

# **BUILDING** *Belonging & Inclusivity*

**A TOOLKIT FOR BUSINESS GROWTH**



it's  
**BiLLINGS**  
Chamber of Commerce

Brought to you by Billings Chamber of Commerce in partnership with Greater Phoenix Chamber



In conjunction with  
**Billings Chamber of Commerce  
 DEI Network**

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**SPONSORS**



**BUSINESS GROWTH THROUGH WELCOMING AND INCLUSIVE ENVIRONMENTS**

Welcome to the toolkit for business growth. Our aim is that the concepts presented in this toolkit will serve as a launching pad, guiding your organization on the path toward creating a welcoming and inclusive culture where your workforce and customers feel like they belong. A version of this toolkit was originally developed by the Greater Phoenix Chamber (AZ) and reflects the teamwork and dedication to enhancing opportunities and lives for everyone. In our commitment to promoting inclusivity, we appreciate the generosity of our counterparts in Phoenix for granting us permission to showcase their diligent efforts encapsulated in this document. This toolkit was developed in conjunction with our DEI Network (Diversity, Equity, and Inclusion).

**BILLINGS CHAMBER'S DEI MISSION**

We will continuously work to identify and dismantle conscious and non-conscious systemic bias and discriminatory actions in our workplaces and within our community through education, training, advocacy, mentorship, having difficult conversations and regularly facilitating diverse and inclusive interactions as a convener within the city's business community.

Recognizing that DEI is more than what meets the eye, the Billings Chamber is a leading partner in the following initiatives:

- Certified Autism Center/  
Certified Autism Destination
- Aging Friendly
- Dementia Friendly
- Resilient Yellowstone
- Veteran READY
- Affordable Housing
- Quality of Life
- Creating Welcoming and Belonging
- Crime Prevention Through Environmental Design (CPTED)







# INTRODUCTION

**Diversity, Equity, and Inclusion (DEI) in the workplace is a critical part of creating a welcoming workplace culture. An inclusive workplace environment has become increasingly important to both small and large employers, in Billings and across the country. Having a diverse workforce brings new perspectives and ideas to your business and prioritizing belonging and inclusivity can help attract top talent to your company.**

So how do you get started? The Billings Chamber of Commerce knows that embarking on this journey isn't easy. Implementing DEI strategies takes time and effort. The good news is you don't have to be a large company with a Chief Diversity Officer on staff to get started! You will need buy-in from your leadership and at least one team member willing to learn best practices and begin implementing them within your organization.

The Chamber's DEI Network Advisory Board, comprised of diversity, equity and inclusion professionals across various industries, have developed this toolkit to help your company begin your journey.

Before you jump in, we want you to know a few things about the toolkit and building a DEI program within your company.

## READY TO GET STARTED?

Great! The implementation page walks you through some initial thoughts to begin your journey.

- Review the full toolkit to gain a better understanding of what it has to offer
- Share the information with key members of your team who will be a part of the process
- Pick one area to begin focusing on. Read through that section and, with your team, begin to develop a plan to incorporate those practices into your business.

This toolkit is available for everyone as a comprehensive PDF at [www.BillingsDEI.com](http://www.BillingsDEI.com). The Chamber hosts quarterly forums, facilitated by DEI professionals, where tips and best practices will be shared. These forums will allow you to ask questions and

## THE TOOLKIT IS

- Designed to be a starting point for your company
- Meant to be an ongoing process and engage your entire team
- Intended to promote awareness through relevant examples
- Likely to help you improve your workforce and your bottom line

## THE TOOLKIT IS NOT

- Completely turnkey. The concepts in the toolkit will enable you to begin the process, but your company will have to put in the work to implement new practices to achieve your desired results
- Meant to be tackled all at once. We recommend picking one area of focus and begin integrating it into your company
- Going to change your business overnight. There is no check list for DEI. But it WILL get you started down the right path, one positive change at a time

discuss challenges and successes with other businesses starting this journey as well. In addition, the Chamber hosts a DEI Immersion Program as a hands-on learning opportunity to begin one's DEI journey.

You may submit questions via the Contact Us page at [www.BillingsDEI.com](http://www.BillingsDEI.com) and a Chamber staff member will contact you within 2-3 business days.

We're excited that you are committed to a more diverse, equitable and inclusive work environment. Our business community's continued growth in this area will make Billings and Montana, an even better place to live, work and do business!



## THE ASSESMENT AND IMPLEMENTATION PROCESS

**Defining your company’s current status is key to choosing your priorities and customizing your implementation strategy.**

- ▶ **COMPANY CULTURE ASSESSMENT**  
Assess your current status on the diversity, equity and inclusion matrix to analyze your company objectively.
- ▶ **CHOOSE YOUR PRIORITIES**  
Use your current status on the diversity, equity and inclusion matrix to define where you want to be in a reasonable timeframe.
- ▶ **IDENTIFY RESOURCES**  
Identify the toolkit components you need to achieve your company’s goals and assign roles for the implementation of each component.
- ▶ **DEFINE YOUR TIMELINE**  
Define an achievable timeframe for implementation, evaluation, monitoring and measuring success.
- ▶ **GET YOUR TEAM ONBOARD**  
Leadership buy-in is crucial for employee participation and achieving your goals.
- ▶ **JOIN THE CONVERSATION**  
Participate in knowledge-sharing sessions to learn best practices and secrets to success supporting your company’s growth in growing diversity, equity and inclusion.
- ▶ **MEASURE YOUR SUCCESS**  
Choose achievable KPIs to measure your progress based on your individual company’s diversity, equity and inclusion goals.

## THE TOOLKIT FORMAT

Each toolkit component contains a standardized, easy to follow format for defining the principle, explaining the rationale behind its importance, how to implement the principle and measure the outcomes.

**WHAT? | WHY? | HOW?  
MEASURES OF SUCCESS**

## RESOURCES TOOLKIT COMPONENTS

	<b>ASSESSMENT AND IMPLEMENTATION</b> Process overview and how to define where to start on your company’s journey.
	<b>ROLE OF CULTURE</b> Company culture is often described as “the way we do things around here.”
	<b>UNCONSCIOUS BIAS</b> Self-awareness is the key to avoiding unintentional decisions or making decisions based on stereotypes
	<b>ROLE OF EMPLOYEES</b> Employees need a clear understanding of diversity goals and vision and have an inclusive mindset to learn and practice inclusive behaviors.
	<b>RECRUITING</b> Develop an intentional and holistic strategy including attracting, hiring, promoting and retaining diverse employees.

