

# Diversity, Equity and Inclusion (DEI) Accelerate Community

Session III (held March 19, 2020)

**Recap & Additional Session Slides**

Recruiting, Retaining and Advancing Diverse Talent

Recap Presented: May 18, 2020

# Facilitator

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# Review of Session 3 Topics

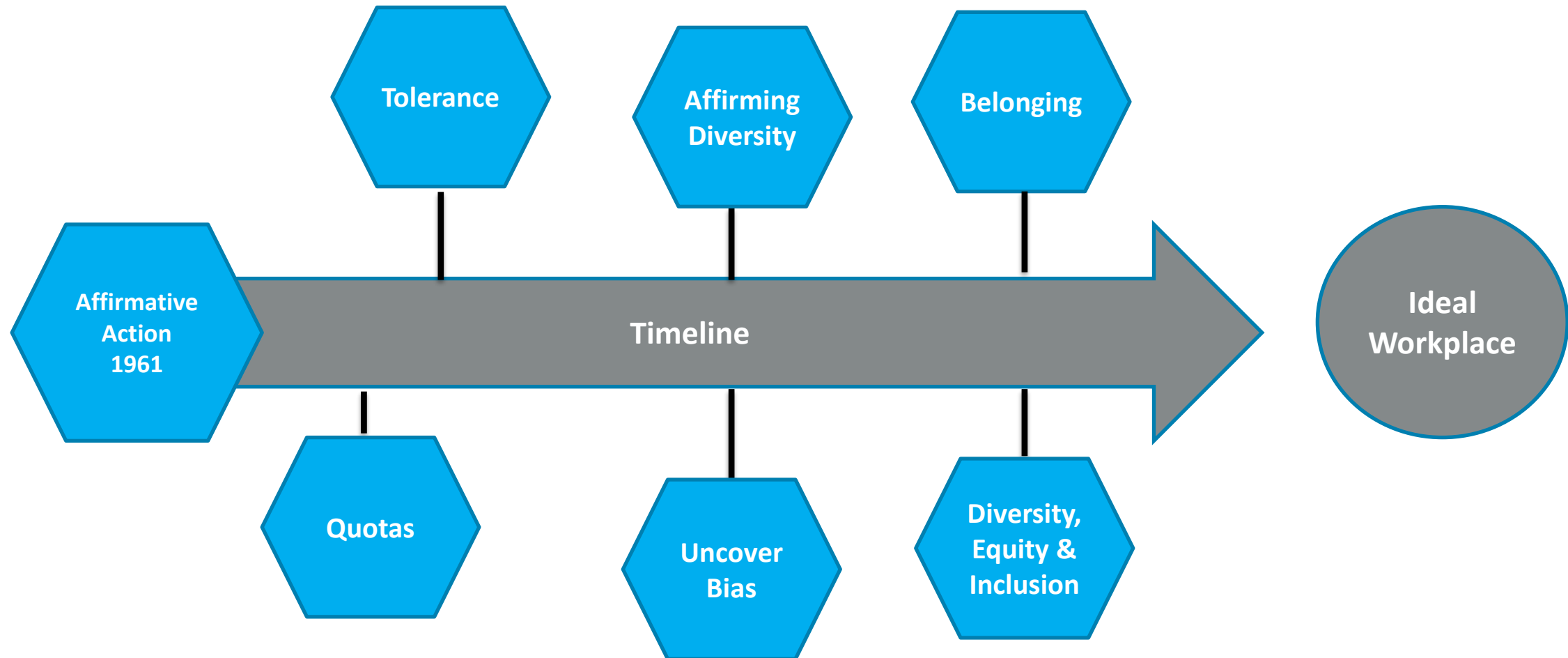
- State of Diversity, Equity and Inclusion in talent recruitment
- Addressing equity in underrepresented groups of talent
- Presentation by National Organization on Disability (NOD)
- Discussion on equity programs

