DIVERSITY & INCLUSION
TOOLKIT FOR BUSINESSES

GREATER PHOENIX CHAMBER

DIVERSITY AND INCLUSION IN THE WORKPLACE HAVE BECOME INCREASINGLY IMPORTANT TO BOTH SMALL AND LARGE EMPLOYERS, LOCALLY AND ACROSS THE COUNTRY. HAVING A DIVERSE WORKFORCE BRINGS NEW PERSPECTIVES AND IDEAS TO YOUR BUSINESS, AND PRIORITIZING D&I CAN HELP ATTRACT TOP TALENT TO YOUR COMPANY.

So how do you get started? The Greater Phoenix Chamber knows that embarking on this journey isn't easy. Implementing D&I strategies takes time and effort. The good news is you don't have to be a large company with a Chief Diversity Officer on staff to get started! You will need buy-in from your leadership, and at least one team member willing to learn best practices and begin implementing them within your organization.

The Chamber's D&I Committee, comprised of diversity, equity, and inclusion professionals across various industries, have developed this toolkit to help your company begin your journey.

Before you jump in, we want you to know a few things about the toolkit and building a D&I program within your company.

Ready to get started?

Great! The implementation page walks you through some initial thoughts to begin your journey.

- Review the full toolkit to gain a better understanding of what it has to offer
- Share the information with key members of your team who will be a part of the process
- Pick one area to begin focusing on. Read through that section and, with your team, begin to develop a plan to incorporate those practices into your business.

The toolkit is available for everyone! It will be available via the Chamber website as well as a comprehensive PDF. The Chamber will host quarterly forums, facilitated by D&I professionals, where tips and best practices will be shared. These forums will allow you to ask questions and discuss challenges and successes with other businesses starting this journey as well.

You may submit questions through our online form, or to DEI@phoenixchamber.com, and a Chamber staff member or representative from the committee will contact you within 2-3 business days.

We're excited that you are committed to a more diverse and inclusive work environment. Our business community's continued growth in this area will make Phoenix, and Arizona, an even better place to live, work and do business!

WHAT IS THIS TOOLKIT?

This D&I toolkit is...

- Designed to be a starting point for your company
- Meant to be an ongoing process and engage your entire team
- Intended to promote awareness through relevant examples
- Likely to help you improve your workforce and your bottom line

This toolkit is not...

- Completely turnkey. The concepts in the toolkit will enable you to begin the process, but your company will have to put in the work to implement new practices to achieve your desired results
- Meant to be tackled all at once. We recommend picking one area of focus and begin integrating it into your company
- Going to change your business overnight. There is no check list for D&I. But it WILL get you started down the right path, one positive change at a time

DIVERSITY & INCLUSION
IMPLEMENTATION

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THE PROCESS

Defining your company's current status is key to choosing your priorities and customizing your implementation strategy.

- **COMPANY CULTURE ASSESSMENT**
  Assess your current status on the diversity & inclusion matrix to analyze your company objectively.

- **CHOOSE YOUR PRIORITIES**
  Use your current status on the diversity & inclusion matrix to define where you want to be in a reasonable timeframe.

- **IDENTIFY RESOURCES**
  Identify the toolkit components you need to achieve your company's goals and assign roles for the implementation of each component.

- **DEFINE YOUR TIMELINE**
  Define an achievable timeframe for implementation, evaluation, monitoring, and measuring success.

- **GET YOUR TEAM ONBOARD**
  Leadership buy-in is crucial for employee participation and achieving your goals.

- **JOIN THE CONVERSATION**
  Participate in knowledge-sharing sessions to learn best practices and secrets to success supporting your company's growth in growing diversity & inclusion.

- **MEASURE YOUR SUCCESS**
  Choose achievable KPIs to measure your progress based on your individual company's diversity & inclusion goals.

THE FORMAT

Each toolkit component contains a standardized, easy to follow format for defining the principle, explaining the rationale behind its importance, how to implement the principle, and measure the outcomes.

WHAT? | WHY? | HOW? | MEASURES OF SUCCESS

RESOURCES
TOOLKIT COMPONENTS

IMPLEMENTATION & ASSESSMENT
Process overview and how to define where to start on your company's journey.

ROLE OF CULTURE
Company culture is often described as "the way we do things around here."

UNCONSCIOUS BIAS
Self-awareness is the key to avoiding stereotypes.

ROLE OF EMPLOYEES
Employees need a clear understanding of diversity goals & vision and have an inclusive mindset to learn and practice inclusive behaviors.

RECRUITING
Develop an intentional and holistic strategy including attracting, hiring, promoting, and retaining diverse employees.

WHAT?

UNDERSTANDING WHAT CULTURE IS

Company culture is often described as "the way we do things around here." While culture is invisibly shaped by the collective values of company members who keep social norms in place, it can also be observed in everything from employee attitudes, business policies, decision making, and leadership style, to performance measurement, rewards, use of language, dress code, business hours, company structure, and more.

Culture is worth our attention, it is the number one enemy of business success. It can break or fuel your company's strategy.

