: SELECTED CASE STUDIES
The Emerging Leaders Internship (ELI) Program matches underrepresented college students—with a special focus on first-generation students, low-income students, and students of color—with paid internships at top Portland companies. This program was spearheaded by Ryan Buchanan, CEO as eROI and the Portland Leadership Foundation; and in under two years’ time it has developed into a successful coalition of over 50 Portland businesses and nonprofits and supporting organizations.

A desire for cultural change, inclusivity, and a deep understanding of white male privilege created the necessary steam to get this program off the ground. As an ELI program partner, eROI demonstrates their commitment to investing in leadership development within underrepresented groups and demonstrates how to face the tough realities of homogeneity, institutionalized bias, and white male privilege and address these issues with common-sense solutions that have a great impact.

**Key Takeaways**

- Addressing homogeneity, institutionalized bias, and white male privilege requires intentional actions, not a great knowledge of social theory. There are common-sense and simple ways for changing the internal composition of a company.
- Companies that are committed to diversity and inclusion can develop the talent they need internally. Internship and mentorships provide more opportunities to do so.
- PDC and other supporters of the Diversity Pledge can support the ELI program by encouraging all diversity pledge companies to request and Emerging Leader Intern.
Code Fellows: Diversity Scholarship Program

The percentages of coders who are women (less than 20 percent), African American (less than 3 percent), or Hispanic or Latino (less than 2 percent) are shockingly low compared to our representation in the general population. The low number of veterans moving into tech-related jobs is also surprising considering the leadership and problem-solving skills they can bring.

Code Fellows demonstrates a deep knowledge of the issues that discourage underrepresented groups from taking part in the Portland tech community; namely, the disproportionate access to resources that people of color and other low-income people face. Code Fellows has acknowledged that the market needs more women and underrepresented populations in the tech industry for numerous reasons: for employers, more diversity in tech means an expanded talent pool, improved team culture, and better products; for employees, tech jobs provide a path to high-paying, rewarding careers. As a direct response, they have created the Code Fellows Diversity Scholarship Fund. This represents a necessary up-stream intervention in the tech-hire pipeline.

Scholarships from the Diversity Scholarship Fund are need-based, covering up to 70 percent of tuition for recipients. Women, U.S. military veterans, and populations underrepresented in technology (African American, Hispanic, and Native American, including Alaskan and Hawaiian) are eligible to apply for scholarships from this fund. Scholarships are awarded based on financial need and the applicant’s ability to meet requirements of both the course and scholarship application.

Key Takeaways

• A wide array of research shows that people of color are interested in technology careers.
• Funding in the form of grants and scholarships is limited for code schools, and particularly limited for the most competitive programs.
• The scholarship fund concepts allows for a direct, up-stream intervention that will change the composition of code school cohorts.
• Diversity Pledge companies that are committed to supporting a diverse tech-hire pipeline should be called upon to invest in diversity scholarships for future talent from underrepresented groups.
Uncorked Studios: Internal D+I Efforts

Over the past two years, Uncorked Studios has been investing internally to address their own diversity and inclusion needs. Above and beyond the official Diversity Pledge activities, the Uncorked team has instituted monthly diversity and inclusion discussions. They have committed to sending their staff members to outside seminars and forums on these topics; they have established an internal diversity and inclusion Slack channel; and, for the past year, they have undergone a review and redrafting of their HR standards.

The HR standard review required a year of planning, drafting, and oversight with the goal of weeding out and addressing unconsciously biased language in their recruitment letters, job descriptions, and other materials that inadvertently affect personnel.

Uncorked Studios has made it their goal to reflect diversity of experience, perspective and point-of-view within their team but also to the clientele they serve; and these efforts will help them to craft a more inclusive, effective and collaborative culture necessary to accomplish these goals.

Key Takeaways

• Committing to diversity and inclusion entails that companies must perform internal work in addition to participating as a member of the larger Diversity Pledge group.
• Unconscious bias is an issue in every company, regardless of where they are on the diversity spectrum. This issue must be addressed individually and internally, and companies must remain mindful that this is an iterative process.
• Creating an inclusive environment is a precursor to finding the diverse talent that companies' desire. Hiring and retention become much more challenging if this groundwork has not been laid ahead of time.
• Holding digital space to discuss diversity and inclusion is a successful strategy that can be easily implemented by the Diversity Pledge companies, if not the overarching program.
FUTURE STRATEGY
MODIFICATIONS AND CHANGES TO THE DIVERSITY PLEDGE

Embrace a strong cohort model that allows tech professionals to progress through the diversity pledge program together.

Retool the Diversity Pledge trainings and scale up the Unconscious Bias trainings.

Maintain engagement with the pledge companies as a convener.

Encourage communication and resource sharing among the pledge companies in a new digital space.

Take steps to encourage accountability to the pledges promise, including developing membership criteria, identifying opportunities for ownership, and promoting benchmarks and measures for success.

Form partnerships to ensure the pledge receives broad support and participation.
JOINING THE DIVERSITY PLEDGE

We recommend that each company sign the Diversity Pledge and name a Change Agent to represent their company prior to joining the Diversity Pledge Cohort. Within the pledge agreement, each company will agree to identify key performance indicators (KPI’s) that they hope to effect as a result of their involvement with the pledge. In order to track their progress, these companies will commit to revisiting their KPI’s once per quarter and discussing their progress with members of their organization and the Diversity Pledge group. Participation in the annual survey and financial sponsorship of the program is also highly suggested.

COHORT MODEL

To allow for deeper learning and practice, we recommend the Diversity Pledge utilizes a two-year cohort model. The cohort model allows for tech professionals to progress through the diversity pledge program together. Cohorts are inherently designed to focus on the needs of the tech professionals because the environment is a shared learning experience. Each cohort member is seen as the teacher and learner, actively participating in discussions and learning activities, and is encouraged to support everyone’s contributions to the group. The professional relationships cohorts build can result in a network, which extends beyond the Diversity Pledge, and can significantly help tech professionals with career development and professional advancement.

We envision that the cohort model can be adopted and tested by the companies that are currently involved in the Diversity Pledge. This model would allow for the creation of three distinct learning tracks, which companies can self-enroll in based off of where they are on the continuum of diversity and inclusion work. The beginning, intermediate, and advance leadership tracts can all take part in the same programming. However, they are distinct in the level of responsibility and accountability. To be mindful of each company’s abilities and capacity, companies can self-select the appropriate group and they can transition from one group to another when necessary.
LEARNING TRACKS

Beginner members are new to the program and to diversity and inclusion work, they are primary learners and sharers. Beginner members commit to sending their team members to participate in all Diversity Pledge workshops and activities, and these team members share back what they have learned with other members of their company.

Intermediate members assume a greater level of responsibility and accountability, dedicating team members to serve on working groups, prototype local solutions and volunteer additional time or space for hosting Diversity pledge activities.

Intermediate members are given a 10 Action Items list (see sample list in appendix E*), and they are asked to choose 3 Actions to commit to for the year. To support their efforts, a nominal monthly or bi-monthly check in call would be offered by PDC - creating additional space for questions and updates on their progress.

Advanced leaders assume the greatest level of responsibility in that they are willing to serve on the Diversity Pledge Action Council. Leaders will take part in drafting the official 10 Action Items list, develop additional action plans or yearly challenges, and sponsor official Diversity Pledge activities while serving as ambassadors to the national TechHire Campaign.

Advanced leaders work from the 10 Action Items list (see sample list in appendix E*) as well, and they are asked to choose 5-6 actions to commit to for the year. To support their efforts, a nominal monthly or bi-monthly check in call would be offered by PDC - creating additional space for questions and updates on their progress.
**Beginners**

are learners and sharers.
Beginners commit to sending
their team members to
participate in all Diversity
Pledge workshops and
activities.

**Intermediate**

members serve on working
groups, prototype local
solutions and volunteer
additional time or space
for hosting Diversity pledge
activities. They commit to
working on 3 Diversity
Pledge Action Items in the
next year.

**Advanced**

leaders serve on the
Diversity Pledge Action
Council. Advanced leaders
will commit to working on
5-6 Diversity Pledge Action
Items in the next year.

**Actions**

- Identify areas for leadership and ownership over the Diversity Pledge programming
- Establish a 2 year cohort for pledge participants, with three distinct tracts and levels of participation.
- Collaborate with past program participants and working groups on the creation of the next cohort program and diversity and inclusion tools.
- Create a two-year program schedule with key dates and pledge expectations prior to the beginning of the cohort.
- Identify community leaders and representatives from under-sought communities and invite them to Action Council meetings to allow them to play key roles in shaping the program to be reflective of their needs and expectations.
The first year of the Diversity Pledge focused on providing voluntary trainings on the topics of diversity and inclusion for the pledge companies, and collecting initial data on the levels of diversity at each pledge company. A common sentiment among the companies interviewed revealed that the trainings were generally seen as a positive aspect of being a part of the pledge, but that these trainings could have delved deeper into these complex topics and provided more tools that could be immediately implemented, regardless of where the company was on the diversity and inclusion spectrum.

Four training-specific themes arose when the companies were asked to discuss and evaluate the official Diversity Pledge trainings:

- All-company Unconscious Bias training were often requested. There is a desire to see all staff members and leadership team members partake in this training together, creating an opportunity for shared experience and promoting rapid internal culture change.
- One extended training or training series should focus on leadership development; and specifically how to grow, support, and retain diverse talent that is currently within an organization.
- Many of those who attended the Diversity Pledge trainings lamented that they were not provided enough tools to translate the knowledge they had gained to the leadership team/s within their organization. A share-out protocol, and resources should be given to any company representative that attends official trainings so that they feel supported in sharing what may be uncomfortable or sensitive information with higher-ups in their organizations.
- Defining a role for allies, and perhaps even pursuing allyship trainings, was identified as a need by the pledge companies. Many would like to learn how they can further the conversation on diversity and inclusion at times when they may not be hiring new talent.

Tools delivered as part of the future Diversity Pledge training should relate to four key areas: tools for the self, tools for the company, tools for the community, and tools for the tech sector. Tools for the self include ways to understand personal unconscious bias, and strategies that can be used by an individual to become a better ally to diverse communities. Tools for the company highlight effective methods for finding diverse talent, screening of systemic bias in the hiring
process, retention strategies, and leadership development strategies. Tools for the community include strategies and methods for community engagement and relationship building amongst underrepresented groups. Finally, tools for the tech sector lift up and discuss best practices in tech diversity and inclusion that are proving successful around the country, or around the globe.

Utilizing the **train the trainer** method within the workshops is one means of assuring that the information given at a workshop can be successfully shared back at each company. Initially, this requires that a third party facilitator be brought in to teach workshops and provide the needed tools. For example, workshops specific to seeking and hiring diverse talent will be attended by hiring managers from each company; tools and materials will be provided to this group, who will in turn be asked to facilitate future workshops on the subject. This allows for additional ownership and participation opportunities in the Diversity Pledge learning series.

It is also important that data is captured from the trainings in the interest of quality control. During the pilot year, certain presenters were more effective in the eyes of training participants than others. The most highly regarded training was the Unconscious Bias Workshops. A simple system may be put in place to evaluate the public engagement professionals and Diversity Pledge cohort members that lead official Diversity Pledge trainings, such as an anonymous exit survey (administered at the event or online).