**“No business or product success can replace the human dignity and basic decency with which we treat each other.**

~Satya Nadella, Chief Executive Officer, Microsoft



# Diversity timeline?



# TYPES OF DIVERSITY IN THE WORKPLACE YOU NEED TO KNOW

1. Cognitive disability aka Intellectual Functioning
2. Physical abilities and disabilities
3. Mental health
4. Neurodiversity (i.e. Attention Deficit Hyperactivity Disorder)
5. Behavior and ethodiversity
6. Personality and thought-style
7. Cultural background
8. Geographical location
9. Language, linguistical and accents
10. Ethnicity
11. Race
12. Citizenship
13. Age
14. Family and upbringing
15. Ideologies
16. Morals
17. Social role (i.e. gender roles)
18. Gender identity
19. Gender expression (external appearance of an individual's gender identity)
20. Sex
21. Sexual orientation
22. Education
23. Income
24. Social economic background
25. Life experiences
26. Privilege or social power
27. Marital status
28. Parental status
29. Veterans or Military experience
30. Criminal background
31. Political beliefs
32. Religious & spiritual beliefs
33. Work experiences
34. Skills

# Workforce Inclusion

Five interdependent requirements for successful disability inclusion



# Leadership opportunities: Managers Support and Sponsorship

	ALL MEN	ALL WOMEN	LESBIAN WOMEN	BISEXUAL WOMEN	WOMEN WITH DISABILITIES	WHITE WOMEN	ASIAN WOMEN	LATINAS	BLACK WOMEN
MANAGER SUPPORT AND SPONSORSHIP <sup>19</sup>									
My manager helps me navigate organizational politics	29%	28%	31%	26%	22%	30%	24%	28%	24%
My manager advocates for new opportunities for me	34%	36%	35%	37%	28%	37%	35%	35%	29%
My manager gives me opportunities to manage people and projects	45%	41%	45%	38%	32%	43%	40%	39%	36%
My manager provides opportunities for me to showcase my work	42%	39%	40%	38%	31%	41%	39%	38%	36%
My manager helps me manage my career path	24%	25%	26%	26%	19%	26%	24%	26%	22%
I have the sponsorship needed to advance my career <sup>20</sup>	33%	30%	29%	30%	20%	31%	27%	31%	24%



# Effective Programs

- Candidate Identification
- Mentoring and sponsorship
- Talent and Leadership development programs
- Employee Resource Groups
- Goals
  - Bonus/compensation incentive reinforcement (most effective)



# **Diversity, Equity and Inclusion (DEI) Accelerate Community**

## **Session IV**

### **DEI Benchmarks and Measurements Best Practices**

**May 18, 2020**

# CECP DEI Accelerate Community Team



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# Attending Participating Companies & Representatives

**Julie Biberstein**, Director  
Employee and Community Impact

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**Phil Langford**  
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**Molly Schuld**  
STEM Outreach Specialist

**Stacy Zaja**  
Assistant Director, STEM Outreach

[Northwestern Mutual](#)

**Jennifer Brunelle**  
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Manager, Special Events

[NRG Energy, Inc.](#)

**Aditi Trehan**, Senior Manager  
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[Tata Consultancy Services](#)

**Kathleen “Kitsy” Blanc**  
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[PricewaterhouseCoopers, LLP \(PwC\)](#)

**Monica Council-Miles**  
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Social Investing

**Coltrane Stansbury**  
Senior Manager,  
Diversity and Inclusion

[DB](#)

# Topics

- DEI benchmarks and measurement best practices
- Tools used to track DEI efforts
- Creating a culture of belonging and the factors that support workplace belonging that are measurable



# **Best Practices: DEI Benchmarks and Measurements**

# 6 Traits of an inclusive workplace



Courage



Cognizance of  
bias



Curiosity



Commitment



Collaboration



Cultural  
Intelligence

# Traits of an inclusive workplace



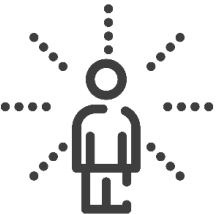
## Commitment

Highly inclusive leaders are committed to diversity and inclusion because these objectives align with their personal values and because they believe in the business case.



## Courage

Highly inclusive leaders speak up and challenge the status quo, and they are humble about their strengths and weaknesses.



## Cognizance of bias

Highly inclusive leaders are mindful of personal and organizational blind spots and self-regulate to help ensure “fair play.”



# Traits of an inclusive workplace



## Curiosity

Highly inclusive leaders have an open mindset, a desire to understand how others view and experience the world, and a tolerance for ambiguity.



