The Importance of Tracking INCLUSION Efforts

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Brandon Hall
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In Brandon Hall Group's latest research, most organizations say diversity and inclusion are important, but many don't track them separately, and most are not focusing on metrics that truly capture insights on how inclusive the organization really is.

Diversity and inclusion is often referred to as D&I. But in many organizations the "D" gets a lot more attention than the "I." Most regulations focus on diversity, i.e. how many people within a protected class work for your organization. Simply having a certain percentage of minorities or women does not mean that your organization is inclusive.

Are women as likely to be mentors at your company as men?

Are people of color promoted at the same rate as white employees?

These are the types of questions that really get at the heart of the matter of inclusion.
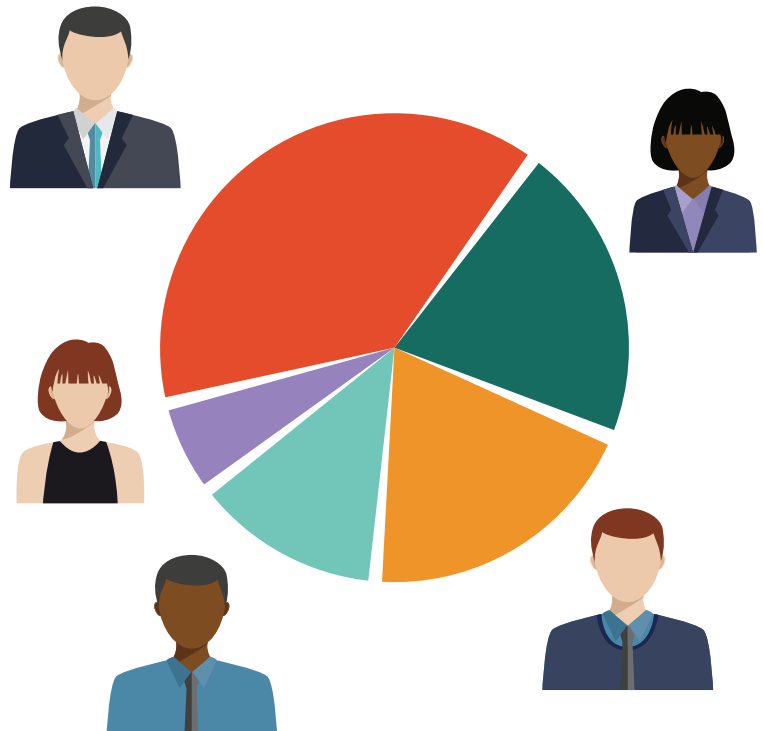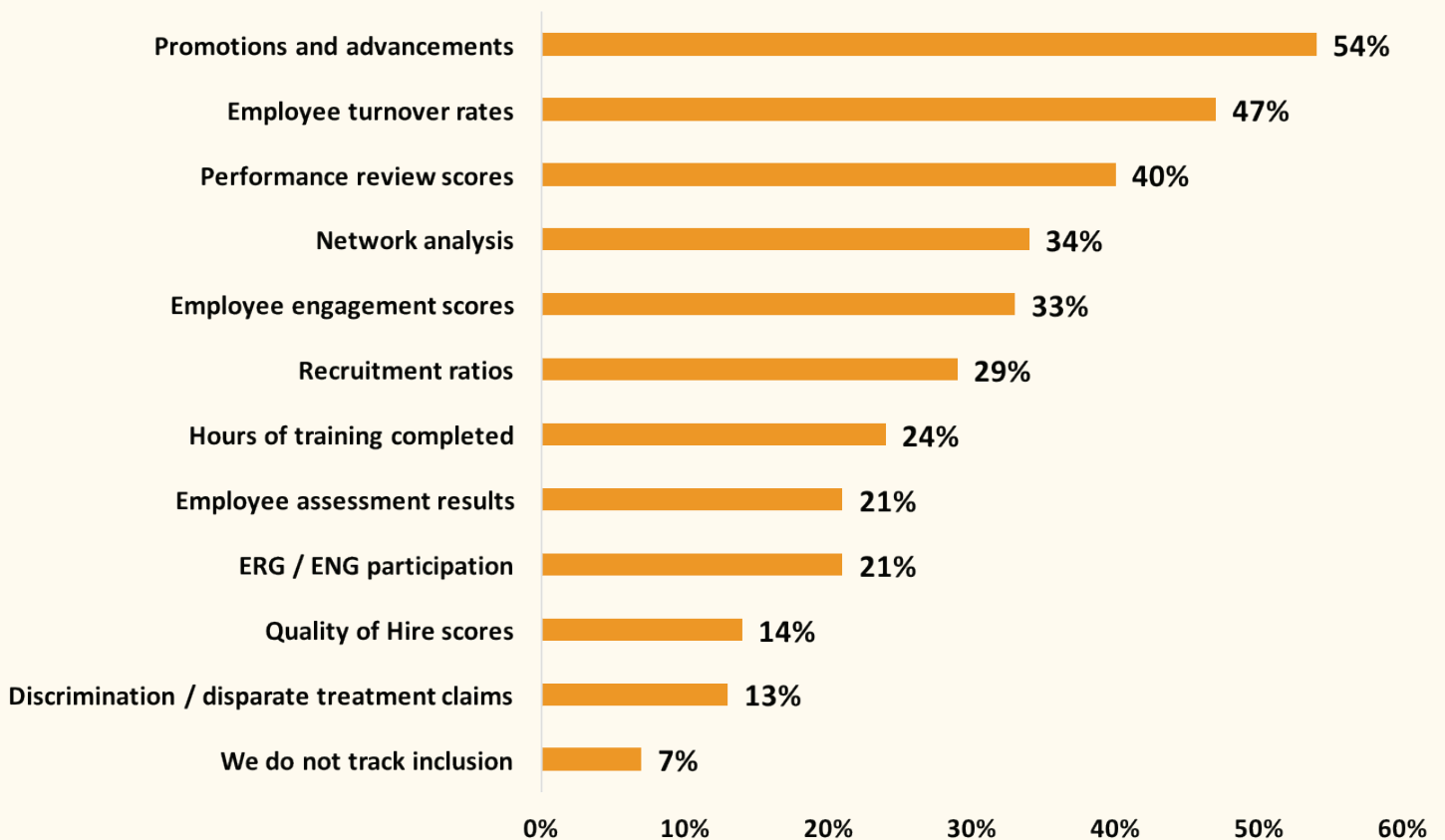
TRACKING Inclusion