**Actions**

- Prioritize the tools that need to be delivered as part of the future trainings: tools for the self, tools for the company, tools for the community, and tools for the tech sector.
- Utilize the train the trainer method within the workshops.
- Capture data and feedback on the quality of the trainings through anonymous exit surveys.
## SAMPLE TRAINING TOPICS

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<tr>
<th>Beginners</th>
<th>Intermediate</th>
<th>Advanced</th>
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<tr>
<td>• Understanding race in America: confronting and addressing the disparities</td>
<td>• Analyze diversity and cultural competencies in the context of talent management</td>
<td>• Developing inclusive and diverse leadership: for talent development, productivity, and innovation</td>
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<td>• Harness the power of differences to boost team performance and collaboration</td>
<td>• Communicating effectively and inclusively in a diverse environment</td>
<td>• Managing disagreements, misunderstandings, and conflicts in a diverse workplace</td>
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<tr>
<td>• Recruitment Methods: Forming relationships with under-sought communities</td>
<td>• Recruitment Methods: Attracting diverse talent</td>
<td>• Unconscious Bias: Identifying the connection between biases and behavior</td>
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MAINTAINING ENGAGEMENT WITH PLEDGE COMPANIES

To maintain engagement with the cohort of Diversity Pledge companies, PDC can play a role as a tech sector diversity facilitator and convener, and in doing so, commit to performing high-level project management. In this role, PDC staff will help to identify, and, at times, create new opportunities for leadership amongst the private sector and nonprofit actors that comprise the Diversity Pledge cohort. Such a role requires deep listening and the willingness to share ownership over the program with all participants, not just those who were early signers of the pledge.

PDC staff can engage with the Diversity Pledge cohort and co-create future programming by offering to sponsor pledge activities that will be orchestrated by the pledge companies themselves. One example would be offering the Bias Trainings as a rotating event held at the headquarters of the pledge companies. Pledge companies would be asked to assume ownership over key pieces of the preparatory research and presentation.

PDC staff can maintain engagement of the cohort and advertise the value of taking part in the Diversity Pledge by managing a robust community calendar of official Diversity Pledge events, in addition to local events for entrepreneurs of color, women’s professional networking events, immigrant and refugee resource fairs, veterans meetups and social hours, and other local events that focus on underrepresented groups within the tech workforce. Though these events may not have the narrow focus of creating a tech hiring pipeline, they represent great relationship building opportunities and may reap great benefits in the form of trust-building, and possibly new talent referrals. Diversity Pledge companies that are committed to recruitment within underserved populations should be encouraged to attend these types of community events informally once per quarter.
Additionally, in their role as the tech sector diversity facilitator and convener, PDC staff would be tasked with identifying community leaders currently outside of the Diversity Pledge cohort, such as community based organizations that work in the interests of underrepresented racial, ethnic, gender and sexuality minority groups, disability communities, workforce re-entry populations, veterans, and others. Recruitment of a broader support base for the program and their service as a relationship intermediary is key to supporting the current cohort and scaling the TechTown Diversity Pledge.

Actions

• Become a sponsor for diversity and inclusion events and activities led by the Diversity Pledge cohort members.
• Orchestrate a pledge calendar that includes official TechTown events and local events that provide the chance to build relationships with communities of color and under-sought communities.
ENCOURAGING COMMUNICATION AMONG PLEDGE COMPANIES

Many of the companies in the Diversity Pledge cohort communicated their desire to see more attention given to devising ways in which they could communicate faster and more efficiently with each other. They also desired a democratization of the information being shared, and were critical of the idea that company leadership and other talent were being engaged in different ways.

Taking a cue from the work that is currently being done at Uncorked Studios, it is recommended that PDC staff establish an official “TechTown: Diversity Pledge” Slack channel (or similar message board) that can be accessed by the entire cohort. The Diversity Pledge Slack channel can be broken up by affinity, providing places to discuss #Recruitment, #Retention, #Culture, #Bias, #Allyship, #IntentionalWhiteQuestions, #IntentionalPOCQuestions, #WomenInTech, #Resources, #PDXTechNews, and #OfficialTechTownEvents.

Creating a digital space in which the cohort members can ask questions, share literature and resources, and learn about the individual initiatives that are reaping benefits is key to keeping the cohort of companies engaged and supported. This also creates a feeling of ownership and organic participation in the Diversity Pledge, and a sense of community in a familiar digital space.

Additionally, PDC staff may establish an online resource archive that can be accessed by the pledge companies for free. This alone may serve as an incentive to join the cohort because assembling such a resource list would be outside of the capabilities of many local tech start-ups. Having access to current resources on diversity and inclusion, addressing workplace bias, and cultivating a healthy company culture could provide a starting-point for those joining the pledge at a later date and a refresher for those who have been enrolled in the pledge for some time.

Actions

• Establish an official “TechTown: Diversity Pledge” Slack channel (or similar message board) that can be accessed by the entire cohort.
• Create an online resource archive that can be accessed by the pledge companies for free; featuring current resources on diversity and inclusion in the tech sector, addressing workplace bias, and cultivating a healthy company culture.
• Establish an official TechTown activities calendar online.
ENCOURAGING ACCOUNTABILITY TO THE PLEDGE’S PROMISE

Simple criteria should be developed for participation in the Diversity Pledge. Being explicit with the level of commitment attached to membership is a means of encouraging accountability, and ultimately growing a more effective initiative. Criteria may include a commitment to send company staff to every training, and to participate in any surveys that are administered as a part of the Diversity Pledge.

Learning through practice and assuming ownership over the Diversity Pledge may be the best means of encouraging accountability to the pledge’s promise. One way this can be accomplished is by embracing a cohort model; which will divide the team into self-selecting tracks by beginning, intermediate, and advanced leadership roles. These roles will allow pledge companies to assume varying levels of responsibility, and to become accountable to their peers in the program through their volunteerism on intra-company work groups or task-forces.

Additionally, encouraging the cohort to develop and commit to yearly Diversity Pledge challenges or initiatives is a way to create a feeling of forward momentum and empowerment among the cohort. These challenges and initiatives should be attainable and measurable, and publically advertised as a part of the larger external communications strategy. The development of action plans can be designated as an intermediate of advanced leadership task, however the entire cohort of Diversity Pledge companies should participate in developing goals for any action plan.

Actions

• Set expectations and increase accountability by developing criteria for Diversity Pledge membership.
• Embrace the cohort model and allow for cohort members to self-select for beginner, intermediate, and advanced leadership tracts.
• Stress accountability through ownership of specific tasks and responsibilities.
• Ask that Intermediate and Advanced leaders commit to working on Diversity Pledge Action Items.
• Encourage the diversity pledge cohort to develop and commit to yearly Diversity Pledge challenges and initiatives, and support members in drafting actions plans to accomplish their goals.
• Advertise these challenges and initiatives as a part of the larger external communications strategy.
• Require that all companies joining the pledge identify and track progress on relevant key performance indicators (KPI’s)
KEY PERFORMANCE INDICATORS

Just as the Diversity Pledge program has undergone assessment with the goal of boosting its efficacy; the Diversity Pledge companies will also benefit from periodic assessment to ensure that the strategies and tools they have implemented are effective. It is recommended that all companies joining the pledge identify and track progress on relevant key performance indicators (KPI’s). The following are examples of KPI’s that can be used to establish benchmarks and measurements for the pledge companies.

**Representation**
- Internal measures: Compare representation of women and minorities in the organization to internal and/or external benchmarks.
- Program measures: Compare representation of women and minorities in the community with other cities/regions, other industries, and/or the US population.

**Recruitment**
- Internal measures: Track the number of women and minorities in the applicant pool and compare this number to an identifiable benchmark. How many are hired, retained, and promoted? How do they compare against control groups?
- Program measures: Track what happens to women and minorities as they enter the workforce (for example, tracking recent graduates from local code schools). Are they employed, do they stay in the job, the industry, the city?

**Transactional**
- Internal measures: Are women and minorities being trained, advanced and promoted at the same rate as control groups?
- Program measures: Compare organizations against each other in Portland, in the industry, and/or against other industries.

**Training**
- Internal measures: Tracking whether women and minorities are receiving equitable access to mentorship and skills development.
- Internal measures: Are company leaders and executives involved in the diversity, inclusion and bias trainings? Is the company leadership making strides to become allies and promote inclusion?
- Program measures: Do the industry associations take a lead in providing or promoting inclusion training and access programs? Comparison to other industries.

**Climate and Company Culture**
- Internal measures: Benchmark internal company culture against other companies in community. Is the company actively pursuing and promoting inclusion?
- Program measures: Benchmark woman and minority satisfaction with satisfaction in other industries in Portland, and/or other cities.
COMMUNITY PARTNERS

The most impactful diversity and inclusion initiatives are those that receive broad support through a community partnership model. Many hands make for light work, and creating appropriate roles for community partners and supporters increases efficiency and encourages buy-in and accountability.

For the TechTown Diversity Pledge, the natural role for PDC is as a convener, an identifier of leaders, and a direct funder. Workforce development organizations such as Worksystems, Inc. play a vital role as a funder for specific program activities, and as the diversity-hire pipeline architects.

Membership driven organizations such as Technology Association of Oregon (TAO) and The Indus Experiment (TiE) may play pivotal roles as well, though these organizations will need to be called on by their respective members to provide programs that align with and support the Diversity Pledge. There is a great opportunity for building a more robust program with their assistance. For example, a cohort of diversity pledge companies could be officially organized under the umbrella of TAO. The benefits would prove broadly beneficial, as explicitly aligning with the Diversity Pledge program would mean increased membership for TAO and TiE.

Other potential partners include organizations that would bring a wealth of direct experience working directly with underserved communities. This list includes, but is not limited to:

- Social Justice Fund
- Partners in Diversity
- Portland Business Alliance
- Hispanic Chamber of Commerce
- Urban League of Portland
- Local minority-owned technology companies

It is important to partner with organizations that have connections to underserved communities, particularly with communities of color. Doing so will create a level of permeability in the diversity pledge program; allowing for more opportunities for the community to effect the action agenda of the Diversity Pledge. Without gathering feedback from the underserved communities recognized in the pledge, there is little way of knowing if the pledge programming is truly responsive to their needs - forming partnerships with organizations that already serve these communities is key.
CONCLUSIONS

**Embrace a strong cohort model** that allows for tech professionals to progress through the diversity pledge program together. PDC can help to establish a 2 year cohort for pledge participants, with three distinct tracks or levels of participation. Make use of those with first hand experience and collaborate with past program participants and current working groups on the creation of the next year’s program activities. PDC should lead in creating a two-year program schedule with key dates and pledge expectations that can be accessed by all parties. Be mindful to bring community leaders and representatives from underrepresented communities into the process by extending an invitation to meet the Action Council and to play a role in developing the program.

**Retool the Diversity Pledge trainings**, and scale up the Unconscious Bias trainings. Prioritize the tools that need to be delivered as part of the future trainings: tools for the self, tools for the company, tools for the community, and tools for the tech sector. See that facilitators utilize the train the trainer method within the workshops so that pledge companies can perpetuate the information. Finally, capture data and feedback on the quality of the trainings through anonymous exit surveys so that they can be retooled when needed.

**Maintain engagement with the pledge companies as a convener.** PDC should become a sponsor for diversity and inclusion events and activities led by the Diversity Pledge cohort members. PDC can play a leading role in orchestrating a pledge calendar that includes official TechTown events and local events that provide the chance to build relationships with communities of color and other underrepresented communities.

