

# Diversity & Inclusion Diagnostic<sup>©</sup>

## GROUP REPORT



# Diversity & Inclusion Diagnostic®

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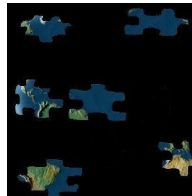


Summary

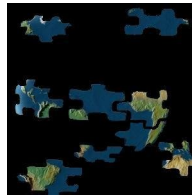
Recommendations

# Diversity & Inclusion Diagnostic<sup>®</sup>

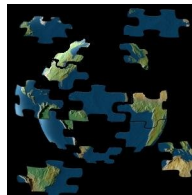
Stage 1 - **Creating Awareness**



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## Diversity & Inclusion Diagnostic®

### Leadership & Communication



In this section we are evaluating how senior management communicates the importance of diversity in the organization and the accountability of management in developing a diverse workforce. The business case for diversity will progress from a generic form to being a mechanism to drive innovation and a competitive advantage. A organization will demonstrate a progression from discussing the need for broad diversity as a method to avoid litigation to seeing it as a business imperative to creating a high performing, engaged organization.

**Accountability Leadership & Communication** — In this attribute we examine the mechanisms in place in the organization to hold all leaders accountable to building and maximizing a diverse workforce through their hiring, promotions and development practices. As an organization progresses through this attribute they move from one where accountability is largely at the very senior levels or rests solely with HR to one where it is imbedded through all levels of management and is directly linked to performance evaluations and compensation and has become a foundational leadership competency.

**Business Case** — In this attribute we review how the business case is established and how closely it aligns to the other components of a business growth strategy. As an organization progresses their business case for diversity will evolve from being very generic in nature and at a macro level to one that moves to measuring physical dimensions and looking at multiple stakeholders and one that focuses on garnering a competitive advantage and developing new markets and services.

**Leadership** — In this section we are evaluating how senior management communicates the importance of diversity in the organization and the accountability of management in developing a diverse workforce. The business case for diversity will progress from a generic form to being a mechanism to drive innovation and a competitive advantage. A organization will demonstrate a progression from discussing the need for broad diversity as a method to avoid litigation to seeing it as a business imperative to creating a high performing, engaged organization.

**Messaging** — In this attribute we measure the message content, intended audience, and delivery components to determine how ingrained the value of diversity is in the organization communications. As an organization progresses in their messaging it will begin with diversity-focused messages that are linked to EEO policies to one where they are highlighting and rewarding leaders with strength in maximizing diversity and contributions within their teams that is clearly linked to business success.

## Diversity & Inclusion Diagnostic®

### Leadership & Communication



Leadership & Communication	Group Score	Stage
Accountability Leadership & Communication		
Business Case		
Leadership		
Messaging		
Total Score		

- Business case is focused on key business concerns and based on comprehensive data and considers multiple stakeholders.
- Establish an internal champion position/staff that has the requisite resources and authority to manage function well.
- Senior leadership communicates a vision for a culture of inclusion and comprehensive diversity statement and established multiple communication channels.
- Create some positive recognition for departments/managers that embrace diversity initiatives.

## Diversity & Inclusion Diagnostic®

### Metrics & Measurement



In this section we are measuring the quantitative progress of ethnic and gender diversity within an organization. This evaluates how an organization manages and tracks the key attributes of their workforce. Those key attributes are hiring, retention, promotions, and turnover. An organization will progress from tracking for compliance purposes to evolving to one that uses their data to impact the culture and practices within their company to develop and retain top talent.

**Metrics** — In this attribute we are measuring ethnic and gender representation from hiring through to senior management and the impact on promotions and turnover trends. As an organization progresses they will see higher representation of diverse leadership throughout the pipeline from entry-level to the board room and a positive shift in their total employee engagement and productivity.

**Role** — In this attribute we examine the role and influence diverse talent has throughout the organization from senior leadership to middle and lower management and the impact on the company values and hiring practices. As a company progresses in this attribute you will see more ethnic and female talent in key leadership positions that impact the total financial performance of an organization and mechanisms in place for direct feedback and desire to continue to improve employee experience within organization.

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### Metrics & Measurement



Metrics & Measurement	Group Score	Stage
Metrics		
Role		
Total Score		

- Set goals for ethnic diversity representation goals in the 25-30% range.
- Set goals for gender diversity representation in the 40-45% range.
- Articulate competencies for advancing in greater detail.
- Exit interview data is tracked and incorporated into programs and policies.

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### Programs, Policies & Practices



In this section we are reviewing the programs and resources in place in the organization to encourage employee development and engagement. This evaluates the effectiveness and impact of the strategy and talent management practices. An organization will progress from one that moves from holding people responsible to using company values to guide behavior to one that has fully integrated programs and practices that are in place because they have a demonstrated impact on creating a fully engaged and innovative workforce.