## Cultural Intelligence

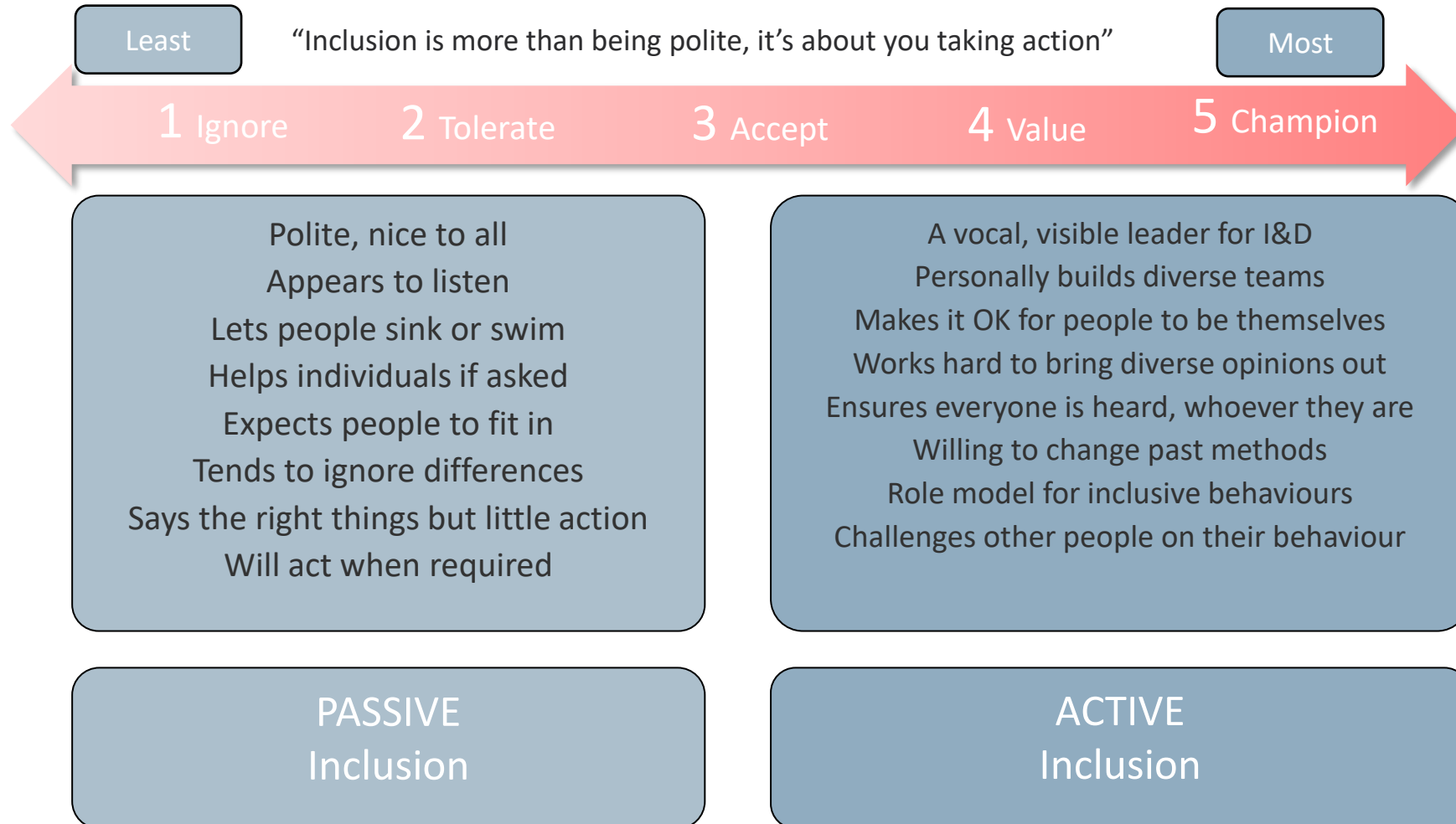
Highly inclusive leaders are confident and effective in cross-cultural interactions.