**Encourage communication and resource sharing** among the pledge companies in a new digital space. PDC can establish an official “TechTown: Diversity Pledge” Slack channel (or similar message board) that can be accessed by the entire cohort. PDC may also take the lead in creating an online resource archive that can be accessed by the pledge companies for free, and establishing an official TechTown activities calendar online.
Take steps to encourage accountability to the pledges promise, including developing membership criteria, identifying opportunities for ownership, and promoting benchmarks and measures for success. Set expectations and increase accountability by developing criteria for Diversity Pledge membership that nest inside of the cohort model. Embrace the cohort model, and allow for cohort members to self-select for Beginner, Intermediate, and Advanced Leadership tracks based on their capacity. Stress accountability through ownership of specific tasks and responsibilities and ask that Intermediate and Advanced leaders commit to working on Diversity Pledge Action Items. Encourage the Diversity Pledge Cohort to develop and commit to yearly Diversity Pledge challenges and initiatives, and support members in drafting actions plans to accomplish their goals. Finally, advertise these challenges and initiatives as a part of the larger external communications strategy.

Work to form community partnerships to ensure the pledge receives broad support and participation. Partner with organizations that have connections to underrepresented communities, particularly with communities of color. Doing so will create a level of permeability in the diversity pledge program; allowing for more opportunities for the community to effect the action agenda of the Diversity Pledge. Without gathering feedback from underrepresented communities and incorporating their goals into the pledge, there is little way of knowing if the pledge programming is truly responsive to their needs. Forming partnerships with organizations that already serve these communities is key to the success of the Diversity Pledge.
APPENDIX A. EVALUATION APPROACH

The purpose of this program evaluation was to provide an assessment of progress and steps going forward in an annual report of the TechTown Diversity Pledge. With a vision of growing an equitable technology section in Portland, Oregon, Design + Culture Lab with the support of Scale up Partners designed an evaluation approach that would move beyond the limitations of traditional program evaluation into true participatory and collaborative design. Design+Culture Lab’s strategy is rooted in rigorous research methodologies as well as creative activities to develop innovative approaches to eliminating barriers and creating measurable progress. It is our belief that in order to truly move the needle on tech diversity and inclusion in Portland, it will require a collective effort not just on the part of individual organizations or tech companies, but also the participation of other organization working to increase workforce and career opportunities for traditionally underserved populations.

Stakeholder Interviews
Design + Culture Lab and Scale up Partners conducted eighteen qualitative interviews with executives and other employees of the Pledge participants to determine progress made towards the Pledge actions and identify opportunities moving forward. The 90-minute interview process involved a traditional social research methods and developed a robust understanding of the current diversity methods in Portland’s tech industry; identified program barriers, opportunities, and constraints. See Appendix A. and B., for interview questions and executive summaries.

Community Events
What is unique about our participation in the TechTown Diversity Pledge initiative is that it offered the opportunity to speak directly innovators and changemakers about the communities we advocate for in our practice. On February 21 2017, Design + Culture hosted a collaborative solution-based exercise that asks participants to identify and consider the breadth and depth of a problem by asking questions from their own perspective. This style of participatory inquiry was developed by Tova Averbuch, MSc.
The main requirement to be part of the Kaleidoscope is the ability of inquisitiveness. The goal of the activity is to present multiple diverse perspectives on a single topic by asking questions rather than giving answers. Our seventy-three event participants were diverse in backgrounds and experiences ranging from tech professionals, students, teachers, government employees and non-profit professionals. The format for this activity had three diverse community “experts” sitting at a table, asking questions informed by their professional backgrounds and interests. Community members then come forward to join the table, stepping up and stepping back, to push the conversation further with their own reflective questions.

We believe that collective action is needed in order to get to the program’s diversity and inclusion goals. This collaborative event allowed for community ownership and strategic partners to help shape the future program strategies that can activate diverse networks and bring much needed resources to this solution-based program.

Project Manager - Joy Alise Davis, MA of Design + Culture Lab, LLC
Project Lead - Jasmine Rucker, MURP of Design + Culture Lab, LLC
Tech Sector Consultant - Dwayne Johnson of Scale up Partners, LLC
APPENDIX B. DIVERSITY PLEDGE INTERVIEW QUESTIONS

General Questions - in no particular order
• Who is responsible for diversity + inclusion within your organization?
• What is working with your diversity + inclusion efforts and what is not working?

CEO/Senior Staff Questions - in no particular order
• Why did your company sign on to the diversity pledge?
• How does this pledge fit into the company strategy?
• What does success look like for your company’s D&I effort?
• How does participating in the diversity pledge help?
• What do you perceive to be the greatest obstacles to minorities being successful at your company?
• ...do you believe women have the same or different challenges? ...People from other diverse communities?
• What is your role in your organization’s diversity efforts?
• How would you rate your company’s current inclusion abilities?
• Alternate points of view are invisible or greeted with hostility
• Accepted as valid but not acted on
• Understood but not acted on
• Adopts elements from diverse points of view
• Functions well across groups with diverse perspectives
• Facilitates discussion between diverse points of view
• Bridged diversity gaps in organization
• Is creating a diverse organization that can leverage new perspectives
• Did you receive the support you need for where you are on the continuum?
• What is your evidence of the above?
Human Resources Questions - in no particular order

- Does the organization have practices in place to recruit underrepresented groups workforce?
- What are your diversity hiring challenges?
- Where do you find your best potential candidates?
- How does this diversity pledge fit into the short-term and long-term HR strategy?
- What does success look like for HR as you participate in the diversity pledge?
- Does the organization make concerted efforts in place to support, retain, and promote minority employees? Do you offer incentives, employee support groups, executive training, and diversity awareness and sensitivity training?
- Is your organization working on changing company culture? How?
- Do top leaders visibly support diversity (how?) and hold themselves and others accountable?
- Are there inclusion metrics? How often are they collected? Who sees them?
- Are majority group members part of the change efforts?
- Are you working to help managers learn to reduce unconscious bias?
- Are you reviewing job descriptions, recruitment and interview practices for bias?
- Is there a process for consciously developing, sponsoring and growing highly qualified underrepresented talent?
- Are teams in a productive environment where all members can and are encouraged to participate?

Operations Questions - in no particular order

- Does the organization maintain supplier diversity?
- Do you keep track of contractor diversity metrics?
- If so, do you have a goal and/or processes to increase supplier diversity?
- Is your core product or service development team diverse and inclusive?
APPENDIX B. DIVERSITY PLEDGE INTERVIEW QUESTIONS CONTINUED

Change Agent Series and Half Day Training Questions - in no particular order

• How did you react to the Techtown trainings?
• What do you plan to do with the skills from the Techtown trainings?
• Have you been able to apply any of the skills?

Workshop Questions - in no particular order

• Did you attend an Unconscious Bias workshop hosted by PDC and Paradigm on May 6, 2016?
  • If so, how did you react to the workshop? Did you find the session helpful?
  • If so, what do you plan to do with the skills from the workshop?
  • If so, have you been able to apply any of the skills?
• Did you attend any of the on Diversity and Inclusion workshops hosted by PDC and Figure 8 Consulting August 8 and 11?
  • If so, how did you react to the workshop? Did you find the session helpful?
  • If so, what do you plan to do with the skills from the workshop?
  • If so, have you been able to apply any of the skills?
APPENDIX C. DIVERSITY PLEDGE
INTERVIEW QUOTES

The following are additional selected, anonymous quotes from the Diversity Pledge interview series. These quotes have been selected to represent the themes that arose multiple times during our conversations with pledge companies during the Winter of 2016-17.

Finding Diverse Talent

• “It’s a newer practice but we post our job openings on places like Partners in Diversity, and Urban Link, and Hispanic Channel of Commerce, and organizations like that. Uhm, we updated our employee handbook to, you know, having more inclusive language. We’re revisiting our core values to have diversity as a piece in it.”

• “[Tech companies] we will hire very quickly. And when we do that, we do it that quickly, we will go to our word of mouth people which happen to look a lot like us. Which mean they’re going you know, they’re in more often cases they’re going to be white. And so, uhm. We have instituted in place like uh putting the job descriptions out to all these places that attract diverse candidates.”

• “You need to find someone that you can invest in, into that leadership role. If you’re really committed to that in leadership or diversity in leadership.”

• “I love meeting with people when they first move to Portland. And so being kind of at the forefront of ‘who should I meet with’ when I get to town and just being on someone’s mind … Again, whether or not I can help them immediately or direct them to another company…”

• “… You don’t want to grow at the expense of a close friend’s company. Uh, and so that’s hard because if you look at the diversity tech list, there’s a lot of our friends on that list. Uhm, and so that even limits it further. Uh so it’s a challenge.”

• “… So it’s a much longer term play at recruiting. But I think building those relationships early and often is super important.”

• “And our rule in the community is to play that longer term game versus trying to maximize gains for like a person, a client or like one moment in time. Cause if you play like that, you play very recklessly. If you play more conservatively in terms of how you approach it, and more collaboratively in how you look at it, then I think everyone can win.”
APPENDIX C. DIVERSITY PLEDGE INTERVIEW QUOTES CONTINUED

Inclusivity and Retention

• “...What we try to do ...is create really this kind of family like atmosphere where it’s very human and comfortable, adult family office. (You) can go on retreats, two and half a days to central Oregon. We do lots of things together.”
• “And that ultimately people stick around because there is a clear upward mobility to their career path that uhm, that you know. There are no barriers to success here...”
• “Because we’re so ingrained in co-founding Emerging Leaders Internship, we have at least weekly conversations around the importance of equity, ...how race plays into the workforce in Portland. And people are happy about how we have uhm, taken more of a leadership role in those kind of conversations. On a citywide level.”
• “I would be hard pressed to find something that would stop someone from succeeding here regardless of their gender ethnicity, or whatever their background. ... I think in tech in general, it goes back to what I said in the beginning there is a big difference between wanting to do something and doing it. And I think that unless companies and tech specifically really sit down and look for candidates instead just hiring anyone who comes along and saying well we couldn’t find them that’s never going to change.”
• “ I think this is one of those cases where we’re cognisant of both kind of where everyone’s at in their careers and try to have a process for how we evaluate talent across different disciplines and different levels in a way that tries to reduce inherent biases in it.”

Challenges for Women and POC in Tech

• “I think the biggest obstacles is getting your foot in the door. And this is something that I’ve tried to make a huge point of, on different leadership boards at PDC and work systems and other places is, people like me got in tech not because we have a computer science degree, because uhm. We got our foot in the door, however we did, and I, you know coming from a place of white male privilege, it was easier for me. Just connecting through my university, through people I knew...”
• “I think it has to do with culture, I think if you it’s easy to hire diverse individuals um I feel like it’s harder to incorporate them into a culture that might already be set, that may give off signals that it isn’t really truly a diversified culture.”
• “I have been in a tech industry for ... almost 20 years now and ... I remember being ya know the - and its still today there’s several times I’m the only woman at the table ... yea
for sure I feel ya know you get talked over, it’s just even being the only woman in the room at times can feel a little intimidating and so a lot of times you don’t - you don’t even speak up … and I feel like sometimes I have to over exaggerate myself or continue to say things over and over again to ya know get my point across, where ya know I guess it’s just because I feel they’re not taking me serious.”

