

# NHPR Community Representation Framework for FY26 through FY28

## Our Commitment:

At NHPR, we are committed to creating a workplace where every staff member feels valued and respected, while ensuring that our journalism and cultural programming reflect the full diversity of New Hampshire communities. This means the principles of diversity, equity, inclusion, accessibility, and belonging (DEIAB) are universally beneficial to our work. We are intentional about creating and sustaining systems and policies that are fair and responsive to the needs of our staff, audiences, and partners.

We understand the critical importance of a set of shared values that support a fair, non-discriminatory workplace and high-quality public-service journalism, not as quotas or ideological tests. Our focus is on behaviors and systems we create and improve together.

We recognize that the work of culture is ongoing. This plan builds on the progress we have made as an organization relative to the original goals and metrics outlined in 2020 and the subsequent FY23–25 plans. The action steps outlined below reflect 2025 staff input through pulse surveys and the all-staff retreat. The action steps on this list are intended to be dynamic, responding to the changing needs of the organization.

## Foundational Language;

To support shared understanding, NHPR will create and maintain a short DEIAB glossary that:

- Defines diversity, equity, inclusion, accessibility, and belonging in clear, plain language;
- Centers equal dignity, accessibility, and fair opportunity for all staff and communities; and
- Anchors our work in systems and behaviors rather than personal beliefs.

This glossary will be included in onboarding materials and revisited annually by the Community Representation Council (CRC) and senior leadership.

## Priority Areas For the Next Three Years

### 1. Building Shared Understanding of our Values

We want everyone at NHPR to clearly understand how values shape our work and what those values look like in day-to-day behavior and decisions.

#### Actions and Responsible Parties:

- Refine definitions of key culture terms to ensure a shared understanding. – FY26 CRC Review and refine the DEIAB glossary annually to ensure it reflects our mission, legal obligations, and staff input. – FY26 and ongoing, CRC with Senior Team
- Set annual, role-specific culture and representation goals that highlight how each person contributes to a fair, inclusive workplace and representative journalism (e.g., meeting

practices, feedback habits, source diversity, accessibility practices). – All Staff

- Ensure our policies and practices reflect our values in real, practical ways. Conduct at least one annual policy/process review (e.g., hiring, performance, scheduling, hybrid work) to identify and reduce avoidable barriers. – Angela and Kelly with Manager support.
- HR will continue annual market reviews of pay equity and compensation. Ensure fairness and transparency in compensation, hiring and all HR processes based on job skills and relevant experience. This includes standardized job postings, consistent interview guides, and clear selection criteria shared with candidates and hiring panels. -Angela, Kelly, Managers
- Solicit feedback from managers when updates are needed. Create a simple feedback loop (e.g., brief annual survey or focus group) for staff and managers to identify gaps between stated values and everyday practice. -Senior Team
- Reaffirm shared values at annual staff retreat, using real scenarios from NHPR's work to connect values to editorial, fundraising, and operational decisions.-All

## **2. Support Staff Growth and Development**

We want to work in a fair and equitable environment in which our professional growth is supported. We acknowledge that we are stronger as an organization through our individual perspectives and contributions. We also recognize that skills for communication, feedback, and conflict are learnable and must be supported over time, not just in one-off training sessions.

### **Actions and Responsible Parties:**

- Provide workshops focused on resilience, bias awareness, communication, and conflict resolution to build individual accountability and responsibility. Design these sessions around NHPR-specific scenarios (editorial choices, hybrid work, feedback conversations) and provide simple tools staff can reuse (checklists, questions to ask, scripts).-Angela and Managers.
- Set clear goals for managers to improve communication skills, balancing empathy with accountability. Create manager learning modules that includes: giving and receiving feedback, setting expectations, responding to concerns, and supporting staff through change. – Senior Team/HR
- Monitor and respond to state and national regulatory or compliance issues related to workplace culture in light of recent executive orders, in consultation with legal. Clearly communicate to staff how these changes affect our programs and training, emphasizing our ongoing commitments to non-discrimination, accessibility, and a

respectful workplace.- Angela

- Create and communicate career paths to encourage growth and retention. Ensure that expectations for advancement (skills, experiences, performance indicators) are transparent and applied consistently, and that staff understand how to pursue development opportunities.