Highly engaged companies have highly committed leaders. These leaders understand that business outcomes are easier to achieve with an engaged workforce. Leaders need to embrace and model respect for diversity and inclusive behaviors, as leaders impact how their employees view the company.

At the root of any company culture are the values held by its members. These values often manifest in observable employee behaviors and artifacts (such as office layout, decor, and dress code). Every company has a culture, either by design or by default. If your company has not purposefully defined, established and nurtured a desired culture, then an unintentional "way of doing things" has developed.

Having a culture that values diversity and inclusion ensures employees' are valued, respected, accepted, and encouraged to fully participate in the company. Employees in diverse and inclusive environments feel appreciated for their unique characteristics and are therefore comfortable sharing their ideas and other aspects of their true and authentic selves.

WHY?

A company's culture acutely impacts business results, from customer loyalty, to innovation, to achieving strategic financial goals.

Culture can be a relatively cost-effective way for a company to differentiate itself as an employer and retain and engage top talent to support and achieve its most strategic goals.

Companies with strong workplace cultures report more than five times the revenue of companies with poor cultures.

KEY ATTRIBUTES OF CULTURE

- Shared - Culture is an attribute of a whole group, not of an individual or a collection of individuals. It's all about the unwritten, shared values, rules, and assumptions that guide how organizations behave.

- Pervasive - Culture applies broadly throughout an organization, permeating all levels and functions.

- Enduring - Culture has a major influence over the long-term mindset and actions of an organization. It includes the shared rituals, stories, legends, and experiences that typically define the organization. It plays a major role in determining those who fit in and stay and those who don't and tend to leave, thus becoming self-reinforcing and resistant to change over time.

- Implicit - People are hardwired to instinctively recognize and respond to culture — serving as a kind of organizational silent language. Research has shown that the human capacity for culture is universal, having been shaped by evolutionary processes.

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ORGANIZATIONAL CULTURE DESIGN

As diverse companies grow, and as unavoidable organizational changes impact your company, the importance of an intentional culture becomes more apparent.

Organization design is a process that aligns core components of the company's system to solve business problems, enable performance, and define culture. The following determine an ideal culture, including employee and internal customer experience, to enable a future state.

- Strategy - Refresh mission, vision, guiding principles, and strategic roadmap

- Structure - Determine structure including core functions/work, roles, responsibilities, decision rights and governance

- Processes & Technology - Determine new operating model, core business processes, and how technology could support

- People - Understand capabilities needed for the future, existing capabilities, and strategy to fit right people into the correct roles

- Rewards - Determine compensation and performance goals; Create meaningful rewards & recognition to reinforce new behaviors

- Data - Understand breadth and depth of what's possible with data analytics

ARTICULATE THE ASPIRATION

Cultural transformation is not unlike defining a new strategy for the organization. They both must be openly discussed and understood throughout the company. Leaders must understand how the new culture aligns with market and business conditions. Since culture is a somewhat ambiguous and abstract subject, it's important to use real, concrete business challenges and opportunities to help people better understand and connect to the need for change.

SELECT AND DEVELOP LEADERS WHO ALIGN WITH THE TARGET CULTURE

In the end, leaders set the culture of their organizations. Therefore, it's very important to select leaders whose cultural style is well aligned with the desired change. At the same time, culture change often leads to turnover because some leaders are no longer a good fit for where the organization is headed. Such leaders should be asked to leave lest they jeopardize the needed organizational changes.

USE ORGANIZATIONAL CONVERSATIONS ABOUT CULTURE TO UNDERSCORE THE IMPORTANCE OF CHANGE

It's important to discuss the desired culture change throughout the organization so that people can viscerally understand both the challenges and opportunities for the change. "As employees start to recognize that their leaders are talking about new business outcomes - innovation instead of quarterly earnings, for example - they will begin to behave differently themselves, creating a positive feedback loop."

REINFORCE THE DESIRED CHANGE THROUGH ORGANIZATIONAL DESIGN

When a company's structures, systems, and processes are aligned and support the aspirational culture and strategy, instigating new culture styles and behaviors will become far easier. Cultural changes are generally accompanied by changes in the way employees are paid, evaluated, and promoted. These are concrete, visible ways of reinforcing the desired evolution of the organization.

HOW?

DEFINING CORE VALUES

Core values are the highest values that guide a company's actions, unite its employees, and define its brand. Company culture gives everyone in the organization a common platform and approach for their work. The shared outlooks of a company's culture determine employees' attitudes, effectiveness, and sense of team. Some cultures develop around the way a company works, and other times, leaders work to shape and implement a company culture. Creating a strong and effective company culture stems largely from the communication strategies of owners and top management. Companies who want a creative and proactive company culture not only have to communicate this to employees, but must reinforce it in their daily communication styles. For example, managers of empowered company cultures often say things like, "Great thinking — can you take the lead on implementing that?," "How would you solve this problem?" and "I'd like you to come up with three great ideas and come show them to me later."

Clear core values can help an organization hire the right people, dismiss the right people, secure high-value customers, navigate through crises, remain accountable to commitments, and serve stakeholders better.