• “I mean I think there’s several. One is, uh hiring talent to begin with and finding like a peer set within the organization. There’s certainly finding managers that understand culture and background and can be aspirational targets for you. So seeing the same not just around you, but above you.”

• “But I think it then becomes the challenge of ‘what happens when I go outside of my organization. Look at the community around me.’ and part of that becomes an issue because I think it’s natural for people to start at an organization. You know, especially if they’re relocating to a city ‘I’ll make this my home for, let’s say 2 years- 3 years’. Hopefully more. But that’s a realistic goal. And I think it’s natural for people to want to look around them and ask themselves ‘well if this doesn’t work out, where am I going to go next?’.”

• “… Let’s find really amazing diverse talent, get them in the door and cross train them, and inspire them on the innovation that technology has and see where their career takes them…”

**Changes to the Pledge Program**

• “Tech Town has so much promise to it and there’s a ton of potential. I just feel like with an exec community and hopefully some buy in to empower the exec committee, it could be nimble and decisive”

• “I think within, I mean of course the people who signed the in tech pledge. But even the other companies who haven’t signed yet, or you know it’s about reaching out to them as well. And getting them to not only want to sign the pledge, but just to get them in the community, and have them start being aware is, would be fantastic.”

• “… I think that the biggest challenge there is you know, being able to start at an early age. I’m very passionate about possibly getting some high school students in here ... for shorter internships.”
APPENDIX C. DIVERSITY PLEDGE INTERVIEW QUOTES CONTINUED

**Techtown Trainings: Positive**

- “I was very happy that the way that they were speaking about it was not the status quo they were obviously very well trained in talking about this and having different points of view and having different angles and ways as opposed to just saying the same wrote thing about diversity and i found that very refreshing.”
- “I think that what is good from that stuff is just again, everyone has unconscious bias. It’s not a one way street. You know. Everyone has those things and i catch myself making assumptions and I’m like well wait. And that means it’s just as valuable to me as maybe someone who is less versed in diversity.”
- “I thought it was very interesting and these are conversations that we’ve already been having at our organization …. again it was insightful for me because I learned tools right just like I described. I learned some tools to implement that I didn’t know.”
- “I have been able to use some of the tools … like going back if there’s another woman around the table like reinforcing what she’s saying or holding the floor for her as much as you can like those types of techniques I’ve been able to implement right away.”
- “In regards to this last one, they were really focused on asking questions in small groups and then having answers. But there could be different formats that would work well, moving forward. And I know that it’s in still kind of a prototype phase... But I think it could be cool thinking about the different ways that those sessions can be run to provide different types of benefits.”

**Techtown Trainings: Critical**

- “And there’s no action items, no follow through, and I gave this feedback I think to the chair, I emailed directly. Make those meetings a good use of people’s time instead of people just showing up and then going and reporting back to their companies.”
- “It was just like group activities that a company does in order to sort of bond. And the people there were not there to bond. Like if anything, hopefully they were there to get educated on how to become better at recruiting a diverse set of candidates instead of relying on what someone brings to you, right. Like the education was not, I did not feel like it was actionable education.”
- “The follow through was very minimal in terms of what do we do with what we just learned, other than saying “we’re gonna email you about it, and we’ll tell your CEOs about
APPENDIX C. DIVERSITY PLEDGE INTERVIEW QUOTES CONTINUED

it, and I don’t feel. It just feels disconnected.”

• “I just don’t understand why there are two sets of separate meetings. As like, the people who are going to get any actions done are the people who are in leadership positions. And they need to be apart of the process. Not just receiving notes from somebody.”

• “I think the parts that’s missing and one of the um and this is what I do struggle with this is trying to provide programming for, um for minorities that it’s really hard to- to get them out of their comfort zone as well as it is for us to come out of our comfort zone…”

• “I feel like I’m always willing to put myself out there ... but it feels like in some of those trainings where I was even trying to describe, hey I feel like as a white woman I have put myself out there, ... I feel like I’m still getting- like I feel like I haven’t proven myself still enough to the diverse population. Even though I feel like I am putting myself out there all the time it feels like the continue to keep telling me you don’t understand you still don’t understand how we’re feeling you still don’t understand how we’re feeling. And I think I’ll probably never know how you feel honestly.”

• “I just think if we have that piece of what’s next ... ya know again making sure that the folks that aren’t from the diverse side feel like ya know [sic] that they appreciate that we’re making some headway, we might not be there yet but we continue to try to make headway. ... What are those tools, what are those things that we can continue to develop together that helps us understand what is it that will make this diverse population feel included.”

Taking Action Independently

• “By focusing on the things that you can actually materially have an impact on. Which, in our case was hiring the people that we want to work with and we’re going to do a hell of a lot better job than, uh, tossing ideas back and forth with an external group.”

• “There’s a limited ability for people to take action on what they think is right. Which is, I think sort of the way it is when you have sort of a collaborative, outside body like that. I’m not sure, I’m not necessarily complaining about it, or suggesting that something is wrong. But we like the feeling of taking action”

• “I don’t think we’re very good at diversity right now. We’ve probably put a hell of a lot more effort than most companies do. Uhm, and it’s a struggle and we’re down for the cause. And uh, the best thing that you can do for a vision of diversity inclusion is to be
APPENDIX C. DIVERSITY PLEDGE INTERVIEW QUOTES CONTINUED

committed to that struggle, and accept that it’s a struggle, and it’s systematic.”
• “I guess I look at it two ways right, I mean we try to be inclusive in our hires internal but then ... we are also working with our members in trying to diversify our membership as well. So internally we are very diversified, half of our board is women ... so we kinda pride ourselves in that and we feel like it really helps strengthen what we’re able to provide to the community because of that diversity um and it’s pretty unique.”
• “Externally we’ve been partnering with folks like the Portland Development Commission and Hispanic Pros and other groups to help diversity our membership base. And that has worked out tremendously for us. Those partnerships are really crucial to our mission.”
• “…What hasn’t worked, um i think there’s just um there’s so many minority groups that we’d want to work with that we don’t have the bandwidth to do it.”
• “...We’ve had an incredible amount of people who were really interested in trainings. Uhm, you know to develop an awareness and learn more about how to create inclusive environments, uhm, how not to have bias in interviews. There’s been a lot of both internal, and external trainings where we’d bring speakers in, or we’ll go to an event such as a training we did, uh with the Q Center. And it’s been really exciting to see how many people have just been thrilled to participate.”

Why Join the Diversity Pledge?
• “The reason why our company has signed up for the diversity pledge is because clearly it’s part of our mission umm and we want to shed light on the importance of diversity to other organizations and companies and specifically when companies are just starting...”
• “…Being an active participant in the tech town pledge we feel like [sic] we’re being leaders, we’re showing hey we feel this is important therefore we think that our members should find this important as well.”
• “So I think for me it was a combination of a number of aligning at the same time, that I think we were able to grow at the period of time that we were having the conversation and put, you know, into action the things we said we were going to do.”
• “And so, we’ve seen this gigantic growth, and to see that people are very interested- we have diversity and inclusion Slack channel, we have monthly diversity committee meetings where people are excited to come and join. And, you know, it’s not, it’s not just talking about the issues but uhm, trying to think of solutions to issues, or solutions that are uh
relevant to Uncorked. Uhm, so I think that’s what’s working for us now. Uhm, I think with any gigantic initiative, like diversity inclusion, comes with how fast can we move forward. And for me, it’s about the baby steps that we take.”

• “... For us, the more that we can do internally to reflect the in-seen diversity that is our customer base, the better products we’re going to build. It just makes good business, ... it’s not rocket science.”

• “I feel like ... we’ve made a gigantic first step. Which was having other tech companies come together. PDC has been a huge, you know, help with inertia. And I feel like Jared specifically, like you reach out to him and he’s immediately come back and helps you out, or connects you with the right resource that you need. .... so I think, you know this first year has been successful. And you know, next year hopefully we can make another gigantic step, and you know. Really start to see different - some changes.”

• “I think it’s really great how many people are gathering together to participate in this. And when we go you can just see and feel the passion in that room, and how much people, like really care about this issue. And like want it to be at the forefront of what we’re doing.”

• “And I think for us, again it’s kind of the idea of an ecosystem. You know, being apart of this early on kind of allowed us to, very quickly to glance and look at Portland to say ‘there are so many like minded companies that are also being proactive in this, and not just paying lip service’. And not being afraid to take a stand for what is, again, outside maybe the pockets of Portland, a controversial issue.”

• We are opening new schools and new campuses. Uh, we have uh some pretty aggressive strategic plans that all comes back to the simple filter that we use for everything. We want to serve underserved populations and help get people good jobs. So that’s what we’re here to do.”

• “The commitment and passion to this mission I’ve never seen as equal in any environment I’ve been in. And I’ve worked some- you know some cool companies in the past and uh. And we all owned that and we’re all committed to that. Which is why we’re here.”

Creating Space to Talk About D+I

• “....The way we’ve approached it is, you know we have constant weekly feedback from every single person in the company. Uhm through one on ones, through. And we do quarterly anonymous surveys, so people feel like people can tell us, you know- help see
our blind spots. And you know make sure we’re thinking about things that are important to everyone at the company. And you can’t achieve that level of trust, and honesty and feedback if there’s just a person handling it. It has to be apart of your DNA.”

**Broad Definition of Diversity**

- “Yeah today, they’re showing there needs to be this sort of this layer attitude diversity conversation of diverse backgrounds, not just focusing on people’s race and ethnicity … we’re looking at diversity from like beyond the sort of stuff you can see.”
- “... I’m looking for people that have empathy, and are interested in understanding our customers and solving problems, and uhm. That uh. So diversity of background is the most important thing for me. I also try to get the sort of demographic diversity as we because I feel it’s important. But ultimately I feel like we’ve built a much stronger company by looking for people from diverse backgrounds as well.”
- I think it’s by broadening how you classify … minority representation at every level, and say ‘is there someone who can be cognisant and aware of the challenges that I’m facing in my career relative to where I’m at, and the particular disciple that I’m in.’ Ideally. And try to start there. And then as the organization grows to certainly broaden the specifics of kind of those cultural backgrounds.”
- “There’s an empathy gap that our country is facing, and so I think each challenge moving forward is uh- you know if our little companies are microcosms of our idealistic view of the world, how do we make sure we’re not creating bubbles that are blind to the things that are happening outside of our idealistic view of the world ...because that it is a very real, and present danger.”
- “I wish we could broaden it, actually people with disabilities... is not currently a part of the diversity pledge [sic] I feel pretty strongly that should be a part of the pledge at some point. Now we have to start somewhere and I love where we’re starting. But there’s certainly other communities that can be brought in under the umbrella.”

**The Value of Diversity in Tech**

- “That once you start addressing it becomes kind of a perpetuous self fulfilling cycle. So diversity begets more diversity. So as we hire into diverse pockets, more people would organically reach out and say hey, I hear this is a good place for you know, for me. I’d love to learn more about it what you’re doing.”
• “We can tell a better story about who we are as an organization, the values that drive us. Uh, the reason why we get up to do the work that we do. If we have diverse representation across our team.”

Independent Diversity Commitments

• “I wrote a blog post called ‘Portland’s Business Community Too White, Too Male’. And the call to action from that blog post was to have exec teams around the city sign up for hosting a really amazing diverse intern. That program is called Emerging Leaders Internship.”

