

TOOL TO USE



Self-Assessment:

## **Building a Culture that Embraces Diversity and Fosters Inclusion**

2022

# Introduction



**About** of employers

are deploying a strategic plan for diversity, equity and inclusion (DE&I) or are developing one, according to Brandon Hall Group's study, *Building a Culture that Embraces Diversity and Fosters Inclusion*.

That's good news; most organizations understand that DE&I is not an initiative or a program but a strategic endeavor involving cultural change. But 57% of organizations with a strategic plan have had it for two years or less, meaning that for many, the shift from programs, initiatives and tactics to strategy is still in its infancy.

Strategic DE&I leadership is still an opportunity in most organizations. Only about one-third have a chief diversity officer or other senior leader whose

primary responsibility is DE&I strategy and execution.

This self-assessment tool provides an opportunity to understand where your organization stands with its approach to taking a strategic, organization-wide approach to DE&I. It has more than 30 critical questions you can use to benchmark your organization's efforts and set priorities for improvement. The best way to use this tool is to print it out and mark the boxes and add notes or action items.

## Building a Culture that Embraces Diversity and Fosters Inclusion

MAKE AN HONEST ASSESSMENT OF THE CURRENT DE&I ENVIRONMENT.	Priority for Improvement					Notes/Action Items
	Yes	No	High	Medium	Low	
Does your organization have an organization-wide strategic plan for DE&I?						
Does your organization have a high-level leader whose primary responsibility is to lead DE&I efforts?						
Are DE&I values effectively communicated across the enterprise?						
Are specific short-term and long-term diversity goals developed and effectively communicated?						
Generally speaking, do managers/leaders understand the principles of DE&I and consistently demonstrate commitment to them?						
Generally speaking, do individuals treat different ideas and opinions with respect?						

**COMMENTARY**

To build a culture of DE&I, you must have the building blocks in place. A strategic plan is an important first step because it shows the organization has gone beyond quick-hit initiatives and sees DE&I as a journey. Having a high-level leader in charge shows that DE&I is seen as a business driver. While culture change can be slow, there should be signs that employees understand the need for DE&I and that their involvement is important. This is reflected by leaders and individuals who understand and demonstrate the basic values of DE&I.

## Building a Culture that Embraces Diversity and Fosters Inclusion

INDICATE THE LEVEL OF ACCOUNTABILITY FOR DE&I.	Priority for Improvement					Notes/Action Items
	Yes	No	High	Medium	Low	
Leaders communicate that everyone has a responsibility to foster a diverse, equitable and inclusive workplace.						
Leaders at all levels have performance goals related to DE&I.						
Leaders encourage individual contributors to become aware of unconscious biases and determine ways to remediate them.						
Leaders set goals for individuals to seek a diverse set of connections, experiences and perceptions.						
Leaders consistently advocate for individuals to challenge themselves to learn about the messages they are sending to others and how they are perceived.						
We track diversity metrics, such as percentage of diverse hires, percentage of diverse candidates, generational cohort, diversity of suppliers/distributors, etc.						
We track inclusion metrics such as inclusion of diverse groups in training, comparative engagement scores, comparative retention and mobility rates, comparative inclusion in project teams and action learning projects and comparison of recognition by diverse groups.						

**COMMENTARY**

Diversity, equity and inclusion is a business driver, as many research studies have shown and therefore should be treated as a business initiative. Imagine a sales leader not being accountable for sales volume, an increase in prospects and so on. But accountability for DE&I goals is often lacking and 30%-40% of organizations still do not measure any aspect of diversity, equity and inclusion. It is impossible to build a culture of DE&I if you are not measuring progress. Accountability and measurement are critical for improving DE&I.

## Building a Culture that Embraces Diversity and Fosters Inclusion

PLEASE INDICATE WHICH OF THE FOLLOWING PRACTICES ARE USED TO MAINTAIN A DIVERSE AND INCLUSIVE RECRUITING AND HIRING PROCESS.			Priority for Improvement			Notes/Action Items
	Yes	No	High	Medium	Low	
We establish clear selection criteria.						
We assess relevant skills and competencies.						
We use inclusive language in job ads.						
We proactively source diverse talent.						
We partner with diverse institutions to recruit candidates.						
We use technology to maintain anonymity of all distinguishing characteristics (e.g., name, gender) during candidate screening.						
We assemble diverse hiring panels.						
We structure and standardize candidate interviews.						

**COMMENTARY**

The talent pipeline does not get more diverse on its own. There need to be strategic, consistent practices leveraging a variety of resources. Less than half of organizations are using most of the practices included in this worksheet. If employers seek to make steady progress in building a workforce that reflects their markets and communities, they must have strong recruiting and hiring processes.

## Building a Culture that Embraces Diversity and Fosters Inclusion

PLEASE INDICATE THE ADVANCEMENT STRATEGIES USED TO IMPROVE DIVERSITY OF THE LEADERSHIP PIPELINE.			Priority for Improvement			Notes/Action Items
	Yes	No	High	Medium	Low	
Executive sponsorship programs targeted at diverse populations						
Mentorship programs targeted at diverse populations						
Networks focused on growing the skills and experiences of women, minorities, veterans and other diverse groups						
Role-model campaigns/programs						
Tuition assistance for external certificate or degree programs						
Team or action learning projects designed to develop diverse leaders						

## COMMENTARY

Brandon Hall Group research has shown that sponsorship and mentorships are the best ways to improve the diversity of the leadership pipeline. One factor that emerged in Brandon Hall Group research interviews is the perception by some managers that fair hiring practices and inclusive promotion practices are contradictory. Here is what one senior manager for a global technology company said: "I think hiring managers get confused by hearing that we must hire specifically for the ability to do the job, but in developing a diverse leadership pipeline, we should have targeted programs for women and minorities so they are better positioned for promotion."

In both cases, the hiring and advancement practices are aimed at reducing bias. In advancement practices, women, people of color and other diverse groups have traditionally lacked the same development opportunities as men. The targeted development opportunities are an effort, not to favor those people for promotion, but put them on a level playing field so that they can be evaluated based on similar training and experience as well as performance.

All of the steps listed here are part of a well-developed approach to improving diversity of the leadership pipeline.

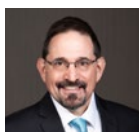
## Building a Culture that Embraces Diversity and Fosters Inclusion

PLEASE INDICATE THE RESULTS THAT HAVE BEEN ACHIEVED BY YOUR APPROACH TO DE&I.	Priority for Improvement			Notes/Action Items		
	Yes	No	High		Medium	Low
Diversity of the talent pipeline has improved.						
Diversity of high-level leaders (VP and above) has improved.						
Diversity of new hires has improved.						
Pay and benefits equity has improved.						
Retention of diverse employees has improved.						
Employee Resource Group (ERG) participation has grown.						

**COMMENTARY**

The best indicator of whether you are making progress in building a culture of diversity, equity and inclusion is the business results. You can build awareness but that will not result in a more diverse pipeline or equitable pay and benefits unless there are specific strategies and actions in place to convert that awareness to action and then results. Currently, the biggest change in key performance indicators from DE&I efforts is employee engagement, where 42% of organizations are seeing moderate or large improvement. That is a good start, but the goal should be seeing more widespread business impact, including significant gains in quality of hire, innovation, talent retention and business growth. Overall, between one-fifth and one-third of organizations are seeing gains in those areas. The key to success is an organization-wide strategy supported by varied initiatives, accountability and measurement.

## Authors and Contributors



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