Until recently it was difficult to know the answers to critical inclusion questions. But then measurement and the datafication of the workforce became a reality, and now inclusiveness is as easy to track as diversity. However, as this graphic from Brandon Hall Group's latest Diversity and Inclusion research shows, only a handful of inclusion categories are tracked by even one-third of organizations (see below).

Inclusion Categories Tracked by Organizations

Category	Percentage
Promotions and advancements	54%
Employee turnover rates	47%
Performance review scores	40%
Network analysis	34%
Employee engagement scores	33%
Recruitment ratios	29%
Hours of training completed	24%
Employee assessment results	21%
ERG / ENG participation	21%
Quality of Hire scores	14%
Discrimination / disparate treatment claims	13%
We do not track inclusion	7%

Source: 2016 Brandon Hall Group Diversity & Inclusion Study (n=287)
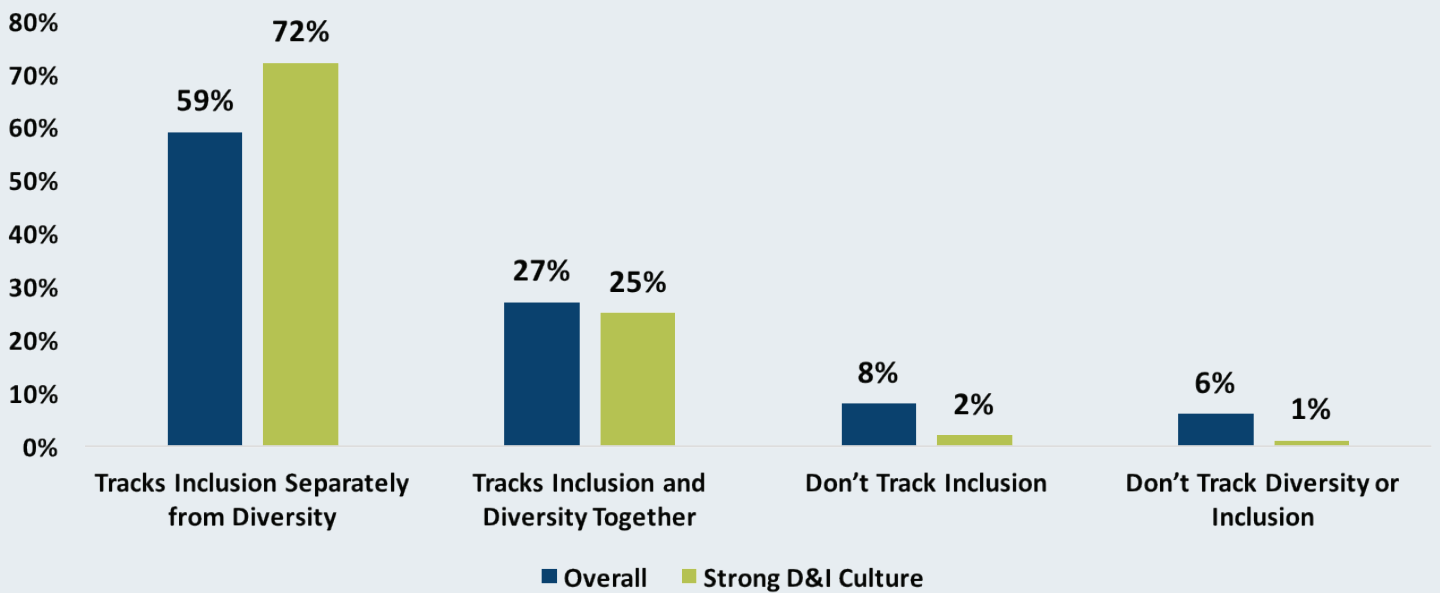
Where diversity metrics will track the specific number of disabled people who are hired, for instance, inclusion metrics are most commonly promotions, turnover rates, and performance review scores, which are more indicative of how minorities and protected classes are treated within an organization.

Although tracking inclusion data is a powerful tool for actually gaining insight into how your organization is optimizing your diversity, most organizations are not taking full advantage. For companies that do have a highly diverse and inclusive culture, inclusion is much more likely to be tracked separately, showing a positive correlation between those activities and a more accepting workplace environment.

Inclusion Tracking (Overall vs. Strong D&I Culture)

Category	Overall	Strong D&I Culture
Tracks Inclusion Separately from Diversity	59%	72%
Tracks Inclusion and Diversity Together	27%	25%
Don't Track Inclusion	8%	2%
Don't Track Diversity or Inclusion	6%	1%

■ Overall ■ Strong D&I Culture

Source: 2016 Brandon Hall Group Diversity & Inclusion Study (n=287)

To be fair to that 41% of companies that are not tracking inclusion on its own, inclusion is sometimes hard to define, much less create metrics for success. However, most current, big-name HCMS platforms have diversity modules, and current iterations of those platforms have specific inclusion tracking capabilities. For that reason, there is significant interest in technology for diversity and inclusion -- 53% of organizations are undergoing a D&I technology implementation, and another 22% are preparing to do so.