• “I’ve heard a statistic of what failure looks like and that is that, something like 80% of people of color leave office job within two years. So that speaks to how few companies in Portland put intentionality towards being an inclusive culture. So, uhm, would love to flip that around... and have a goal of at least 20% or less people leave within two years.”

• “I think we’re 17% people of color which needs to, hasn’t been an improvement, but needs to improve a lot more. Maybe something like in the next years that are employee basis on like 30 to 40% people of color that, ultimately what we do for our clients at Nike and Taco Bell and others is we do, we do a lot of creative marketing on their behalf. So if we, it’s not good enough for us to simply represent Portland’s general population, ... as an employee base, it needs to be more reflective of the whole country’s diverse population because we’re, that’s what our product is represented.”

• “I think we tend to be a more diverse company than a lot of places, not just in ethnicity but in gender, experience, roles and backgrounds and all that stuff. And so I think that in itself is great and awesome. ...I think their are very forward thinkers here and it is important to them to have that type of diversity here as well.”
On February 21st, 2017 Design + Culture Lab facilitated a public event entitled Tech + Diversity: A Community Conversation as a part of the official Diversity Pledge activities. Portland Development Commission, Instrument HQ, and Worksystems Inc. all partnered with our organization to launch this event. The goal of this event was to create space for members of underserved communities to learn about the TechTown: Diversity Pledge, hear about diversity and inclusion work that is being undertaken by some of the pledge companies, meet with potential employers, and diagnose and discuss current issues relating to diversity and the tech industry.

73 People Attended the event, including: 37 Tech Professionals, 2 Prospective Tech Professionals, 1 Students, 2 Teachers, 4 Government Employees, 16 Nonprofit Employees, 9 Community Members, 13 Others.

On February 22, the hashtag #TechTownPDX was trending in Portland on Twitter.

Kaleidoscope Questions
1. What do you mean by ally?
2. How do we define diversity in this work?
3. How do we do this in way that’s true to our values?
4. How can we facilitate multi generation learning processes in the tech industry?
5. How many of you have been hired into the tech position by a friend?
6. Uhm what were some of the personal blockers to finding a tech position?
7. How do we know if we have the same values?
8. How much of our values are...hmmm... how much are tech values driven by the market versus ourselves?
9. What does it matter if you have the same values as the company that you are applying for?
10. How do we support and facilitate people who move here to acknowledge the existence of people that live here, were born here or from here?
11. How do we retain our talent?
12. What stops you from applying for a position?
13. How do you develop new talent?
14. How do we get the audience to stand up and join the team?
15. Who is the Portland tech community and who decides?
16. Isn’t that good?
17. Does diversity only refer to age, gender, race, orientation?
18. Will any of these questions be answered tonight?
19. Wasn’t that a good question?
20. Is your family stopping you from reaching your dreams in the tech position?
21. What is it baseline of education for a tech position?
22. Where does the next generation of entrepreneurs come from?
23. How can you become a mentor?
24. How can existing tech systems realize that internal privilege to share resources runs in your generation?
25. How do we hold people accountable?
26. What makes you leave a position?
27. How do you manage success?
28. How do we balance failure?
29. What qualities did your best manager ever have?
30. What is the role of government in this work?
31. What does diversity mean in the tech sector?
32. Who will replace Krista at the table?
33. How do we integrate local tech companies into our schools? They need a lot of help.
34. How do we address significant barriers and lack of resources or digital access or homelessness, or things that aren’t in people’s control?
35. How do we really integrate tech into our everyday lives?
36. If one has a background in traditional (to be) creative practices, how likely are they to be hired in a tech position?
37. What opportunities or early in learning are there for adults not just students or youth, if you want to pursue a career in tech?
38. Can we expand the conversation beyond tech?
39. What does the future hold for a city that’s having a hard time maintaining living space for people who don’t earn a certain standard living?
40. How do we define tech? And who gets to play?
41. How do we apply all our tech skills for a broader good?
42. What lessons can we learn from other industries?
APPENDIX D. KALEIDOSCOPE QUESTIONS CONTINUED

43. How much skills and knowledge does a person in a diverse community need to have to consider applying for a tech position?
44. What aggregate experience can be generalized for a tech position?
45. How do we refer to more diversity from out of state?
46. How do you work in a diverse town if you don’t value diversity?
47. How we incentivize ...Hmmm... a more holistic tech economy?
48. So as a worker, instead of a executive, how can we improve the diversity inclusivity equity at organizations?
49. Can the tech workers unite?
50. What can we learn from the civil rights movements and the industrialization movements that would make this one more successful?
51. How can what’s happening in Washington D.C. bring us together here in Portland?
52. How do we expand the definition of tech to be more inclusive?
53. How can the bits and the bites and the electronic devices that are created by amazing people be used as a daily form of resistance?
54. How can we identify tech workers before the tech workers?
55. How do we make sure we’re not just hiring entry level positions that are diverse, but also executives and managers?
56. How do we inspire our leaders and managers to see their staff not just as staff?
57. How do we get companies to commit to real change and not just good intentions?
58. Who sets the standards of that change?
59. How do we go beyond just checking boxes?
60. How do we use our privileges as employed people, to make sure that all neighborhoods in our city grow in healthy ways?
61. Who would like to step up to the mic?
62. How do we step into a community that isn’t around us on a daily basis?
63. How do we work more closely with the city?
64. How do you start conversations that lead to improved and increased, diversity inclusion in a company with managers who think there’s no problems with diversity and inclusion?
65. What’s the business model that would encourage companies to invest in hiring and honoring this?
66. What’s a business model that encourages companies to invest in education?
APPENDIX D. KALEIDOSCOPE QUESTIONS CONTINUED

67. Why do we value engineer more than any other positions in tech? How many find a better way to recruit?
68. How do we help non diverse startups become more diverse and (be) apart of the fundraising equation?
69. How hold a multi-generational conversation about diversity and tech?
70. Uhmm, What are the three areas of improvement that we can all lean to and change digital inclusion?
71. How can we best, how can we find a mentor when we don’t look like most people in the industry?
72. How do we share our success stories and our failures?
73. How do you have a conversation about something that’s uncomfortable or when you don’t have the words?
74. How do first generation immigrants that don’t speak English very well find the opportunity to work in the tech industry in Portland?
75. Do you start with everyone or do you start with the ones that are the most willing?
76. How can we inspire resources, at a grassroots level, in industries that may not be tech related but can educate and teach the best general practices?
77. How do we convince the leadership to invest time and energy in employees?
78. How do we democratize tech?
79. How do we show small victories so that we can build momentum?
80. What does diversity mean in Portland? - Twitter Question
81. How do we capture in case studies and stories of diversity working well?
82. How do we capture stories without tokenizing employees?
83. Can we create a feedback loop that includes everybody’s stories so that we can get better ideas of what stories we need to hear in the first place?
84. What are tangible actionable concrete steps that can be taken today?
85. What are small, tangible, concrete steps that we can take as individuals today?
86. Why do we not reward/acknowledge those who are putting in a lot of emotional labor to further D&I outside of their core role? - Twitter Question
87. How can one best have a work life balance within tech?
88. How do we overcome Portland’s long history of racism and non inclusiveness in order to reach our diverse goals?
APPENDIX D. KALEIDOSCOPE QUESTIONS CONTINUED

89. How do we, how do people begin to acknowledge and change the perception of white privilege?

90. What does building a diverse pipeline mean?

91. How do we engage with people who don’t live in Central Portland, to work in the tech industry that’s located in Central Portland?

92. The perception of white privilege? How do we get employers to look at someone’s long-term potential instead of viewing the role that they need to fill?

93. How do we get employers to look at someone’s long-term potential instead of viewing the role that they need to fill?

94. How we create better job descriptions that are more inclusive?

95. How can we address the ecological awareness that this permeates this region but from a tech perspective?

96. Is the danger of culture fit being acknowledged? - Twitter Question

97. How do we support job seekers that are of the older generation to understand that they can support diversity too and that they are valuable?

98. How do we get the right people and decision makers to the table and then how do we change the people at the table so that more people are choosing diversity?

99. How do we avoid the choice?

100. How do we encourage more of those people to take those spaces at the table?

101. How we ensure that the highly valued, highly paid tech jobs don’t get devalued the second women and diversity gets in the job force?

102. What if the government gave tax break incentives to those that met goals?

103. What does technology built by diversity and inclusive teams look like, and how is it different than the current technology?

104. Does diversity of the team match the diversity of the audience that it’s intended for?

105. When you think of the word tech, whose face comes to mind? Why is that?

106. Can we agree that it’s okay, and safe and necessary to talk about social justice, outward, everyday?

107. How do we make an individual difference?

108. How are tech vocational training opportunities be promoted to other workers in other communities and where are these opportunities being promoted to them?
APPENDIX D. KALEIDOSCOPE QUESTIONS CONTINUED

109. How can we best do as communities reflect those communities and invest into the resources staying within those communities?

110. How can we reconcile Portland’s tech growth with the communities it has displaced?

111. What tools make it easier to communicate diversity needs?

112. Who’s hiring, what are they looking for, what are they not looking for, what are they missing because they’re not looking for it?

113. Who’s not hired and why?

114. How much has the government and lack of infrastructure had an impact on where tech companies put their resources?

115. How break down the many stereotypes that the gate keepers use to make teams the status quo?

116. How do we create space within our work environment, for people of color to feel safe and accepted? - Twitter Question

117. How do we honor the hard work of generations of people of color, immigrants, queer people, when acknowledging the work that has been done? - Twitter Question

118. How do we sandwich between not liking something because of our personal preference and point of view and not understanding it?

119. How do we trade diversity resources with organizations that promote them?

120. How can we embrace difficult conversations in the workplace?

121. How can we be comfortable with being uncomfortable in order to grow?

122. How much patience is provided to people still learning English, and how many languages are spoken inside of these buildings?

123. What does “culture” mean within the tech community anyway? - Twitter Question

124. Within the global economy, why isn’t diversity of language and diversity of thought desired and exemplified?

125. So for a for-profit company, how do you quantify ROI and diversity?

126. How can you not see the loss of revenue from homogenization of thought, the homogenization of product, the homogenization of R&D?

127. How can we look at nature to inspire how our business models work or run? How can we use permaculture and biodiversity as an example for what can happen when diversity also exists within tech or in the workplace in general?
128. When can we hear the stories of the underrepresented folks who have already blazed a path in Portland? - Twitter Question
129. Why do we seek to put a dominant value on diversity when we don’t that with other things or other principles? 
130. Can I just be myself in tech? - Twitter Question
131. What are the historical examples in different industries exceeded at diversifying their employees? 
132. I’m sorry could you repeat that? 
133. From a historical perspective, what are the industries that have successfully diversified their employees? 
134. Let’s talk about social justice - at work - every day. - Twitter Question
135. For providers, teachers working with youth, to determine if someone’s a good fit for tech, how do they deal with the assessments themselves having implicit bias and being culturally non-inclusive? 
136. What are we ignoring when we talk about diversity, inclusion, and equity? - Twitter Question
137. How do we reduce unconscious bias in the workplace? 
138. Do we really know what unconscious bias means? 
139. Who would be interested in providing an internship for tech interested diverse low-income high school students? 
140. Or low income retirees in Portland? 
141. Ultimately how do we really get our employers to value the comments or feedback of people that weren’t there that is annoying them? 
142. How do we get consumers to exercise their reflective power being, having influence on the products that they buy and used? 
143. How do we measure how much folks are actually learning and taking away from these diversity trainings? 
144. My boss walked away from a diversity training today with more questions than answers? 
145. Did anyone else really like the diversity and inclusion videos at their work? 
146. As a freelancer, how can I have an influence on the companies I work with? - Twitter Question
147. How do we get employers to be more open to the realities of parenting, caring for our parents, issues that affect women, and not just the privileged worker that they’re used to hiring?