**“WHEN PEOPLE FEEL CELEBRATED AND ENCOURAGED, THEY HAVE THAT DRIVE TO SHOW UP EVERY DAY AND DO THEIR BEST.”**

- Kody Christiansen, Resource Outreach Coordinator-Downtown Billings Alliance



# THE ROLE OF CULTURE

## WHAT?

### UNDERSTANDING WHAT CULTURE IS

**Company culture is often described as “the way we do things around here.” While culture is invisibly shaped by the collective values of company members who keep social norms in place, it can also be observed in everything from employee attitudes, business policies, decision making and leadership style, to performance measurement, rewards, use of language, dress code, business hours, company structure and more.**

Culture is worth our attention. A negative workplace culture is the number one enemy of business success.

Highly engaged companies have highly committed leaders. These leaders understand that business outcomes are easier to achieve with an engaged workforce. Leaders need to embrace and model respect for diversity, equity and inclusive behaviors, as leaders impact how their employees view the company.

At the root of any company culture are the values held by its members. These values often manifest in observable employee behaviors and artifacts (such as office layout, decor and dress code). Every company has a culture, either by design or by default. If your company has not purposefully defined, established and nurtured a desired culture, then an unintentional “way of doing things” has developed.

Having a culture that values diversity and inclusion ensures

employees’ are valued, respected, accepted and encouraged to fully participate in the company. Employees in diverse and inclusive environments feel appreciated for their unique characteristics and are therefore comfortable sharing their ideas and other aspects of their true and authentic selves.

### KEY ATTRIBUTES OF CULTURE

- **SHARED** - Culture is an attribute of a whole group, not of an individual or a collection of individuals. It’s all about the unwritten, shared values, rules and assumptions that guide how organizations behave.
- **PERVASIVE** - Culture applies broadly throughout an organization, permeating all levels and functions.
- **ENDURING** - Culture has a major influence over the long-term mindset and actions of an organization. It includes the shared rituals, stories, legends and experiences that typically define the organization. It plays a major role in determining those who fit in and stay and those who don’t and tend to leave, thus becoming self-reinforcing and resistant to change over time.
- **IMPLICIT** - People are hardwired to instinctively recognize and respond to culture — serving as a kind of organizational silent language. Research has shown that the human capacity for culture is universal, having been shaped by evolutionary processes.

## WHY?

**A company’s culture acutely impacts business results, from customer loyalty, to innovation, to achieving strategic financial goals.**

Culture can be a relatively cost-effective way for a company to differentiate itself as an employer and retain and engage top

talent to support and achieve its most strategic goals.

**Companies with strong workplace cultures report more than five times the revenue of companies with poor cultures.**

# THE ROLE OF CULTURE

## ORGANIZATIONAL CULTURE DESIGN

As diverse companies grow and as unavoidable organizational changes impact your company, the importance of an intentional culture becomes more apparent.

Organizational design is a process that aligns core components of the company's system to solve business problems, enable performance and define culture. The following determine an ideal culture, including employee and internal customer experience, to enable a future state.

- **STRATEGY** - Refresh mission, vision, guiding principles and strategic roadmap
- **STRUCTURE** - Determine structure including core functions/ work, roles, responsibilities, decision rights and governance
- **PROCESSES AND TECHNOLOGY** - Determine new operating model, core business processes and how technology could support
- **PEOPLE** - Understand capabilities needed for the future, existing capabilities and strategy to fit right people into the correct roles
- **REWARDS** - Determine compensation and performance goals; create meaningful rewards and recognition to reinforce new behaviors
- **DATA** - Understand breadth and depth of what's possible with data analytics

## ARTICULATE THE ASPIRATION

Cultural transformation is not unlike defining a new strategy for the organization. They both must be openly discussed and understood throughout the company. Leaders must understand how the new culture aligns with market and business conditions. Since culture is a somewhat ambiguous and abstract subject, it's important to use real, concrete business challenges and opportunities to help people better understand and connect to the need for change. Organizational leaders should be intentional about creating positive workplace culture.

## SELECT AND DEVELOP LEADERS WHO ALIGN WITH THE TARGET CULTURE

In the end, leaders set the culture of their organizations. Therefore, it's very important to select leaders whose cultural style is well aligned with the desired change. At the same time, culture change often leads to turnover because some leaders are no longer a good fit for where the organization is headed. Such leaders should be asked to leave lest they jeopardize the needed organizational changes.

## USE ORGANIZATIONAL CONVERSATIONS ABOUT CULTURE TO UNDERScore THE IMPORTANCE OF CHANGE

It's important to discuss the desired culture change throughout the organization so that people can viscerally understand both the challenges and opportunities for the change. As employees start to recognize that their leaders are talking about new business outcomes - innovation instead of quarterly earnings, for example - they will begin to behave differently themselves, creating a positive feedback loop.

## REINFORCE THE DESIRED CHANGE THROUGH ORGANIZATIONAL DESIGN

When a company's structures, systems and processes are aligned and support the aspirational culture and strategy, instigating new culture styles and behaviors will become far easier. Cultural changes are generally accompanied by changes in the way employees are paid, evaluated and promoted. These are concrete, visible ways of reinforcing the desired evolution of the organization.



**"WE CAN MAKE THIS A BETTER PLACE."**

- Carmelita Dominguez, Montana Allergy & Asthma Specialists

## HOW?

### DEFINING CORE VALUES

**Core values are the highest values that guide a company's actions, unite its employees and define its brand. Company culture gives everyone in the organization a common platform and approach for their work. The shared outlooks of a company's culture determine employees' attitudes, effectiveness and sense of team.**

Some cultures develop around the way a company works and other times, leaders work to shape and implement a company culture. Creating a strong and effective company culture stems largely from the communication strategies of owners and top management. Companies who want a creative and proactive company culture not only have to communicate this to employees, but must reinforce it in their daily communication styles. For example, managers of empowered company cultures often say things like, "Great thinking — can you take the lead on implementing that?," "How would you solve this problem?" and "I'd like you to come up with three great ideas and come show them to me later."

Clear core values can help an organization hire the right people, dismiss the right people, secure high-value customers, navigate through crises, remain accountable to commitments and serve stakeholders better.

**Consider these questions regarding your company's current and future state of your company's culture: How do your company's core values shape the company culture?**

- How do your company's core values align with diversity, equity and inclusion?
- How does your organizational design reinforce your company's core values?
- What actions/behavior support those core values?