**Programs & Resources** — In this attribute we examine the specific programs and resources available to employees to create an equitable workplace and one that recognizes, appreciates, and supports the diverse needs of their employees. The company progression in this area will move from talking about supporting different employee groups to one where the company establishes small affinity groups and eventually where these groups have a direct impact on the business operations and approach to their customers and consumers.

**Strategic External Relations** — In this attribute we review the involvement and influence external relationships with diversity focused groups have within an organization and their strategies. An organization will progress from one that understands the importance of positive relationships with key stakeholders and consumer groups and looks for external partners to help them better understand these groups to one where they have long term strategic partnerships with diversity organizations to focus on developing sources for future talent.

**Strategy Elements** — In this attribute we examine the values and their impact on the behaviors and policies within an organization. Within an organization we will see how the role of diversity is incorporated in their overall business growth strategies and the role of the workforce. As an organization progresses in this area we will see a movement from a culture where all employees are expected to adhere to the organizational values to one where all positions perceive themselves to be vital in creating a thriving diverse and inclusive environment. At this stage diversity is well-integrated into long range strategies with annual targets and initiatives.

**Talent Management** — In this attribute we evaluate the recruitment and selection practices and the programs in place around performance management, career development, rewards and recognition. This is a significant area of focus for most organizations striving to create and leverage a diverse workforce. As an organization progresses in this attribute area we will see a move from just having job descriptions and key competencies needed for positions and occasionally sourcing diverse talent to one where their hiring, promotion and reward systems all align to develop a diverse workforce across all business units and provides management with the tools necessary to ensure a culture of engagement.

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### Programs, Policies & Practices (continued)



**Work/Life Integration** — In this attribute we examine how the need for balance between professional and personal responsibilities is handled and impact the workplace. As we see progression in this area a company will begin to establish policies and programs that allow employees to better manage their personal responsibilities with children, aging parents and flexibility in their work time without impacting their career progression or work performance.

## Diversity & Inclusion Diagnostic®

### Programs, Policies & Practices



Programs, Policies & Practices	Group Score	Stage
Programs & Resources		
Strategic External Relations		
Strategy Elements		
Talent Management		
Work/Life Integration		
Total Score		

- Ensure that building inclusive and diverse teams is a leadership competency required for advancement.
- Management and supervisory training includes skills for managing diverse teams.
- Focus on supplier diversity with proactive use of women and minority-owned businesses.
- Create diverse hiring panels and use a scorecard of criteria developed from candidate profile and job description to evaluate candidates for positions.
- Diversity goals linked to compensation for all leaders.

# Diversity & Inclusion Diagnostic®

## Summary

Leadership & Communication	Group Score	Group Profile	Stage
Accountability Leadership & Communication			
Business Case			
Leadership			
Messaging			
Total Area Score			

Metrics & Measurement	Group Score	Group Profile	Stage
Metrics			
Role			
Total Area Score			

Programs, Policies & Practices	Group Score	Group Profile	Stage
Programs & Resources			
Strategic External Relations			
Strategy Elements			
Talent Management			
Work/Life Integration			
Total Area Score			

● Group Score

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## Diversity & Inclusion Diagnostic®

Percent of Non-Caucasians	Group	Actual
Total Workforce		
New Hires		
Middle Management		
Executives		
Total Management		

Percent of Women	Group	Actual
Total Workforce		
New Hires		
Middle Management		
Executives		
Total Management		

**Diversity & Inclusion Diagnostic®**

**Next Steps**

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### Recommendations

- Business case is focused on key business concerns and based on comprehensive data and considers multiple stakeholders.
- Establish an internal champion position/staff that has the requisite resources and authority to manage function well.
- Senior leadership communicates a vision for a culture of inclusion and comprehensive diversity statement and established multiple communication channels.
- Create some positive recognition for departments/managers that embrace diversity initiatives.
- Set goals for ethnic diversity representation goals in the 25-30% range.
- Set goals for gender diversity representation in the 40-45% range.
- Articulate competencies for advancing in greater detail.
- Exit interview data is tracked and incorporated into programs and policies.
- Ensure that building inclusive and diverse teams is a leadership competency required for advancement.
- Management and supervisory training includes skills for managing diverse teams.
- Focus on supplier diversity with proactive use of women and minority-owned businesses.
- Create diverse hiring panels and use a scorecard of criteria developed from candidate profile and job description to evaluate candidates for positions.
- Diversity goals linked to compensation for all leaders.

A more detailed and customized action plan with corresponding resources is available upon request.

Contact Workforce Equity at [mbentley@workforceequity.com](mailto:mbentley@workforceequity.com) for proposal.