148. How can we get a variety of sectors, tech, agriculture, manufacturing, and service industries to realize that they’re all apart of the same complex system?

149. Knowing that our country is very segregated, why do we continue to hire in our own backyards?

150. Will I live to see a day when this conversation is not necessary? - Twitter Question

151. What would the consequences be, if any, if I actually said what I thought at work?

152. Is this tech growth a good thing for Portland?

153. What would it take for the #techpledge to go from being important to being urgent? - Twitter Question

154. Does it have to be cool for us to jump on the bandwagon?

155. Can we create what’s on the bandwagon?

156. How do we include age and socioeconomic backgrounds in our diversity conversation?

157. Can we think a little bit more about how we’re investing with startups to make sure it’s a equal across all businesses, ethnicities, within diversity?

158. Is diversity and inclusion enough? - Twitter Question

159. How will each of us tomorrow engage in changing our perspectives and behaviors in regards to broadening the communities that we work with in regards to tech and digital inclusion?

160. How do we demonstrate to diverse employees that the tech, not just the tech industry, but this city, this region is the right place for them? How do we cultivate that feeling of home, not just in office but in the streets, in the grocery store and creative conversations and places like this?

161. Do we need to rename diversity and inclusion to something else, and will that help include more people in the conversation who feel like they don’t belong?

162. How do we quantify the term investment of diversity? - Twitter Question

163. How do we deal with microaggressions in the workplace?

164. Does diversity have a brand problem?

165. Who usually benefits from diversity in the workplace?
166. When statistics of brown people in the workplace go up, will statistics of queer or LGBT folks in the workplace go up? When those numbers go up, who actually benefits from that? Are those folks getting the equitable representation? Are they getting equitable paychecks?

167. Is it too political to talk about LGBT rights at work?

168. Is there room for Socialism in the tech industry?

169. How could we ensure that diverse people who are in the building have a voice? And have influence once they’re there?

170. How do we increase opportunities for people just to exchange ideas about how they will make the workplace more better for everybody?

171. How do we build trust among different sectors with those within the tech industry in our society in general?

172. How come we haven’t solved gender pay inequity? - Twitter Question

173. How do we change our local communities to represent the diversity that we are seeking in the workplace?

174. Does a tech event have to be centered around diversity in order to be diverse?

175. Why can’t I show up to a tech event that’s not tagged with the word diversity and witness diversity? Does it have to be about diversity to be diverse? When will diversity become the norm?

176. Have you heard of the DA LAB PDX (D.A. L.A.B. P.D.X.), a local Portland organization that brings black folks together, and all across the spectrum, you can help diversify the events as well as your workplace. Also, are the white folks who are leading conversations on diversity and inclusion trustworthy?

177. When will we see equity pay for our gender, different gender people?

178. Why are we always starting from scratch when we talk about diversity instead of leveraging what’s working with existing best practices?

179. If I can’t stay late at work in a tech setting, will I get the job? - Twitter Question

180. Why have we created work life that requires us to sacrifice family? - Twitter Question

181. How often are you asked “but where are the black people in Portland?”

182. How do we earn trust in these conversations?

183. Can we send out field trips from local businesses to local communities?

184. How do we actually get people to feel valued and appreciated and worthy each day at work?
APPENDIX D. KALEIDOSCOPE QUESTIONS CONTINUED

185. Why was I recently hired to answer the question “where can we find black artists in Portland?” Why is that the question? Can we not find black artists and other creative folks in the same places that we white artists and creative folks? Are there not people who are of color in the tech industry hanging out with other white people in the tech industry? Can we not find them? If not, where are you looking? Where are you not looking? Why aren’t you there?

186. One of the TechHire deliverables is to increase the number of people of color in tech by the minimum of 35%? How can all of you in this room help us reach that goal?

187. How are we sharing tech with our families, with our children, with our communities in a way that has a positive impact on their lives?

188. How can we create more flexible work schedules and allow nuance for future leader in the tech industry?

189. Is this moving the conversation forward or is this just paper? And to what extend is this theater of Portland diversity that’s actually holding us back from, instead of letting us reach our goals?

190. Can diversity in tech be looked at as a strength rather than an issue?

191. What would make some concrete steps that we would want to undertake to actually have marketed or regional impact on the tech industry?

192. Will tech workers unionize and if they do, how will they use their new political power in the way that other unions do?

193. So Malik is a great personable and smart young man. He graduated from our alternative high school in North Portland. He wants to get into tech, and is working full-time at safe ways to pay his family’s bills. What would it take in terms of time, money and commitment for him to eventually reach his goals?

194. Numbers don’t lie, can we all agree that 86% in tech sector are white males?

195. Why do we talk about moms when we talk about parents?

196. How do we ensure women feel safe in the workplace & are no longer sexualized & dealing w/ microaggressions? - Twitter Question

197. How do we convince those in power that diversity is “worth” their time, energy, and interest? - Twitter Question

198. How do you make flexible time more inclusive for new parents?
APPENDIX D. KALEIDOSCOPE QUESTIONS CONTINUED

199. How many hold companies accountable that are creating toxic environments for women and other minorities?
200. If the tech ecosystem doesn’t embrace college educated 30-something POC, why would we trust them with our youngest as interns? Twitter Question
201. How can we take back the power?
202. Can we take back the power?
203. Whose power is it?
204. Do diversity and tech initiatives decrease... or do successful diversity and tech initiatives decrease the amount of companies that are created for bias, so that people aren’t leaving out of frustration? And if so, what is the effect of having less POC specifically black owned businesses versus having people assimilated into white structures?
205. How do you prevent diverse people that moved to Portland from leaving mostly to a suburbs because of how not diverse it is?
206. How do we make sure that diversity is not just a new way of saying assimilating into white culture; that you can ensure that you can be yourself at work and that you can bring people in and not have to change yourself?
207. What is our government control over different counties, city or state in developing diversity in business, whether its indigenous, POC centered, tech oriented small businesses at a variety of sorts throughout the region?
208. Is the business case for diversity the only way tech companies will diversify and become more inclusive?
209. Who will take my seat?
210. How do people get comfortable w/ being uncomfortable? - Twitter Question
211. How do we deal with the environmental ramifications of working in the industry that produces a lot of technological waste that’s awful for the environment?
212. How do we also deal with an industry that is increasing because of globalization? Is that a good thing?
213. How do we also think our work in connecting with diversity in the world?
214. To follow up, how do we tolerate an industry that generates not only ecological waste but also has a disproportional impact on people of color with that waste? How can we use spiritual, holistic, natural remedies, or tactics or thoughts to reduce our need for tech, therefore maybe create ways that more people to access it who have different needs?
APPENDIX D. KALEIDOSCOPE QUESTIONS CONTINUED

215. What does building a diverse pipeline mean?
216. How do we not treat people like computers? Are we willing to hire and spend the time training someone who didn’t have the same opportunities and privileges as us?
217. Are tech companies responsible for reparations for the communities that they harm?
218. What would those reparations look like?
219. And hmm, how can that harm be mitigated after the fact?
220. Since when has diversity been a new thing?
221. How would we get computer science, tech education to not be taught in such a boring academic way, that’s esoteric and typically created by white privileged people in academic ivory towers?
222. Where are Latinos and Latinas in tech?
223. If intelligence manifests in different ways, are we looking to engage folks who have different abilities than us?
224. To what extent do we hold companies accountable for putting in workers that further harm towards the most marginalized people in Portland?
225. How can we create a space where employees that are already harmed can say that without losing their job? Or be seen as a snitch?
226. How can we share our individual privilege so that the so called rising tide can lift us all?
227. What would the TechTown PDX look like?
228. How can we make this space successful for folks that aren’t just privileged so they can actually do this and feed their family, and pursuing the job of their dreams?
229. How can we develop diversity in our social community and then transfer that to our professional community? - Twitter Question
230. Who is willing to create a facebook group to continue these questions and possibly answers?
231. What will a facebook group do?
232. Allow us to continue asking these questions and answers?
233. How do we facilitate multigenerational conversations about diversity in tech? #techtownpdx - Twitter Question
234. Why do we value engineering more than any other position in tech? How do we find a better way to recruit? #techtownpdx - Twitter Question
APPENDIX D. KALEIDOSCOPE QUESTIONS CONTINUED

235. How do we convince senior leadership to invest time and energy in new employees?  
#techtownpdx - Twitter Question

236. How can one best have a work/life balance, if new to tech? #techtownpdx - Twitter Question

237. How do we overcome Portland’s long history of racism and non-inclusiveness in order to reach our diversity goals? #techtownpdx - Twitter Question

238. How do you make an individual difference? #techtownpdx Twitter Question

239. #techtownpdx what if the government gave tax breaks and incentives to those that met goals? Twitter Question

240. How can we reconcile Portland’s tech growth with the communities it has displaced?  
#TECHTOWNPDX - Twitter Question

241. How do we breakdown the mythical stereotypes that the gatekeepers use to maintain the status quo. #techtownpdx - Twitter Question

242. When can we hear the stories of the underrepresented folks who have already blazed a path in #pdx? #techtownpdx #notatrailblazer - Twitter Question

243. Who’d be interested in providing an internship for tech-interested, diverse, low income HS students in PDX? #techtownpdx - Twitter Question

244. What are we ignoring when we talk about diversity, inclusion & equity? #techtownpdx - Twitter Question

245. What would it take for the #techpledge to go from being important to being urgent?  
#techtownpdx - Twitter Question

246. As folks who showed up tonight, what do we - as a group - do next? #techtownpdx - Twitter Question

247. How do people get comfortable w/ being uncomfortable? #techtownpdx - Twitter Question  
#techtownpdx why have we created work life that requires us to sacrifice family? - Twitter Question

248. Did you know that HP’s legal team punishes law firms they use with low diversity by withholding payment? #techtownpdx - Twitter Question

249. How do we differentiate between diversity and exploitation? #techtownpdx - Twitter Question

250. If the tech ecosystem doesn’t embrace college educated 30-something POC, why would we trust them with our youngest as interns? #techtownpdx - Twitter Question
251. How do we ensure women feel safe in the workplace & are no longer sexualized & dealing w/ microaggressions? #techtownpdx - Twitter Question
252. #techtownpdx is the business case for diversity the only way tech companies will diversity and become more inclusive? - Twitter Question
253. #techtownpdx how do we ensure that diversity doesn’t only include white women?
254. Does the word “diversity” have true meaning? What does that mean? Can we ever name specifically who we are talking about? #techtownpdx - Twitter Question
255. How can a cis white male in tech use his unfair advantage to improve diversity & inclusion? #techtownpdx - Twitter Question
256. Why are we limiting the diversity conversation to tech? Why not find power in talking about intersectionality? #techtownpdx - Twitter Question
257. #techtownpdx why do we situate barriers and deficits in the applicant/employee rather than bias/issues from managers and HR? - Twitter Question
258. How will tech workers and non tech workers live/occupy/share the same space when their incomes/privileges are so disparate? #techtownpdx - Twitter Question
259. #techtownpdx what if one measurement of promotion was the diversity of your team
260. What prevents all of #techtownpdx from being here tonight? - Twitter Question
261. How do we get Comp Sci curric. in HS, where learning is free & avail. to all, not just college where cost is a barrier 2 entry #techtownpdx - Twitter Question
262. #techtownpdx How do we address rampant age discrimination, which dwarfs every other discrimination except gender? - Twitter Question
APPENDIX F. TECH INCLUSION BEST PRACTICES

Over the past few years, multiple organizations, associations and institutions have issued “Diversity Pledges.” A pledge is an oath or a promise. A diversity pledge is a type of mission statement. According to Racebridges\(^1\) it presents what the group hopes to achieve for its future diversity. It is believed to bring clarity and commitment to what the group aspires to and how it incorporates those beliefs into its functions and activities. “Pledging to support diversity…is a promise to adhere to respectful and inclusive behaviors and attitudes…pledges form bonds, foster respect and build trust.” They are intended to bring people together, and to encourage people to work with those from other cultures.