### BEST PRACTICES FOR CULTURE CHANGE

**Consider Cummings and Worley's (2004) proposed six guidelines for culture change:**

- 1 Formulate a clear strategic vision and values.** This vision gives the intention and direction for the future culture change.
- 2 Display top-management commitment.** The top of the organization must favor the culture change in order to actually implement the change in the rest of the organization.
- 3 Model culture change at the highest level.** The behavior of the management team needs to symbolize the kinds of values and behaviors that should be realized in the rest of the company. Change agents are keys to the success of this cultural change process and important communicators of new values.
- 4 Modify the organization to support organizational change.** This includes identifying what current systems, policies, procedures and rules need to be changed so alignment with the new values and desired culture can be achieved.
- 5 Select and socialize newcomers and terminate deviants.** Encouraging employee motivation and loyalty to the company will create a healthy culture. Training should be provided to all employees to help them understand the new processes, expectations and systems.
- 6 Develop ethical and legal sensitivity.** This step can identify obstacles of change and resistant employees, and acknowledge and reward employee improvement, encouraging continued change and involvement.





# THE ROLE OF CULTURE



## MEASURES OF SUCCESS

### MANAGING AND MEASURING CULTURE

When culture is not measured and managed, it can influence the behaviors of employees in unplanned ways – often devastating employee engagement and retention, obstructing corporate strategies and goals and ultimately eroding the bottom line.

Culture has proven time and again to be a powerful force that can either accelerate, or topple, the most well thought out corporate strategies. Companies tend to focus and excel only on what they can tactically measure and companies have learned to expertly analyze financial metrics, competitor performance and operation efficiency.

It is important to translate your desired values into behaviors, processes and artifacts that drive your company to literally live the values that are written on the wall. Using real data will allow you to measure progress as your organizational culture begins to transform.

Set targets by reviewing past company performance (not financial) and internal conditions, as well as external benchmarks (other competitors). Determine success of diversity strategies in recruitment, retention, development, training and succession planning (candidates for leadership positions).

### TOOLS AND RESOURCES TO UNDERSTAND AND IMPROVE YOUR COMPANY CULTURE:

- Track legal complaints or HR complaints
- Track retention rate
- Implement employee surveys, exit surveys
- Utilize client surveys
- Monitor culture parity – workforce mirrors customer base
- Increase in diverse candidates applying for positions

### CULTURE EATS STRATEGY FOR BREAKFAST

“Culture eats strategy for breakfast,” a phrase originated by Peter Drucker, legendary management consultant and made famous by Mark Fields, President at Ford, is an absolute reality! Any company disconnecting the two are putting their success at risk.

**Organizational culture eats strategy for breakfast, lunch and dinner, so don’t leave it unattended.**

## DEVELOPING A CULTURE STATEMENT

- No more than 20-75 words
- Write at an 8th to 11th reading grade level
- Include “positive words” that signal inclusion; such as “Inclusive, Celebrate, Grow, Experiences, etc.”

### ▶ KOA YELLOW PRIDE

*A shared belief in the power of family, connection and the great outdoors. It’s passion, drive and dedication to service and hospitality. It’s wearing one yellow shirt and a multitude of hats. It’s knowing that tomorrow is better by what we dream and do today. It’s trusting that together we create the best camping possible. KOA Yellow Pride is helping people get outside because we know it changes them on the inside.*

### ▶ UNITED WAY OF YELLOWSTONE COUNTY

*UWYC affirms the essence of all individuals including the realities, background, experiences, skills and perspectives that make each person who they are. UWYC aspires to involve every segment of the community in every aspect of our work, to act in ways that respect the dignity, uniqueness and intrinsic worth of all.*





# UNCONSCIOUS BIAS

## WHAT IS UNCONSCIOUS BIAS?

### SELF AWARENESS IS THE KEY TO AVOIDING STEREOTYPES

**Unconscious bias refers to the attitudes or stereotypes that affect our understanding, action and decisions in an unconscious manner. It means that we often end up treating people and situations based on unconscious generalizations and preconceptions rather than using a set of objective qualitative or quantitative parameters.** In many cases, unconscious bias is expressed as a prejudice in favor of or against a person, a decision, or group compared to another, in a way that is often considered unfair. Unconscious biases are influenced by how people were raised, cultural environment and personal experiences. People tend to mirror their natural environment. This can be the community in which they live, the hobbies they enjoy, or how they were raised, educated and disciplined growing up.

### RECRUITMENT CAN BE HEAVILY AFFECTED BY BIAS

Research shows that recruitment and selection decisions are heavily influenced by unconscious bias. This is not surprising when everything in life begins with selection. This is why a person's biography or validated resume provides an insight into selection, training, mentoring and development. Recruiting happens naturally within a person's comfort zone. A person active in their community will have a more diverse pool of candidates than one who has limited hobbies or lacks any community involvement. Recruiting for one will be a challenge while the other will have a pool of

diverse candidates available. One will have a higher chance of unconscious bias versus the other. Leadership need to pay close attention to unconscious bias in their recruiting efforts.

### IT STARTS WITH THE LEADERSHIP TEAM

Hiring those who look like us, think like us, talk like us and share our personal interests, political views, or habits will ingrain unconscious biases in our organization. Having a leadership team that mirrors the overall organization, or the community they service, is crucial to productive, diverse growth. Diverse viewpoints and differences of opinion are healthy for an organization's growth and development and promotes an equal voice to everyone seated at the table. Conscious diversity need be incorporated into every aspect of an organizational plan to avoid enhancing unconscious bias and leading to growth and profitability challenges.

Biases can be based on skin color, gender, age, height, weight, personality traits, sexual orientation, marital and parental status, education, nationality and more. For example:

- Assuming all members of a particular race or ethnic group have the same thoughts or feelings on a subject, is a product of unconscious bias.
- Developing a product or marketing campaign that is offensive to a particular group of people.

## WHY?

### Why is Understanding Unconscious Bias Important?

Unconscious bias in the workplace can impact diversity, recruiting, employee retention and unknowingly shape an organization's culture. Unconscious biases are unknown drivers that can destabilize organizations. For example, recruiting efforts driven by internal referrals when there is unconscious bias in an organization could easily create a compounding negative effect making an organization look the same. Other potential factors include:

- Staff cloning
- Limited decision making capabilities
- Lack of innovation and/or creativity

Increasing self-awareness, including understanding our unconscious biases, allows us to implement tactics/programs to be more intentionally inclusive.

# UNCONSCIOUS BIAS

## HOW TO PROMOTE AWARENESS? FROM THE TOP DOWN

There are also several steps that leadership can take to eliminate unconscious bias. Vanderbilt University recommends:

- 1 Learn as much as possible about unconscious bias... and ways to combat it
- 2 Tell your story...and listen to the stories of others
- 3 Avoid stereotypes and over-generalizations
- 4 Separate feelings from facts
- 5 Have a diverse group of people around the decision-making table
- 6 Engage in self-reflection to uncover personal biases
- 7 Develop safe and brave spaces to discuss unconscious bias
- 8 Be an active ally
- 9 Don't expect a quick fix
- 10 Practice empathy

## EXERCISES FOR TRAINING

Below are some examples of how other companies have approached Unconscious Bias Training. The material, **Google's Unconscious Bias @ Work Workshop**, presented here serves as a baseline to guide you through this journey.