### **3. Build Stronger Connections Across the Organization**

We thrive when we feel purposeful, supported, and recognized for our work. We will be intentional about how we spend time together as a staff and how we create opportunities for feedback, reflection, and learning across roles, locations, and identities.

Actions and Responsible Parties:

- Offer the Community Representation Council as an ombuds group for staff issues. – CRC. Clarify CRC's role, including confidentiality boundaries, non-retaliation expectations, and how concerns are escalated or referred (e.g., to HR) when needed.
- Continue biannual pulse surveys and share results transparently. Include questions that measure understanding of NHPR's values and expectations for behavior (e.g., clarity on what inclusion and belonging mean here).- Angela
- Hold regular "Lunch and Learn" sessions and provide materials in advance to encourage participation. Some sessions will specifically explore cultural awareness in practice (e.g., accessible content, fair sourcing, inclusive editing processes), and invite staff to share examples and experiments. HR
- Build manager and leadership capacity for empathy balanced with accountability. Integrate this expectation into manager performance reviews and offer coaching/peer spaces for managers to practice and reflect. - HR and Managers
- Refine how we plan and conduct meetings to encourage engagement, learning and trust in a hybrid environment. Adopt and communicate a small set of meeting norms (e.g., agendas in advance, clear roles and outcomes, rotating facilitators, intentional inclusion of quiet voices and remote participants).-Managers
- Create a formal mentorship program with clear goals and outcomes. Design mentorship to support both career development and cross-team relationship-building, with simple expectations for mentors and mentees.-HR

### **4. Nurture Connection and Belonging Within the NH Community**

We support NHPR's mission to engage locally with people and causes working toward access and equity in New Hampshire. Our journalism and community engagement should help more people see themselves reflected in our work and feel that NHPR is for them.

Actions and Responsible Parties:

Improve source tracking to better represent diverse voices. Develop simple source-tracking practices and dashboards, and use them in editorial planning to identify under-represented communities and perspectives.-Content Leads

- Continue providing safety and legal training for reporters covering vulnerable or underrepresented communities. Include guidance on trauma-informed reporting, informed consent, and minimizing harm, especially when covering people with less institutional power. -Content Leads
- Collaborate with NPR/PRX, Greater Public, and Public Media For All to help sustain our healthy culture of empathy, awareness and accountability as opportunities arise. Prioritize collaborations that provide practical tools or training we can adapt for NHPR's context.-Managers
- Participate in NPR DEI Working Groups for FY26. Share key learnings back with staff in digestible formats (e.g., brief updates, tools, or examples).- Jim & Angela
- Connect with other NH organizations that are committed to fair and inclusive spaces. – FY27. Explore partnerships with local groups focused on access, equity, and civic engagement, including potential listening sessions or co-hosted events with local affinity groups. -Angela & CRC
- Partner with Vermont Public, Maine Public Media and other members of the New England News Collaborative on training and learning opportunities. Share successful practices across organizations, particularly around source tracking, accessibility, and staff support.-HR and Senior Team

## **Accountability and Sustainability**-Legal & Ethical Guardrails

As a nonpartisan, nonprofit public media organization, NHPR:

- Complies with applicable state and federal laws, including evolving guidance and executive orders related to workplace programs;
- Does not use quotas or automatic preferences based solely on race, sex, or other protected characteristics;
- Focuses on improving systems, policies, and everyday behaviors to ensure fair treatment, accessibility, and opportunity for all staff and communities; and

- Respects a diversity of personal beliefs while expecting professional conduct that upholds dignity, safety, and non-discrimination.
- Conduct an organizational culture audit within the next two years to check on our levels of accountability and progress.

Include in the audit:

- Staff understanding of NHPR's values and behavioral expectations,
- Perceptions of fairness and transparency in key systems (hiring, feedback, advancement, hybrid work); and
- Examples of how our journalism and programming reflect New Hampshire's communities.

This plan is about making sure our workplace is fair, our journalism represents New Hampshire's communities, and our staff feels supported to do our best work despite external challenges.

By embedding these practices into every part of NHPR, we build long-term trust, fairness, and organizational strength. This work is not dependent on individual beliefs or outside politics, rather, it is core to who we are as a public service organization. Our commitment is to the people of New Hampshire and to the values of accuracy, fairness, accessibility, and inclusion that make our journalism worthy of their trust.