A pledge establishes expectations to live up to, but without authority over the signers, they may not be enforced. Dr. Nicholas Pearce, professor at Kellogg School of Management\(^2\) believes pledges are a step in the right direction; but he also says:

> “Tech companies have been playing the public accountability game with diversity metrics for some years now. So in many ways, the (national) tech pledge (discussed on page 3) signed by more than 30 companies to make their workforces more representative of the American people, is nothing new. For a group of companies to commit to disclose data on how well they each recruit, retain, and advance “diverse talent” (read: women and people of color) without committing to maintaining an inclusive and equitable environment essentially reduces diversity to a numbers game — a game... both short-sighted and doomed to fail.

> If a desire for American innovation and economic growth is the real driving force motivating companies to sign on to the pledge, using the number of women and people of color as a way to keep score is a cosmetic and insufficient metric for sustainable progress.”

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1. www.racebridgesstudio.com
2. Chicago Tribune, August 2016
This effort is particularly relevant to TechTown’s (TT) pledge effort as it represents the national government-led initiative. It can be leveraged by promoting the TT pledge as having “led the way to a national effort among other tech firms”. It also provides metrics for measuring progress.

Senior leadership at 80 companies (listed at tech-inclusion.org) around the country are making a bold commitment to fuel American innovation and economic growth by increasing the diversity of their technology workforce. Currently:

- 1% of America’s venture capital-backed startups are led by African Americans
- 9% of tech industry workers are Black or Latino/a
- 88% of IT patents have male-only invention teams
- African Americans represent less than 2% of employees at Facebook and Twitter.3

The Obama administration used its authority to encourage diversity in the technology industry. In 2015 ten companies agreed to consider diverse candidates when looking for new senior executives. In 2016 the pledge was included in a broader slate of tech-focused initiatives the administration rolled out at President Obama’s talk at the Global Entrepreneurship Summit in Silicon Valley. While the tech Inclusion pledge sets a general goal to make companies “fully representative” of the U.S. public, it allows companies to set their own pace.

What started with 30 pledge signers has grown to more than 80 tech companies that have made a commitment to the White House to track and set workforce diversity goals by signing what is now known as the Tech Inclusion Pledge. The pledge by companies to make their workforce more representative of the public was signed by high-profile companies such as Airbnb, Box, GitHub, GoDaddy, Intel, Lyft, Medium, Pinterest, Spotify, and Zynga. The companies pledged to set specific diversity and hiring goals, and to publish the data openly. They also promised to invest in partnerships to increase the pipeline for tech talent.

The pledge appears less rigorous and specific than commitments that the Congressional Black

3 https://www.theguardian.com/technology/2016/feb/03/intel-african-american-hispanic-diversity-pledge
APPENDIX F. TECH INCLUSION BEST PRACTICES CONTINUED

Caucus\(^4\) has tried to pressure companies into signing\(^5\). The tech community broadly has a poor track record for diversity. According to statistics offered by the group running the pledge, only nine percent of tech workers are black or Hispanic. That number is only one percent among venture capitalists. The vast majority of patents are also filed by men.

**2016 White House Diversity Pledge**

[www.tech-inclusion.org](http://www.tech-inclusion.org)

We resolve to take action to make the technology workforce at each of our companies fully representative of the American people, as soon as possible. We will treat this goal as a top management priority and business imperative, because tapping the full measure of talent from across the country is critical for the long-term success of both our individual companies and the nation as a whole. We the undersigned companies are committed to taking each of these three essential actions:

- implement and publish company-specific goals to recruit, retain, and advance diverse technology talent, and operationalize concrete measures to create and sustain an inclusive culture;
- annually publish data and progress metrics on the diversity of our technology workforce across functional areas and seniority levels;
- invest in partnerships to build a diverse pipeline of technology talent to increase our ability to recognize, develop and support talent from all backgrounds.

Collaborating Organizations:
- National Center for Women & Information Technology (NCWIT)
- Code2040

Recommended resources to help make change in your organization:
- Implement and publish company-specific goals to recruit, retain and advance diverse technology talent, and operationalize concrete measures to create and sustain an inclusive culture.
- Annually publish data and progress metrics on the diversity of our technology workforce across functional areas and seniority levels.
- Invest in partnerships to build a diverse pipeline of technology talent to increase our ability to recognize, develop and support talent from all backgrounds.


\(^5\) Ibid
National College Athletic Association Diversity & Inclusion Pledge
September 21, 2016
www.ncaa.org/about/resources/inclusion www.acenet.edu

The NCAA’s pledge is relevant to the TechTown pledge because it illustrates how to best disseminate a pledge, via the leadership of similar organizations; it stresses “follow through with your actions”; and it offers the credibility of sanction or endorsement by larger organizations, e.g. the NCWAA. It also mentions stakeholders who can be engaged in support of Pledge efforts.

The NCAA’s diversity and inclusion pledge is available online for university presidents and chancellors to affirm their commitment to ethnic, racial and gender diversity in the hiring process for athletics. All presidents and chancellors from the three NCAA divisions are encouraged to sign the pledge via direct communication from NCAA Board of Governors Chair G.P. Bud Peterson, president of the Georgia Institute of Technology, and NCAA President Mark Emmert. They are also encouraging athletics conference commissioners to sign the pledge, approved last month by the Board of Governors, the highest-ranking committee in the NCAA. Colleges, universities and athletics conferences that commit to the pledge will be recognized in a public listing on the NCAA’s website.

University Engineering Deans Pledge Action on Diversity Goals
August 17, 2015

Schools are listed at www.asee.org

This example is useful because it also illustrates sanction/endorsement; and it stresses the importance of partnerships, specifically mentioning relevant institutions they will work with that can actually implement activities internally to help advance inclusion.

http://www.ncaa.org/about/resources/inclusion/ncaa-presidential-pledge
More than 100 engineering school deans presented an open letter in which they pledged to take steps to increase opportunities for women and minorities in engineering programs. The deans, through the American Society for Engineering Education (ASEE), outlined specific commitments their schools will make to develop diversity plans, participate in K-12 pipeline programs, and partner with other minority-serving engineering institutions to increase the number of underrepresented students and faculty in their ranks.

“We further commit to ensuring that our institutions provide educational experiences that are inclusive and prevent marginalization of any groups of people because of visible or invisible differences,” the letter reads. “We affirm the importance of such aims as a reflection of our core values, as a source of inspiration for drawing a generation to the call of improving the human condition.”

Intel Pledges Diversity by 2020, Investing $300 Million
January 6, 2015

This corporate example is included because of its specificity, and because of the level of resources the company has publically committed to. As a tech industry global leader, Intel is setting a high standard for other tech firms to follow. Most Fortune 500 companies have efforts to make their organizations more inclusive. For instance, Proctor & Gamble currently has a “Black History Month” feature on its website. Some companies promote diversity through their supply chain efforts to contract with minority and women businesses. Intel is putting its money where its mouth is, and has specified detailed metrics to measure the return on its investment. The company is also issuing annual progress reports in which it publishes where it is not meeting objectives, as well as where it is succeeding.

Intel’s goal is to “reengineer the face of technology.” The money invested will be used for actionable initiatives to fund the hiring and retention of women and underrepresented minorities, the largest investment yet in diversity by a technology company.
Intel CEO Brian Krzanich made the announcement during his keynote speech at the Consumer Electronics Show in Las Vegas on January 6, 2015. He said he was addressing the one word that could change the technology industry for the better: inclusion. “It’s time to step up and do more. It’s not good enough to say we value diversity,” Krzanich said. “This isn’t just good business. This is the right thing to do.” Intel is the only major tech company to issue a diversity pledge.

Intel intends that its U.S. workforce at all levels will mirror the talent available in the United States in the next five years. Krzanich said the compensation of Intel leaders would be directly tied to the progress they make in reaching that diversity goal. He is one of the few technology company CEOs to stake his leadership on increasing diversity.

There are five “pillars” for Intel’s plan:

• Hire and retain
• Grow the pipeline by investing $5M over 5 years to improve STEM education in the Oakland CA school district; and create technical agreements with Georgia Tech and the National GEM Consortium, a network of universities and government agencies to boost minority graduate education in STEM fields
• Invest $125M over the next 5 years in startups founded and/or lead by minority CEO that also have at least three senior members of the management team who are minorities or women
• Improve supplier diversity
• Support women in gaming to decrease gender disparity

The company has published a 2016 mid-year report on its progress (see it at www.intel.com)

NOTE: $300 Million is a tiny fraction of their $59.4 Billion in 2016 revenue; spread over 5 years it is unlikely to be of sufficient magnitude for “reengineering the face of technology.” However, the company reports significant success with many of its goals.
APPENDIX F. TECH INCLUSION BEST PRACTICES CONTINUED

2015 Results include:
According to the Guardian (https://www.theguardian.com/technology/2016/feb/03/intel-african-american-hispanic-diversity-pledge) only 3.34% of Intel’s tech workers were African American in 2016 – a 0% increase over 2015 despite its pledge to reach “full representation” by 2020. The proportion of Hispanic workers decreased by 0.08 points to 8.06%. During the same time, Asian employees increased by 137 and white staff increased by 342; female workers increased by 1,436 bringing their representation to 24.8%

• 43.1% diverse hiring vs. goal of 40%, 1.8 times more than 2014
• 31% underrepresented minorities hired vs. 11.8% in 2015
• 43% increase in women hires vs 35% in 2015
• Retention of women and underrepresented minorities fell short of expectations

In addition, Intel has broadened its inclusion commitments to include corporate citizenship actions that go beyond simple hiring measures. The company has increased the money it invests in women and minority led companies through its Intel Capital Diversity Fund; and, it has increased the diversity of their supply chain. In 2015 they spent $299 million with diverse suppliers, double the amount spent in 2014. They also invest in K-12 education in Oakland CA and Atlanta GA.

Minnesota Tech Diversity Pledge
April 28, 2016
www.mntechdiversity.com

This example is included because the Minneapolis Saint Paul region has similar demographics to the Portland region. Both have significantly white populations; and both are evolving centers for software related technology companies. Both also face a similar challenge: “The Twin Cities tech sector has a dynamic economy. It’s home to small startups and large corporations and over the last few decades it has consistently contributed to growth throughout the region. But, it can still do better when it comes to building a community. Our local industry lacks diversity.