- **View Facilitator Guide**



- **View Workshop Slides**



## EXAMPLES OF UNCONSCIOUS BIAS

### ▶ GENDER BIAS

"A female colleague raises a good point in a meeting with her male and female colleagues. She is subsequently ignored. A male colleague then raises the same point and is not only acknowledged, but praised as well. You may be thinking "Oh, the boss maybe didn't hear her!" But more often than not, this can come down to unconscious gender bias. Sometimes male members of senior management will automatically take advice from colleagues that remind them of themselves."

"A recent study at Yale reveals that the name of the applicant impacts the recruiting decision. While two versions of the same resume – identical, except for the candidate's first name – were given to the recruiters, the "male" candidate was regarded as more experienced and gifted, as well as was more likely to get hired and given a higher salary. This is implicit sexism, even as we are not aware of it."

## RESOURCES

- Check Our Bias to Wreck Our Bias



- Checklists for Reducing Unconscious Bias in Job Descriptions/Advertisements



## LOCAL SUPPORT

### BUILDING BELONGING IN BILLINGS

The following Billings Chamber members can provide targeted training for your organization. Visit our directory at [BillingsChamber.com](http://BillingsChamber.com) for contact information.

- Be Better World, LLC
- Canvas Creek Team Building
- Great Dane Group, LLC
- ImproveMT Consulting
- Kaleidoscope Group
- MaxFab Consulting
- UpStream Strategy Partners
- Van Waes Consulting LLC

## EXAMPLES OF UNCONSCIOUS BIAS

- ▶ Having a hiring preference for alumni from one school over another, as you believe that particular school provides a stronger academic rigor, and thus, alumni of that school are harder workers than alumni from the other school.
- ▶ Reflecting the language your straight colleagues use for their own family, such as husband or wife, when talking to them, but not doing the same with your LGBTQ+ colleagues and assuming they use partner, even when they active call their spouse their husband or wife.
- ▶ Assuming a woman can not lift a required amount of weight outlined in the job description, even though she has successfully held prior jobs with the same physical requirement
- ▶ Hiring a candidate because of their religion or faith tradition, as you believe people of that faith are "good people" and that will make them a "good employee."



**"A GROUP OF PEOPLE FROM DIFFERENT BACKGROUNDS, DIFFERENT EXPERIENCES, DIFFERENT JOURNEYS, DIFFERENT WALKS OF LIFE, THEY'RE ALL GOING TO BRING A DIFFERENT PERSPECTIVE, DIFFERENT WAY OF THINKING, PROCESSING, APPROACHING A SOLUTION AND THEREFORE YOU HAVE A TEAM THAT IS MORE PRODUCTIVE."**

-Mehmet Casey, Development Director, Downtown Billings Alliance





# THE ROLE OF EMPLOYEES

## WHAT IS THE ROLE OF EMPLOYEES?

### WELCOMING AND BELONGING IS A TEAM EFFORT

**The best way to develop an inclusive workplace environment is to leverage employee resource groups (ERGs). ERGs are employee-led groups that are formed based on specific traits that group members possess.** They can be formed around factors such as race, gender, religion, sexual orientation or other shared characteristics. Teach For All is a company that has mastered the art of creating a successful and thriving ERG. Here are some best practices for ERGs to bring employees together with a spirit of inclusion:

- Joint sponsorship of activities
- Equal sharing of opinions
- Soliciting feedback in decision making processes
- Engaging allies
- Leadership sponsor who is not a member of the group

## HOW CAN MANAGEMENT FACILITATE SUCCESSFUL EMPLOYEE RESOURCE GROUPS?

### THE ROLE MANAGERS PLAY AS THE FRONTLINE EMPLOYEES RESPONSIBLE FOR IMPACTING CULTURE

Leaders must intentionally create an environment where employees feel they can safely express themselves and where specific concerns can be raised with transparency and confidence.

#### ▶ LEADERSHIP BUY-IN

You don't need buy in from leadership to move forward, but it will make it easier to implement a new ERG and increase that organization's effectiveness. It's best if the group has an executive sponsor to advocate for them at the leadership level.

#### ▶ ASSESS COMPANY NEEDS AND SET GOALS

After getting buy-in from leadership, it is necessary to decide which ERGs are needed. Once you have decided what you need, it's time to determine what outcomes you hope the ERG will achieve. ERG goals will be contingent on the company goals and needs.

#### ▶ START SMALL

It is also beneficial to have allies in the group. These are individuals who do not necessarily share the group's characteristics, but are passionate about the group, want to learn more and want to show their support.

#### ▶ ADVERTISE THE GROUP

Make sure people in your organization know about the ERG and have the opportunity to participate. This can be done through the company's intranet or internal communication platforms.

## WHY IS UNDERSTANDING THE ROLE OF EMPLOYEES IMPORTANT?

#### ▶ GOALS, VISION, OPEN MINDSET

Employees need a clear understanding of their organization's goals and vision and have an open mindset to learn and practice behaviors through diversity, equity and inclusion.

#### ▶ PROUD

Employees who feel they can be their authentic selves at work are nearly 3 times more likely to say they're proud to work for their company.

#### ▶ EMPOWERED

Employees who feel they can be their authentic selves at work are 4 times more likely to say they are empowered to perform their best work.



## “THE MORE WELCOMING AND INCLUSIVE WE ARE, THE STRONGER OUR ECONOMY CAN BECOME AS WE WILL DRAW IN MORE BUSINESSES AND STRONGER TALENT.”

- Cathy Grider, Workforce Development Manager, Billings Chamber of Commerce

### HOW CAN EMPLOYEES SUPPORT BELONGING AND INCLUSION?

#### A HOLISTIC APPROACH TO HELPING EMPLOYEES DRIVE CHANGE

While strong leadership support is essential to fostering a diverse, equitable and inclusive work environment, employee support is also needed to maintain a strong DEI culture. Employees shape and reinforce the company’s culture through their behaviors and interactions with one another. If a company places value on treating people with dignity and respect, then employees should hold each other accountable for acting in accordance with those values. Clean Talk is a program that provides a communication framework to help employees and leaders discuss sensitive topics in a constructive way that promotes honesty and integrity while resolving conflict.

#### CLEAN TALK

For example, say an employee works for a company that is committed to providing a workplace that is inclusive and free of insensitive or offensive behaviors. If that employee hears someone make a culturally insensitive comment, they would feel an obligation to address it because their company does not tolerate that behavior. The employee could use the Clean Talk program for guidance on how to approach the conversation with the person who made the insensitive comment. This provides an opportunity for the employees to potentially resolve the issue and reach mutually agreed upon expectations for behavior in the future, without having to escalate it to management. This method gives employees, as well as leaders, ownership in fostering an inclusive environment that values diversity and treating others with respect.