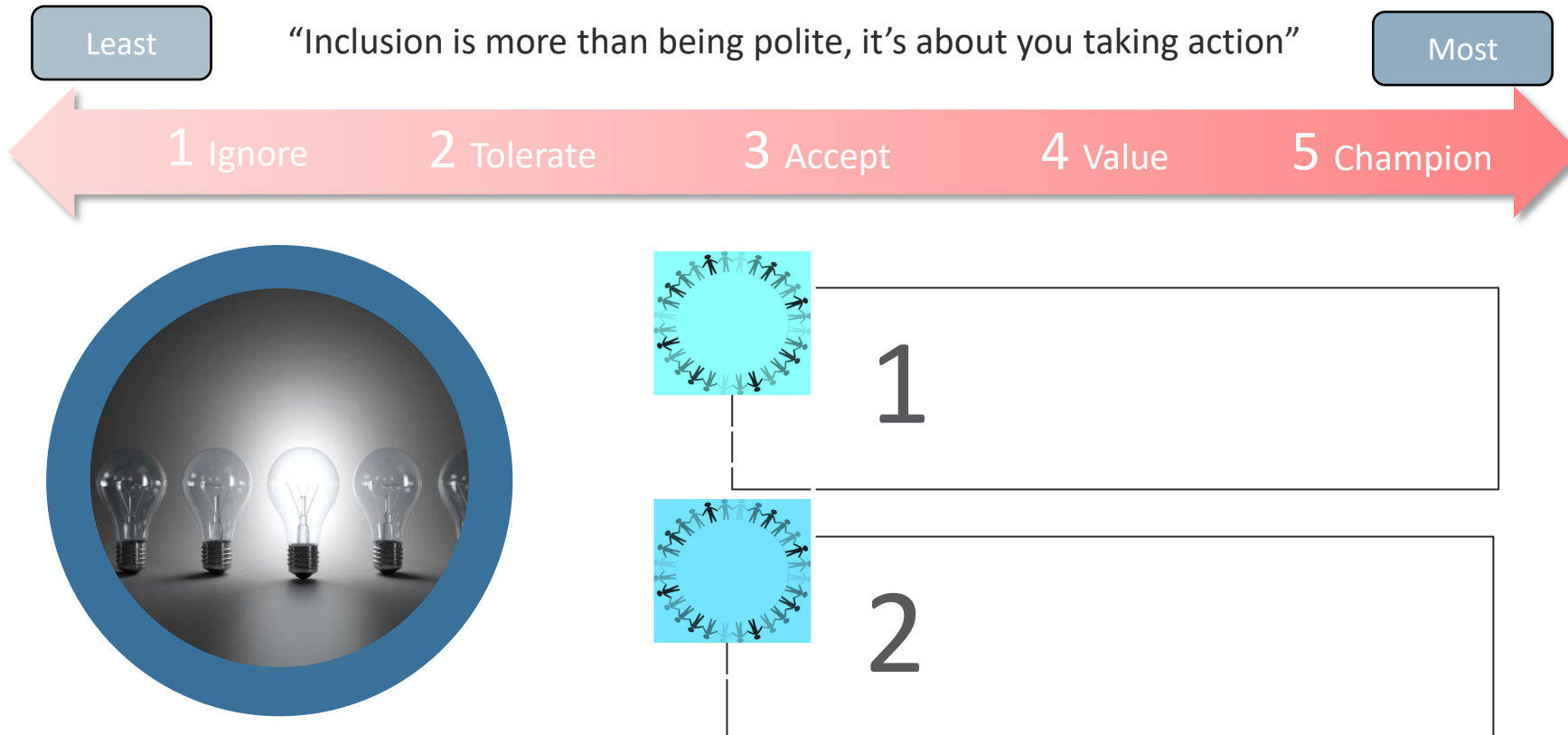
## Collaborative

Highly inclusive leaders empower individuals as well as create and leverage the thinking of diverse groups.

# The Inclusion Spectrum



# What actions can your company take to shift?



# Measurement Maturity Model

## Undeveloped

Little has been done to integrate DEI goals with organizational goals. Impact and effectiveness is not measured.

## Beginning

Some efforts have been made in using DEI as a public relations function, and we are thinking about how DEI helps to position our organization as an employer of choice.

## Intermediate

We have deployed several different D&I initiatives. No measurements have been taken to determine progress.

## Advanced

The D&I strategy at our organization is well aligned with the organizational goals and needs. Our D&I efforts are strategic and planned. We track D&I metrics and set annual goals for improvement.

## Accelerated

DEI metrics are tracked, analytics used to problem solve for recruiting and succession planning. D&I initiatives are wholly strategic and directly contribute to the achievement of organizational goals such as innovation, recruitment, retention and succession planning.

# Linking DEI Efforts to Business Priorities

- Compare the organization with the most recent industry specific EEOC benchmarks and geography to show why investments are needed.
- Apply DEI metrics to the dynamic movement of employees (i.e., promotions, internal moves, and retention) so they can predict future trends and pinpoint where interventions are required.
- Clearly communicate organizational changes and diversity insights to the entire team through dynamic, visual storytelling.
- Demonstrate how DEI initiatives have an impact on business performance metrics.