“LGBTQ, people of color, and women are underrepresented and we want to change that. We pledge that we will commit resources, energy, and attention to this. By signing this letter, we pledge to start this now. Education of future generations is important, but we also have to take responsibility for being agents of change today.
APPENDIX F. TECH INCLUSION BEST PRACTICES CONTINUED

“Given its heritage, MN has some of the largest gaps between white and non-white citizens in metrics including education, employment and health. The MN Tech Diversity Pledge will”:

• Expand employment and career development practices to be more inclusive of under-represented communities
• Develop a plan to increase hiring of LGBTQ, women and people of color
• Educate HR teams and current employees about unconscious bias and explicit prejudice, and activate specific plans to alleviate them
• Create internal development programs accessible to underrepresented employees
• Share data about LGBTQ, race and gender demographics within companies and organizations

“Policies and programs are not enough. They don’t change culture, people do. We promise to not just implement programs, but also to engage in tough conversations with community members, assess and measure programs’ outcomes, and adapt our strategies as we learn.”

Examples of other organizations, institutions and companies with diversity and inclusion pledges. Interestingly, research reveals many more LGBTQ inclusion pledges than those for general/ethnic minority/women diversity and inclusion.

• University of Cincinnati requests a Diversity and Inclusion statement of all applicants for faculty and staff positions,” a statement published on the school’s website last month reads. “Faculty and administrative/professional applicants will be asked to submit a personal statement summarizing his or her contributions (or potential contributions) to diversity, inclusion and leadership.” The policy coincides with the university’s broader effort to hire more “historically underrepresented” employees, a key goal outlined in its “Diversity Plan.” The plan calls for more African-American, women and other “traditionally underrepresented” employees. Under the new policy, even those seeking hourly jobs at the public university, which receives more than 63,000 applications per year, must provide a response to this prompt: “As an equal-opportunity employer with a diverse staff and student population, we are interested in how your qualifications prepare you to work with faculty, staff and students from cultures and backgrounds different from your own.”
Appendix F. Tech Inclusion Best Practices Continued

- University of Alabama and other universities
- 100 small Arkansas businesses signed the Human Rights Campaign’s Equality Is Our Business Pledge
- State chapters of the American Bar Association: CT, MI, NJ, etc.
- U.S. Department of State

Six Lesson From Global Companies about succeeding at Inclusion
(Source: Aperion Global, online learning solutions)

- Recognize the shift in global understanding of diversity and inclusion – it’s more than race and gender; include:
  - Race
  - Ethnicity
  - Gender
  - Sexual orientation
  - Religious affiliation
  - Generation
  - Disability
  - Personality type
  - Thinking style

- Build an inclusive environment – create an atmosphere where multiple voices are heard and their opinions valued.
  - Ask people to draw on their unique experiences, perspectives and backgrounds to advance business goals
  - Make culturally appropriate efforts for different regions
  - Unite markets in video conferences on mutual perceptions and respect

- Use multiple practices and measures – inclusion is not a one-off initiative; it must be maintained and nurtured; you need multiple initiatives and many sources of feedback
  - Measure ROI based on granular information such as employee responses and feedback about policies
  - Ask leaders and staff questions about their thoughts on the hiring process and retention trends
APPENDIX F. TECH INCLUSION BEST PRACTICES CONTINUED

• Provide a talent dashboard
• Have visible active resources:
  • Global mentoring programs
  • Employee resource groups
  • Strategic partnership development
  • e-learning modules to provide ongoing education

• Ensure leaders model diversity and inclusion
  • Set the tone and be a champion
  • Value every individual
  • Seek diversity of opinions as well as people
  • Create inclusion and be aware of unconscious bias
  • Drive accountability and insist on respect

• Recognize the connections between innovation, diversity and inclusion, and understand that diversity and inclusion increase innovation and reduce business risk

• Understand that cognitive diversity has four dimensions
  • Perspectives – multiple perspectives present more possible solutions for problem solving
  • Interpretations – diverse interpretations provide multiple resolutions
  • Heuristics – there are multiple ways to arrive at conclusions, given that people resolve issues in different ways
  • Predictive models – some analyze and look for patterns and outliers, some look for stories; both are useful for finding workplace solutions
APPENDIX G. COMMUNITY PARTNERS

This is a sample list of community-based organizations that serve communities underrepresented within the tech industry. This list is non-exhaustive, however it provides a starting point for those interested in relationship building and networking.

**ASIAN PACIFIC AMERICAN NETWORK OF OREGON (APANO):** APANO seeks to empower Asian and Pacific Islanders, especially those who experience oppression, through analysis, skill building and relationship building which are central to our community organizing. APANO has worked for social justice for over 15 years, and continues to evolve as Oregon’s leading Asian and Pacific Islander grassroots advocacy organization.

**BASIC RIGHTS OREGON:** Basic Rights Oregon will ensure that all lesbian, gay, bisexual, transgender and queer Oregonians experience equality by building a broad and inclusive politically powerful movement, shifting public opinion, and achieving policy victories. Basic Rights Oregon is a member of the Equality Federation.

**COALITION OF COMMUNITIES OF COLOR:** The Coalition of Communities of Color’s mission is to address the socioeconomic disparities, institutional racism, and inequity of services experienced by our families, children and communities; and to organize our communities for collective action resulting in social change to obtain self-determination, wellness, justice and prosperity.

**HACIENDA COMMUNITY DEVELOPMENT CORPORATION:** Hacienda CDC is a Latino Community Development Corporation that strengthens families by providing affordable housing, homeownership support, economic advancement and educational opportunities.

**HISPANICPROS:** Hispanicpros, now a program of Vive NW, was created in 2008 to support the growing Hispanic professional and entrepreneurial segments within our community. With over 2,600 members and rapidly growing professional and business sectors, Hispanicpros is one of the largest outlets designed to attract this growing workforce.

**IRCO AFRICA HOUSE:** The IRCO Africa House provides culturally specific services to Portland’s African refugee and immigrant families; these services emphasize family unity, strength, and community cohesiveness.
IRCO ASIAN FAMILY CENTER: The IRCO Asian Family Center (AFC) provides culturally specific programing for Portland’s Asian and Pacific Islander communities.

I-URBAN TEEN: iUrban Teen is a nationally recognized program focused on bringing career focused education to underrepresented teens ages 13 to 18. Youth receive hands-on exposure to a variety of careers and civic engagement that step them outside of their current boundaries. Our target demographics are African American, Latino and Native American males, however, the program is inclusive of all youth. We have almost equal parity of girls that participate in our programs and also youth with special needs.

KAIROSPDX: KairosPDX is a non-profit organization focused on delivering excellent, equitable education to underserved children, their families and their communities. Through innovative pedagogy, community collaboration and family partnership we are closing Portland’s persistent achievement gap in measurable, sustainable ways.

LATINO NETWORK: Latino Network provides opportunities, services and advocacy for the education, leadership development and civic engagement of Latino youth and families in Multnomah County every year.

LESBIANS WHO TECH: Lesbians Who Tech is a national non-profit organization (with a Portland based affiliate) committed to convening queer women in technology (and our allies) in a vibrant and inclusive community. We work together to promote the visibility and inclusion of women, LGBTQ people, and people from other backgrounds underrepresented in technology.

NATIVE AMERICAN YOUTH AND FAMILY CENTER (NAYA FAMILY CENTER): Founded by the community, for the community, the Native American Youth and Family Center (NAYA Family Center) is a family of numerous tribes and voices who are rooted in sustaining tradition and building cultural wealth. NAYA Family Center provides culturally-specific programs and services that guides Portland’s Native American community in the direction of personal success and balance through cultural empowerment.

OPERATION CODE: Operation Code ensures all service members, veterans and their families are ready for new career paths in software development through our uniquely tailored programs & services.
APPENDIX G. COMMUNITY PARTNERS CONTINUED

PARTNERS IN DIVERSITY: Partners in Diversity seeks to address employers’ critical needs for achieving and empowering a workforce that reflects the rapidly changing demographics of the Pacific Northwest. We accomplish these goals through educational programs, job postings and distribution of information for CEOs and for those who work in human resources or in diversity roles.

PORTLAND AFRICAN AMERICAN LEADERSHIP FORUM (PAALF): PAALF’s mission is to solve issues that challenge the Portland African American community in a unified and collaborative way. PAALF is a convener of African American leaders around a public policy agenda that impacts the community in the areas of housing & economic development, education, health, and civic engagement/leadership.

PORTLAND COMMUNITY REINVESTMENT INITIATIVES (PCRI): For nearly 20 years, PCRI has reinvested in Portland’s neighborhoods, preserved their diversity and provided tools to help low-income Portland families achieve stability and self-sufficiency. PCRI provides affordable homeownership opportunities, affordable housing rentals, and wrap around services.

PORTLAND YOUTH BUILDERS: PYB provides educational, vocational, and leadership development programs for very low income youth. At PYB, our students work on completing their high school education while learning a trade that can help them enter a high-paying career in either construction or computer technology.

PDXTECH4GOOD: PDXTech4Good brings together nonprofit staffers, techies, and activists to talk about the connections between technology and social change. Past events have included a panel discussion on CRMs for nonprofits, improving nonprofit donation pages, using social media for social change, and managing volunteers with mobile technology.

Q CENTER: Q Center provides a safe space to support and celebrate LGBTQ diversity, equity, visibility and community building. Q Center is a non-profit organization which offers multi-generational programs and services in four core areas: Arts & Culture; Education & Training; Health & Wellness and Advocacy.
THE ROSEWOOD INITIATIVE: The Rosewood Initiative is a non-profit organization dedicated to helping build a self-sufficient, safe, healthy, empowered community by connecting the residents and community stakeholders with each other. We partner with residents, apartment managers and owners, businesses, churches, social services agencies, neighborhood associations, and public safety agencies to create space for the community to come together to meet their common goals.

SELF-ENHANCEMENT INC. (SEI): SEI is a nonprofit organization helping at-risk urban youth realize their potential. It is an African American culturally-specific organization with programming including: Community and Family programming, SEI Academy, and Academy Board meetings.

SLAVIC NETWORK OF OREGON: The Slavic Network of Oregon aims to promote advocacy, leadership and cultural awareness of the communities of Eastern and Central-European origin.

UNITE OREGON: Formerly Center for Intercultural Organizing and Oregon Action, Unite Oregon is led by people of color, immigrants and refugees, rural communities, and people experiencing poverty, we work across Oregon to build a unified intercultural movement for justice.

URBAN LEAGUE OF PORTLAND (ULPDX): The Urban League of Portland, founded in 1945, helps empower African Americans and other Oregonians to achieve equality in education, employment, and economic security.

VERDE: Verde serves communities by building environmental wealth through Social Enterprise, Outreach and Advocacy. Since 2005, Verde has brought new environmental investments to Portland’s neighborhoods, involved community members in the planning and building of these investments, and ensured that low-income people and people of color directly benefited from the investments.

VOX SIREN: We are the leaders of women-centered creative solutions. We create immersive experiences so that all people can benefit from the stories, skills and safety of women.

WOMEN WHO CODE: Women Who Code (WWCode) is global non-profit (with a Portland based affiliate) dedicated to inspiring women to excel in technology careers. We work to support this generation in being and becoming leaders and role models in the tech industry.
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