#### • Clean Talk



### COMMUNICATION TIPS TO PROMOTE DIVERSITY, EQUITY AND INCLUSION

- 1 Know the diversity, equity and inclusion goals and vision of your organization and its connection to the overall business objectives.
- 2 Participate in employee engagement surveys and respond as openly and honestly as possible.
- 3 Actively engage in the diversity effort. You can take part in or start an Employee Resource Group, or volunteer to chair or serve on committees that organize diversity-related events and activities.
- 4 Become culturally competent. Take the time to learn about different cultures, races, religions and backgrounds represented by your colleagues.
- 5 Treat people in a way they wish to be treated rather than the way you wish to be treated. Do not tell offensive jokes that may alienate those who are different from you — even if they are not present at the time. Most importantly, be respectful always. Drive positive change in the organization. Be a spokesperson for diversity, equity and inclusion issues that are not necessarily your own.
- 6 Welcome ideas that are different from your own and support fellow teammates.
- 7 Understand the diversity elements you personally bring to the organization. Diversity comes not only in the form of culture, race and gender but also includes elements such as socio-economic background, education level, geographic location, sexual orientation, thought and many others.
- 8 Commit to continuous improvement.
- 9 Communicate and educate. Diversity, equity and inclusion work is a journey, not a destination.

### HOW TO ENGAGE EMPLOYEES?

#### WAYS FOR EMPLOYEES TO SHARE WHO THEY ARE AS A PERSON

- Newsletters
- Employee spotlights
- Hosting activities that are open to everyone
- Sport and hobby related groups
- Weekly team meetings
- Celebrating the month the group is nationally recognized – e.g. Black History Month (February), Women’s History Month (March), etc.
- Community involvement and social responsibility initiatives

# THE ROLE OF EMPLOYEES

## MEASURES OF SUCCESS

### AREAS TO ASSESS FOR SIGNS OF IMPROVEMENT

- Employee survey
- Decrease in the number of DEI complaints
- Diverse hiring panels
- Annual demographics assessment (to see the change over time)

Success will be based on the overall goal – if your goal was to increase representation of women, then your measure of success is going to be pretty clear. Or maybe it is about retaining talent, so the program needed will be a retention program.

**Sometimes, Employee Resource Groups struggle with measuring and tracking results. A commonly used term is key performance indicators (KPIs). A KPI is a measurable value that shows how effectively a company is achieving key business objectives.**

A good KPI should act as a compass, helping you and your team understand whether you're taking the right path toward your strategic goals. What areas can KPIs help you improve the impact of your employees?

### DEVELOPMENT METRICS

- **CAREER ADVANCEMENT:** ERGs should identify members who have advanced their careers as a direct result of an ERG program and initiative support and submit a minimum of three success stories per year to the DEI office.
- **PERSONAL DEVELOPMENT:** Number of attendees attending developmental events provided by your ERG over the total number of ERG members.
- **PROFESSIONAL DEVELOPMENT:** Number of attendees attending professional growth events provided by your ERG over the total number of ERG members.

### RETENTION METRICS

- **PERCENT OF MEMBER ENGAGEMENT:** Take number of active ERG members divided by total ERG members x 100 equals percent (active ERG / total ERG x 100 = %)
- **WHAT DEFINES AN ERG ACTIVE MEMBER VERSUS AN ERG MEMBER?** You can define this threshold, as an example – let's say an active member is considered someone who attends 3+ events per year or it's someone who has responsibilities for an event. An ERG member can be anyone who is registered in the mailing list. See where you currently stand and set a goal for where you want to be.

- **EMPLOYEE TURNOVER RATE (ETR):** Before arriving upon your ETR, you need to have identified your ERG members and active ERG members. Then take the number of ERG members who have departed the company and divide it by the average number of employees. If you have a high ETR in your ERG, spend some time examining your development and engagement opportunities.
- **EMPLOYEE SATISFACTION:** Happy employees are going to work harder – it's as simple as that. Measuring your employee satisfaction through surveys and other metrics is vital to your ERG and organizational health.

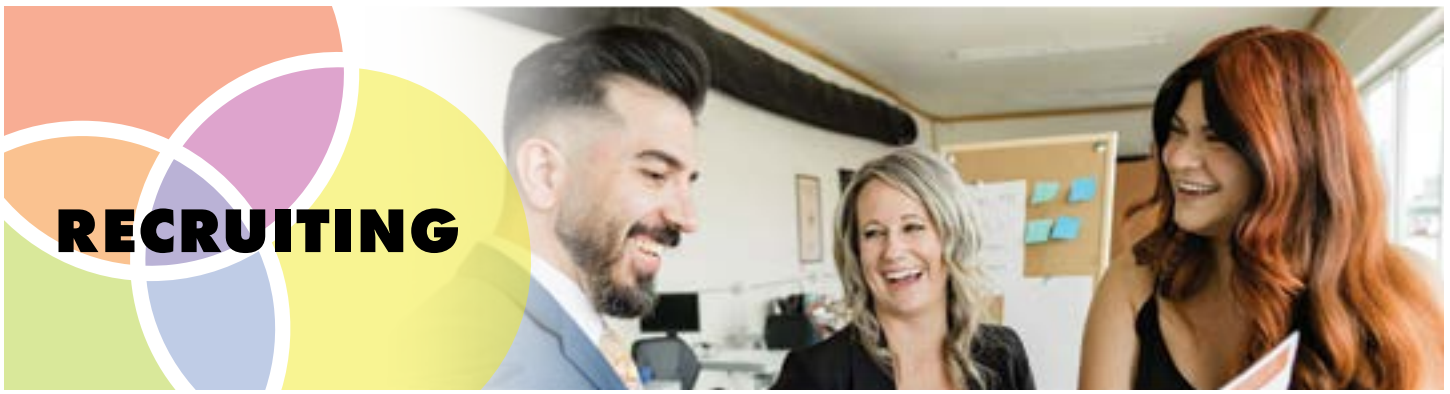


## METRICS

To be effective, a Key Performance Indicator (KPI) must:

- Be well-defined and quantifiable.
- Be thoroughly communicated throughout your ERG.
- Actually be crucial to achieve your goal.
- Be applicable to your ERG vision.





## WHAT IS YOUR RECRUITING STYLE?

### RECRUITING PRACTICES ARE A PRODUCT OF CULTURE

**The final element of a successful diversity, equity and inclusion program involves being intentional to attract, hire and retain candidates that represent the culture you are seeking.** Having a strong company culture that values diversity, equity and inclusion, building awareness of unconscious bias and other potential barriers and supporting employees' roles in embracing inclusive behaviors all lay a strong foundation for being able to recruit new talent to your organization.