# Linking DEI Efforts to Business Priorities

- Understand engagement among diverse employees and monitor the impact engagement has on turnover and exit patterns.
- Ensure the desired impacts of philanthropic and corporate responsibility are serving the intended communities.
- Securely share insights with all stakeholders to reinforce progress toward goals and to improve accountability.

# Strategic Goals measured by DEI Function

- ✓ **Culture** - creating an inclusive company culture
- ✓ **Engagement** – increasing employee engagement
- ✓ **Collaboration** – fostering collaboration in the workplace
- ✓ **Of Choice** – becoming an employer of choice
- ✓ **Goals** – identifying long range DEI goals in innovation, recruitment, retention and succession planning.
- ✓ **Compliance** – ensuring compliance with all relevant labor policies and regulations

# Talent: Metrics Used to Measure the Impact

- ✓ **Workforce-** basic workforce diversity demographics
  - ✓ Culture of belonging
  - ✓ Recruiting outcomes
  - ✓ Employee retention
  - ✓ Compensation study
  - ✓ Promotion outcomes
  - ✓ Emerging diversity demographics



# DEI Integration with Corporate Functions

- ✓ Compensation and benefits
- ✓ Learning and Development
- ✓ Talent acquisition and recruiting
- ✓ Corporate social responsibility
- ✓ Employee engagement
- ✓ Performance management
- ✓ Succession planning
- ✓ Procurement and vendor management
- ✓ Corporate responsibility

# External Benchmarks to Measure Success

- ✓ Industry diversity data
- ✓ Comparison with competitors' diversity representation
- ✓ Census data
- ✓ Third party/consultant benchmarking studies

# Barriers to Effectiveness of Measurement



- Availability of measurement resources and skills
- Lack of budget and leadership support
- Organization does not understand the potential benefits of DEI
- Lack of reliable, accepted benchmarks to help define targets

# Quant vs Qual

## Quantitative Research

Great to understand  
where, what, how many of a thing,  
you're looking to understand

## vs. Qualitative Research

When you want to understand a more  
nuanced experience, or a process, or  
something that might involve deep  
emotions.

Qualitative research is directional — the  
results provide insight into new areas of  
discovery which might include  
additional questions, or confirmation or  
denial of hypothesis' held

# Collecting Qualitative Data

## Why qualitative should be collected:

- Provides a more nuanced experience, or a process to get to the emotions behind the data.
- By conducting qualitative research either before or after your survey work, you gain a deeper understanding and empathy around these concepts of inclusion.
- Your survey means more because you have context.
- Conducting qualitative research *after* a survey provides the opportunity to dig deeper into what you've learned

# Measurement Areas

- Workplace inclusion
- Practice, procedures and processes
- Workforce representation
- Talent landscape
- Company DNA mapping

- Supplier diversity
- Community relations
- Marketplace opportunity
- Training and education review
- Exit analysis

Assessment

Measurement

Sustainability

# Benchmark and Measurement Framework

## Executive and Organizational Commitment

- The top leadership positions are filled by individuals who reflects the organization's commitment to diversity.
- The standard of cultural competence in diversity training for the entire organization starts with training from the executives to the entry-level employees.
- Design a strategic plan with clear long-term and short-term goals and values that reflect the highest priority of commitment to focus on DEI with meaningful targets measured twice annually.
- **Tie goals and measurements of success to compensation bonuses for the executive.**
- DEI is the focus of business and not driven by the need for a business case.

# Benchmark and Measurement Framework

## **Culture and Organizational Culture**

- Align management and business practices as the DNA fiber of the organization for internal and external stakeholders.
- Create a diversity-sensitive and relevant process for resolving conflicts that emerge around race, culture, ethnicity, gender, or other diversity-related issues.
- Foster a culture of open communication and transparency. It allows employees to regularly share their experiences in written and verbal communication using forums, one on one sharing, and training on diversity, equity, and inclusion.
- Create an open non-retaliatory process to understand if all employees at every level of the organization are experiencing the DEI goals using quantitative and qualitative data.



# Benchmark and Measurement Framework

## **Talent Management: Recruiting**

- Assess policies and processes for potential bias in selection and removes barriers to diversity, equity, and inclusion.
- All personnel responsible for talent acquisitions are trained and accountable for sourcing and presenting candidates that respond to the need to hire a diverse workforce.
- Promotes equal opportunity in its selection process through diverse hiring committees, blind screening, cohort hires, and culturally sensitive language in job postings, interview questions, and evaluation criteria.
- Eliminate bias when sourcing candidates who have shared aspects of their identity that may cause them to be screened out.