Use of Technology Related to Diversity & Inclusion
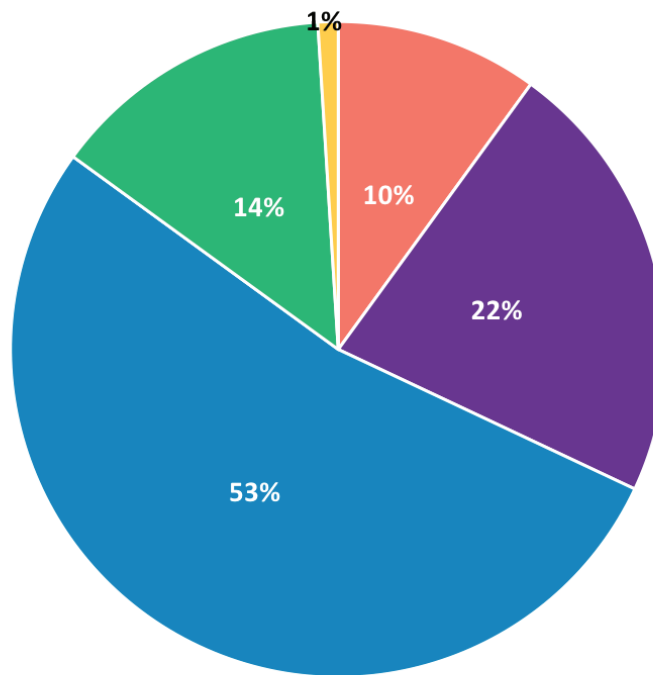
- ■ We do not use technology and have no plans to use it
- ■ We have never had technology but plan on implementing it
- ■ We are currently undergoing a technology implementation
- ■ We have technology and it is seen as a valuable part of our organization
- ■ We have technology but it is not seen as a valuable part of out organization and we are looking to replace it

Source: 2016 Brandon Hall Group Diversity & Inclusion Study (n=287)

This research from Brandon Hall Group is one of the first independent looks at how inclusion data is actually being adopted and used by organizations. The technology to support inclusion tracking is new, the need and desire for this technology is obviously great. Having the ability to see how people of different genders, ethnicities, abilities, and sexual orientation are actually being treated in your organization is extremely useful as mandatory reporting laws take effect in late 2017, and as organizations realize the business benefits of inclusion for talent retention and employee engagement.

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Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management.

With more than 10,000 clients globally and 20 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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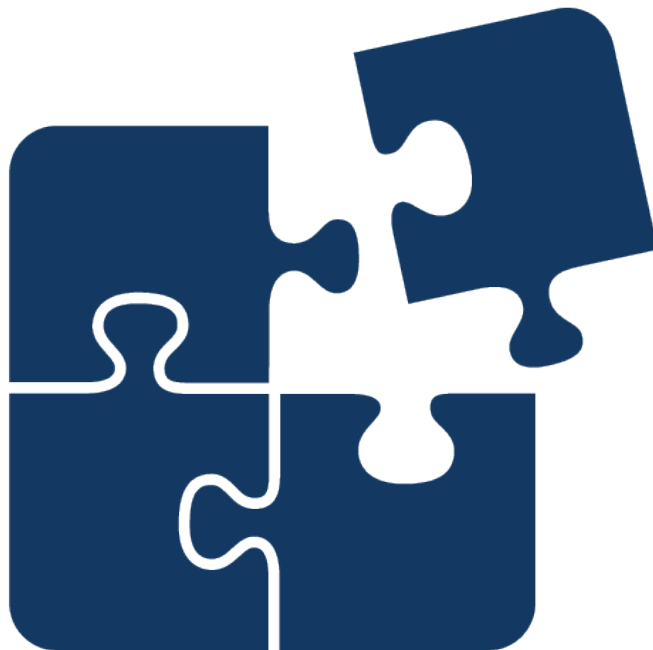- Maturity Model
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