## HOW TO INCORPORATE DIVERSITY, EQUITY AND INCLUSION?

### DEFINING YOUR STRATEGY

- Develop an intentional DEI strategy.
- Know the benefits of building a diverse workforce, providing equitable opportunities and creating an inclusive culture. Hiring managers and recruiters must understand the "why".
- Identify needs, set clear goals and monitor metrics. Know the demographics of your community and customers.
- Remember that a holistic strategy includes attracting, hiring and retaining employees.

### ATTRACTING CANDIDATES

#### BRANDING AND MARKETING

- Diverse content on your website, including a DEI mission statement.
- Use social media to share DEI efforts.
- Update company materials with current workforce demographics and information about ERGs.

#### CREATE DIVERSITY FRIENDLY JOB LISTINGS

- Words matter – word choice, layout and the way you talk about your company could potentially deter diverse candidates.
- Be culturally sensitive when describing your opportunity.

## WORK ENVIRONMENT

- Workplace policies and benefits such as flexible schedules, remote work options, dress codes and daycare assistance will attract a broader range of candidates.
- Onboarding practices can increase retention.
- Provide diversity training.

## WHY TO EXAMINE YOUR RECRUITING PRACTICES?

### ▶ SCOPE RECRUITING

"According to a survey by Glassdoor, 67% of active and passive job seekers consider a diverse workplace to be one of the most important things to them when they are evaluating companies or job offers... If you don't create a workforce that fosters, invites and supports diversity, none of your efforts are going to amount to anything."

### ▶ ALLEGIS GROUP

"Each stage of the applicant's path is an experience that either builds or weakens the connection to the potential future employer. From accessing the career site to waiting for feedback or even greeting the front desk attendant at the facility, each part of the journey, no matter how small, influences how well a company attracts and engages diverse talent."

### ▶ IDEAL.COM

"Research featured in the Harvard Business Review found that when the final candidate pool has one minority candidate, he or she has virtually zero chances of getting hired. However, a "two in the pool effect" represents a promising method for overcoming unconscious biases and increasing diversity in the workplace."

# RECRUITING

## HIRING DIVERSE CANDIDATES

- Leverage local organizations with community connections: churches, cultural institutions, non-profits.
- Online tools can facilitate finding diverse candidates.
- Employee referrals – pros and cons.
- Candidate pool: more diverse candidates = more diverse employees.

## OVERCOME UNCONSCIOUS BIAS

- Blind resumes level the playing field and ensure the most important characteristics are fully considered.
- Automated resume screening allows for objective and consistent application of criteria across all candidates.
- Focus on skills and potential vs. experiences.
- Personality assessments.
- Abandon “not a fit” as a reason for not hiring someone.
- Include diverse interviewers on panels.

## MEASURES OF SUCCESS

Once you’ve implemented a DEI recruiting strategy, it’s important to measure and monitor key components to ensure your tactics are achieving the desired outcome. Metrics can help you assess the return on your investment as well as identify areas where an adjustment to your approach may be needed. Keep in mind all aspects of a successful diversity program (attraction, hiring, promotion and retention) are necessary to fully realize the benefits of having a diverse workforce and inclusive culture.

There are many metrics that can be used to measure the retaining of diverse candidates. For example, if one of your goals is for women to comprise at least 45% of your staff, then measure how many resumes from women you receive, how many women are interviewed, how many are selected, how many accept/decline, how they rate their recruitment experience, how they perform in the job, how long they stay and why they leave. Evaluating all aspects of the cycle provides greater insight into areas of strength and opportunity for your company as you strive to implement a recruiting strategy that supports a diverse and inclusive workforce.



## RECRUITING, HIRING AND RETENTION METRICS

- **RESUMES.** Of all initial candidates presented to hiring managers, what percentage were diverse?
- **INTERVIEWS.** Of all candidates interviewed by hiring managers, what percentage were diverse?
- **OFFERS.** Of all candidates that were given job offers, what percentage were diverse?
- **HIRES.** Of all hires, what percentage were diverse?
- **TURNOVER.** What was the turnover rate of diversity hires (within their first year)? How did it compare to the turnover rate of all new hires?
- **PERFORMANCE.** What was the average on-the-job performance rating (or performance appraisal score) of diversity hires after one year? How did it compare to the job performance rating of all new hires?
- **MANAGER SATISFACTION.** What was the average manager satisfaction score (from a survey) after a diversity hire? How did that satisfaction rate compare to the manager satisfaction rate after non-diverse hires?
- **APPLICANT SATISFACTION.** What was the average diverse applicant satisfaction rate (from a survey)? How did that satisfaction rate compare to the applicant satisfaction rate of non-diverse hires?
- **INTERVIEWERS.** How diverse were the people involved in the interview and selection process?



# REFERENCES



## ROLE OF CULTURE

- Your Organization’s Superpower: Culture



- A Guide to Dealing with Difficult People



- 3 Requirements for a Diverse and Inclusive



## UNCONSCIOUS BIAS

- Unconscious Bias in the Workplace: You Can’t Afford to Ignore It



- Unconscious Bias Training



## ROLE OF EMPLOYEES

- 10 Ways Employees Can Support Diversity and Inclusion



- 3 Key Performance Metrics for Your Employee Resource Group



## RECRUITING

- How to Increase Workplace Diversity



- Don’t Blame It on the Pipeline: How to Make a Diverse Recruiting Part of Your Company’s DNA



- Workplace Diversity Through Recruitment







# REFERENCES

## LOCAL RESOURCES & MORE

The Billings Chamber of Commerce is proud to present the following opportunities to embark on this journey together.

### DIVERSITY, EQUITY, INCLUSION, IMPLEMENTATION IMMERSION PROGRAM

Enhance your organizations' competitive position through participation in our DEII Program. The five-month course will give employers and employees a competitive edge in fostering an inclusive work environment, resulting in workforce attraction and retention.

Upon completion of the Billings Chamber of Commerce's DEI Immersion Program Businesses earn the designation of a "Workplace of Choice". As such, they welcome Diversity, Equity and Inclusion in the workplace and continually work to ensure all employees are treated equitably and have access to advancement opportunities within the organization.

To ensure they continue to expand their knowledge around Diversity, Equity and Inclusion, their business has committed to invest in educational opportunities that promote growth and understanding in the fields of DEI. Cohorts open each fall. Learn more at [www.BillingsChamber.com](http://www.BillingsChamber.com).

### QUARTERLY ROUNDTABLES

Quarterly DEI (Diversity, Equity, and Inclusion) Roundtables provide a valuable platform for members to come together, share knowledge, and engage in discussions on various relevant topics, facilitated by local subject matter experts. These roundtables contribute to fostering a sense of community, promoting learning, and building belonging among participants.