# Benchmark and Measurement Framework

## **Talent Management: Retention and Advancement**

- Design reward and recognition programs to honor the achievements of all employees that support the mission, contribute to the community and promote diversity, equity, and inclusion.
- Actively and regularly measure employee satisfaction in a way that promotes candor and fairness, evaluates the results, and takes action for continuous improvement.
- Create sponsorship and leadership development programs that address and support promotion to open positions.
- Hold management accountable

# Benchmark and Measurement Framework

## **Talent Learning and Development**

- Actively provide equitable developmental planning for all employees, including goal setting, coaching, and evaluation.
- Regularly assesses training needs and provide training equitably to meet current and future workforce needs that are relevant to speak to needs culturally, to gender, and other needs.
- Provides equitable mentoring, scholarship, leadership training, and other programs that support upward mobility.

# Benchmark and Measurement Framework

## **Corporate Giving And Responsibility**

- Hire a diverse staff that represents the community served.
- Incorporate processes and procedures to hear from the communities served.
- Create processes that remove systemic and structural issues due to internal rules, regulations, and definitions. (i.e., reporting requirements)
- Design programs that support successful grassroots programs with reporting processes commiserate with grant amounts.
- Listen to the communities being supported.



**15 minute Break**  
**11:30 am – 11:45 am**



## **Interactive Session:**

**Please share the philosophy and  
tools you use to track DEI efforts**

# Return on Investment (ROI)

- Unhappy or unheard employees
- The cost of attrition, the loss of innovation and productivity are all real financial drivers.



# How is your company measuring DEI success and what tools are you using?

Equinix, Inc.

Northwestern  
Mutual

NRG Energy, Inc.

Tata Consultancy  
Services

PwC

DB



The background is a solid blue color. It features several abstract geometric elements: a set of concentric circles on the right side, and several overlapping circles and arcs of varying shades of blue on the left and center. The text is centered in the middle of the image.

**Lunch**  
**12:45 pm – 1:15 pm**

# Guest Speaker



Dr. Rohini Anand was most recently SVP Corporate Responsibility and Global Chief Diversity Officer for Sodexo, the global leader in Quality of Life services. She was responsible for the strategic direction, implementation and alignment of Sodexo's integrated global diversity, equity and inclusion initiatives (DEI), as well as Sodexo's corporate responsibility (CR) and wellness strategies.

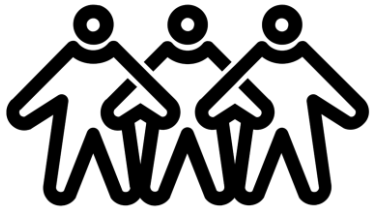


**10 minute Break**  
**2:15 pm – 2:25 pm**

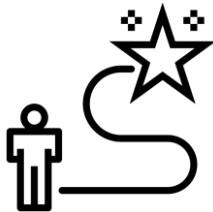
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# **Creating A Culture of Belonging and The Factors That Support Workplace Belonging**

# Measuring DEI from the Lens of Belonging



**Belonging** - Allows employees to be their authentic selves without fear of different treatment or punishment.



**Purpose** - Work related contributions create a sense of meaning to keep them motivated and engaged. Employees know what they do matters.

# Measuring DEI from the Lens of Belonging



- **Achievement** - The pride and sense of accomplishment is felt about contributions at work



- **Acceptance** - Employees can maintain their own personal belief systems lifestyles without attacking or being attacked.

# Measuring DEI from the Lens of Belonging



- **Love** – Showing understanding, empathy compassion to one another results in how employees experience belonging, purpose, achievement and acceptance.

# Summary

Assessment

Measurement

Sustainability



# Wrap up

## Closing Thoughts

### **Summary of Actionable Practices (forthcoming)**

- Session 1: Foundations of DEI Definitions and Examples
- Session 2: Philanthropic Giving with an Equity Lens
- Session 3: Recruit and Retain Diverse Talent
- Session 4: Measurement

### **CECP Webpage with DEI Resources**

- Exclusively for Accelerate Community Members
- [Current page](#) (from last year's Diversity & Inclusion Accelerate Community)
- Current year's page forthcoming
- Password protected; contact CECP team for access

# Stay Connected & Schedule Your Office Hour

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