### DEI NETWORK

The DEI Network is focused on creating a community of belonging for business growth. Through this network, employers learn how to:

- Become a place to work that retains and attracts talent
- Create an inclusive and productive work environment
- Facilitate diverse and inclusive interactions
- Have difficult conversations
- Grow their network

### BILLINGSDEI.COM

#### Business growth through diversity, equity and inclusion

The Billings Chamber is pleased to introduce our community to our diversity, equity and inclusivity work and the mindset that is driving it. This work sets the stage for empowering businesses to be change agents as they seek ways to get ahead in this competitive environment. We are providing tools for the business community to be purposefully inviting to people of all backgrounds.

- **Find local resources, services and connection groups**  
[www.billingsdei.com/](http://www.billingsdei.com/)
- **Diversity Equity Inclusion Implementation Immersion Program**  
[www.billingschamber.com/deii-immersion-program/](http://www.billingschamber.com/deii-immersion-program/)



**"THESE DIFFERENCES, WE LOOK AT THEM AS A CREATIVE WAY OF THRIVING AND SUCCEEDING."**

- Mehmet Casey, Development Director, Downtown Billings Alliance

# D.E.I.I. GLOSSARY OF TERMS



## BE A BETTER ALLY AND COME TO THE TABLE PREPARED

Brought to you by William B. Henry, Be Better World



- **Ally:** Someone who supports a group other than one's own (in terms of multiple identities such as race, gender, age, ethnicity, sexual orientation, religion, etc.). An ally acknowledges oppression and actively commits to reducing their own complicity, investing in strengthening their own knowledge and awareness of oppression.

- **Bias:** A form of prejudice that results from our tendency and needs to classify individuals into categories.



- **Bigot:** A person who is obstinately devoted to his or her own opinions and prejudices and intolerant towards other diverse social groups.



**"WHEN NO ONE IS LEFT BEHIND, EVERYONE MOVES FORWARD!"**

- William B. Henry

- **BIPoC:** An acronym used to refer to black, Indigenous, and people of color. It is based on the recognition of collective experiences of systemic racism. As with any other identity term, it is up to individuals to use this term as an identifier.

- **Cisgender:** A term for people whose gender identity, expression, or behavior aligns with those typically associated with their assigned sex at birth.
- **Color Blind:** The belief that everyone should be treated "equally" without respect to societal, economic, historical, racial or other difference. No differences are seen or acknowledged; everyone is the same.

**"WHEN WE LISTEN AND CELEBRATE WHAT IS BOTH COMMON AND DIFFERENT, WE BECOME WISER, MORE INCLUSIVE, AND BETTER AS AN ORGANIZATION."**

- Pat Wadors

- **Cultural Appropriation:** The non-consensual/misappropriation use of cultural elements for commodification or profit purposes – including symbols, art, language, customs, etc. – often without understanding, acknowledgment, or respect for its value in the original culture.
- **Decolonize:** The active and intentional process of unlearning values, beliefs, and conceptions that have caused physical, emotional, or mental harm to people through colonization. It requires a recognition of systems of oppression.
- **Disability:** Physical or mental impairment that affects a person's ability to carry out normal day-to-day activities.
- **Diversity:** Socially, it refers to the wide range of identities. It broadly includes race, ethnicity, gender, age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, veteran status, physical appearance, etc. It also involves different ideas, perspectives, and values.
- **Gender Identity:** Distinct from the term "sexual orientation," refers to a person's internal sense of being male, female, or something else. Since gender identity is internal, one's gender identity is not necessarily visible to others.
- **Gender Non-Conforming:** An individual whose gender expression is different from societal expectations related to gender.



# D.E.I.I. GLOSSARY OF TERMS

- **Harassment:** The use of comments or actions that can be offensive, embarrassing, humiliating, demeaning, and unwelcome.
- **Implicit Bias:** Negative associations expressed automatically that people unknowingly hold and that affect our understanding, actions, and decisions; also known as unconscious or hidden bias.
- **Inclusion:** The act of creating environments in which any individual or group can be and feel welcomed, respected, supported and valued as a fully participating member. An inclusive and welcoming climate embraces differences and offers respect in words and actions for all people.
- **Institutional Racism:** Institutional racism refers specifically to the ways in which institutional policies and practices create different outcomes and opportunities for different groups based on racial discrimination.

**“DIVERSITY, OR THE STATE OF BEING DIFFERENT, ISN’T THE SAME AS INCLUSION. ONE IS A DESCRIPTION OF WHAT IS, WHILE THE OTHER DESCRIBES A STYLE OF INTERACTION ESSENTIAL TO EFFECTIVE TEAMS AND ORGANIZATIONS.”**

- Bill Crawford, Psychologist

- **Intersectionality:** A social construct that recognized the fluid diversity of identities that a person can hold such as gender, race, class, religion, professional status, marital status, socioeconomic status, etc.
- **“Isms”:** A way of describing any attitude, action or institutional structure that subordinates (oppresses) a person or group because of their target group. For example, color (racism), gender (sexism), economic status (classism), older age (ageism), religion (e.g., anti-Semitism), sexual orientation (heterosexism), language/immigrant status (xenophobia), etc.
- **LGBTQIA+:** An inclusive term for those who identify as lesbian, gay, bisexual, transgender, queer, intersex, and asexual.
- **Microaggression:** The verbal, nonverbal, and environmental slights, snubs, insults, or belittlement, whether intentional or unintentional, which communicate hostile, derogatory, or negative messages to target persons based solely upon discriminatory belief systems.

- **Multicultural Competency:** A process of embracing diversity and learning about people from other cultural backgrounds. The key element to becoming more culturally competent is respect for the ways that others live in and organize the world, and an openness to learn from them.
- **Oppression:** The systemic and pervasive nature of social inequality woven throughout social institutions as well as embedded within individual consciousness. Oppression fuses institutional and systemic discrimination, personal bias, bigotry, and social prejudice in a complex web of relationships and structures.
- **Patriarchy:** Actions and beliefs that prioritizes masculinity. Patriarchy is practiced systemically in the ways and methods through which power is distributed in society (jobs and positions of power given to men in government, policy, criminal justice, etc.) while also influencing how we interact with one another interpersonally (gender expectations, sexual dynamics, space-taking, etc.).
- **People of Color:** A collective term for men and women of Asian, African, Latinx, and Native American backgrounds; as opposed to the collective “White”.
- **Prejudice:** an inclination or preference, especially one that interferes with impartial judgment and can be rooted in stereotypes that deny the right of individual members of certain groups to be recognized and treated as individuals with individual characteristics.
- **Privilege:** Exclusive access or availability to material and immaterial resources based on the membership to a dominant social group.



**“A DIVERSE AND INCLUSIVE WORLD DOESN’T JUST HAPPEN! WE HAVE TO TAKE ACTION AND BE INTENTIONAL ABOUT IT!”**

- William B. Henry



- **Queer:** An umbrella term that can refer to anyone who transgresses society’s view of gender or sexuality. The definitional indeterminacy of the word Queer, its elasticity, is one of its constituent characteristics: “A zone of possibilities.”
- **Race:** A social construct that artificially divides people into distinct groups based on characteristics such as physical appearance (particularly color), ancestral heritage, cultural affiliation, cultural history, ethnic classification, and the social, economic, and political needs of a society at a given period of time.
- **Safe Space:** Refers to an environment in which everyone feels comfortable expressing themselves and participating fully, without fear of attack, ridicule, or denial of experience.
- **Sexual Orientation:** An individual’s enduring physical, romantic, and/or emotional attraction to another person. Gender identity and sexual orientation are not the same. Transgender people may be straight, lesbian, gay, or bisexual.

**“D&I NEEDS TO BE SOMETHING THAT EVERY SINGLE EMPLOYEE AT THE COMPANY HAS A STAKE IN.”**

- Bo Young Lee

- **Social Justice:** Social justice constitutes a form of activism, based on principles of equity and inclusion that encompasses a vision of society in which the distribution of resources is equitable and all members are physically and psychologically safe and secure. Social justice involves social actors who have a sense of their own agency as well as a sense of social responsibility toward and with others and society as a whole.
- **Stereotype:** A form of generalization rooted in blanket beliefs and false assumptions; a product of processes of categorization that can result in a prejudiced attitude, uncritical judgment, and intentional or unintentional discrimination. Stereotypes are typically negative, based on little information that does not recognize individualism and personal agency.
- **Structural Inequality:** Systemic disadvantage(s) of one social group compared to other groups, rooted and perpetuated through discriminatory practices (conscious or unconscious) that are reinforced through institutions, ideologies, representations, policies/laws, and practices.
- **System of Oppression:** Conscious and unconscious, non-random, and organized harassment, discrimination, exploitation, discrimination, prejudice, and other forms of



**“ IF YOU EXCLUDE 50% OF THE TALENT POOL, IT’S NO WONDER YOU FIND YOURSELF IN A WAR FOR TALENT.”**

- Theresa J. Whitmarsh,  
Executive Director,  
Washington State  
Investment Board

unequal treatment that impact different groups. Sometimes is used to refer to systemic racism.

- **Tokenism:** Presence without meaningful participation. For example, a superficial invitation for the participation of members of a certain socially oppressed group, who are expected to speak for the whole group without giving this person a real opportunity to speak for her/himself.
- **White Supremacy:** A power system structured and maintained by persons who classify themselves as white, whether consciously or subconsciously determined, and who feel superior to those of other racial/ethnic identities.

**The terms contained in this glossary have been reproduced from the following resources:**

1. Anti-Violence Project. Glossary. University of Victoria
2. Colors of Resistance. Definitions for the Revolution
3. Cram, R.H. (2002). Teaching for diversity and social justice: A sourcebook
4. Equity and Inclusion. Glossary. UC Davis
5. Potapchuk, M., Leiderman, S., et al. (2009). Glossary. Center for Assessment and Policy Development
6. Center for Diversity & Inclusion. Glossary of Bias Terms. Washington University in St. Louis
7. Ontario Human Rights Commission. Glossary of human rights terms
8. W.K. Kellogg Foundation. Racial Resource Guide

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## WORKPLACE OF CHOICE DESIGNATION

As an organization doing business in Billings, this is OUR promise:

My business welcomes Diversity and Inclusion in the workplace. We continually work to ensure all of our employees are treated equitably and have access to advancement opportunities within the organization. To ensure we continue to expand our knowledge around Diversity, Equity and Inclusion, our organization has committed to invest in educational opportunities that promote growth and understanding in the fields of D.E.I. The following organizations have earned the designation of “**Workplace of Choice**” upon the successful completion of the Billings Chamber of Commerce’s Diversity Equity Inclusion Implementation Immersion Program!

## DIVERSITY, EQUITY AND INCLUSION

# DEI DESIGNATION & ALLIES

## ALLIES

These certified DEI allied businesses welcome Diversity, Equity and Inclusion in the workplace and continually work to ensure all employees are treated equitably and have access to advancement opportunities within the organization. To ensure they continue to expand their knowledge around Diversity, Equity and Inclusion, their business has committed to invest in educational opportunities that promote growth and understanding in the fields of DEI.

A&E Design	Kampgrounds of America
AAA	KTVQ
Big Brothers Big Sisters	MaxFab
Big Sky Economic Development	Montana Allergy and Asthma Specialists
Big Sky Senior Services	Montana DLI - Job Service
Billings Catholic Schools	Morning Star Senior Living
Billings Chamber of Commerce	MSU Billings
Billings Clinic	Northern Hotel
Billings Clinic Foundation	Par Montana
Billings Dermatology	RiverStone Health
Billings Federal Credit Union	Rocky Mountain College
Billings School District #2	Rocky Vista University
Billings Symphony	Sanctuary Plaza
BillingsWorks	Sanderson Stewart
Boothill Inn	Sibanye Stillwater
Camp Digital	Special Olympics Montana
CASA of Yellowstone County	St. Johns United
City of Billings	St. Vincent Healthcare Foundation
ClockTower Inn	STEP-Inc.
Downtown Billings Alliance	Stockman Bank
First Interstate Bank	TDS Fiber
First United Methodist Church	United Way of Yellowstone County
Forward Montana	Visit Billings
Go Unite	Visit Southeast Montana
Head Start	Youth Dynamics
Healthy By Design	ZooMontana
Intermountain Health	



# PROGRAMS & Committees



## CERTIFIED AUTISM Center

The Billings Chamber of Commerce and Visit Billings have worked with the International Board of Credentialing and Continuing Education Standards (IBCCES), a global leader in online training and certification programs, to be designated as a Certified Autism Center™ (CAC).

Our staff has completed training and certification in best practices when assisting autistic individuals.

By undergoing additional autism-specific training, the goal is for our team to be better equipped to provide better service and experiences to all. To learn more about Certified Autism Center™ please visit [www.visitbillings.com/autism-friendly](http://www.visitbillings.com/autism-friendly).



LEARN MORE AND FIND ADDITIONAL WAYS TO CONNECT:

[www.BillingsChamber.com](http://www.BillingsChamber.com) | 406.245.4111 | [info@BillingsChamber.com](mailto:info@BillingsChamber.com)





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