Consider these questions regarding your company's current and future state of your company's culture: How do your company's core values shape the company culture?

- How do your company's core values align with diversity and inclusion?

- How does your organization design reinforce your company's core values?

- What actions/behavior support those core values?

BEST PRACTICES FOR CULTURE CHANGE

Consider Cummings & Worley's (2004) proposed six guidelines for culture change:

1. Formulate a clear strategic vision and values. This vision gives the intention and direction for the future culture change.

2. Display top-management commitment. The top of the organization must favor the culture change in order to actually implement the change in the rest of the organization.

3. Model culture change at the highest level. The behavior of the management team needs to symbolize the kinds of values and behaviors that should be realized in the rest of the company. Change agents are keys to the success of this cultural change process and important communicators of new values.

4. Modify the organization to support organizational change. This includes identifying what current systems, policies, procedures, and rules need to be changed so alignment with the new values and desired culture can be achieved.

5. Select and socialize newcomers and terminate deviants. Encouraging employee motivation and loyalty to the company will create a healthy culture. Training should be provided to all employees to help them understand the new processes, expectations, and systems.

6. Develop ethical and legal sensitivity. This step can identify obstacles of change and resistant employees, and acknowledge and reward employee improvement, encouraging continued change and involvement.

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MEASURES OF SUCCESS

MANAGING AND MEASURING CULTURE

When culture is not measured and managed, it can influence the behaviors of employees in unplanned ways – often devastating employee engagement and retention, obstructing corporate strategies and goals, and ultimately eroding the bottom line.

Culture has proven time and again to be a powerful force that can either accelerate, or topple, the most well thought out corporate strategies. Companies tend to focus and excel only on what they can tactically measure, and companies have learned to expertly analyze financial metrics, competitor performance, and operation efficiency.

It is important to translate your desired values into behaviors, processes and artifacts that drive your company to literally live the values that are written on the wall. Using real data will allow you to measure progress as your organizational culture begins to transform.

Set targets by reviewing past company performance (not financial) and internal conditions, as well as external benchmarks (other competitors). Determine success of diversity strategies in recruitment, retention, development, training, and succession planning (candidates for leadership positions).

Tools and resources to understand and improve your company culture:

- Track legal complaints or HR complaints
- Track retention rate
- Employee surveys, exit surveys
- Client surveys
- Culture parity – workforce mirrors customer base
- Increase in diverse candidates applying for positions

"Culture eats strategy for breakfast," a phrase originated by Peter Drucker, legendary management consultant and made famous by Mark Fields, President at Ford, is an absolute reality! Any company disconnecting the two are putting their success at risk. Organizational culture eats strategy for breakfast, lunch, and dinner so don't leave it unattended.

Where is your company on its journey to having a healthy culture?

DEVELOPING A CULTURE STATEMENT

- No more than 20-75 words
- Written at an 8th to 11th grade level
- Include "positive words" that signal inclusion; such as "Inclusive, Celebrate, Grow, Experiences, etc."

ADP

Headline: Each Person Counts

At ADP, we believe the best ideas thrive in an inclusive environment that values diverse perspectives. That's why we made it the cornerstone of our one-of-a-kind culture.

Go Daddy

Headline: A Culture of Creativity is life at Go Daddy

We hire the best, give them first class training and set them loose. If you are driven to perform you'll fit right in. Everyone is welcome – as an inclusive workplace, our employees are comfortable bringing their authentic selves to work. Be You!

T-Mobile

Headline: Be Yourself. We like it that way.

Diversity fuels the unXXXXX spirit. Our commitment to inclusion across race, gender, age, religion identity and experiences drives us forward every day.

WHAT IS UNCONSCIOUS BIAS?

SELF AWARENESS IS THE KEY TO AVOIDING STEREOTYPES

Unconscious bias refers to the attitudes or stereotypes that affect our understanding, action, and decisions in an unconscious manner. It means that we often end up treating people and situations based on unconscious generalizations and preconceptions rather than using a set of objective qualitative or quantitative parameters. In many cases, unconscious bias is expressed as a prejudice in favor of or against a person, a decision, or group compared to another, in a way that is often considered unfair. Unconscious biases are influenced by how people were raised, cultural environment, and personal experiences. People tend to mirror their natural environment. This can be the community in which they live, the hobbies they enjoy, or how they were raised, educated, and disciplined growing up.

RECRUITMENT CAN BE HEAVILY AFFECTED BY BIAS

Research shows that recruitment and selection decisions are heavily influenced by unconscious bias. This is not surprising when everything in life begins with selection. This is why a person's biography or validated resume provides an insight into selection, training, mentoring, and development. Recruiting happens naturally within a person's comfort zone. A person active in their community will have a more diverse pool of candidates than one who has limited hobbies or lacks any community involvement. Recruiting for one will be a challenge while the other will have a pool of diverse candidates available. One will have a higher chance of unconscious bias versus the other. Leadership need pay close attention to unconscious bias in their recruiting efforts.

IT STARTS WITH THE LEADERSHIP TEAM

Hiring those who look like us, think like us, talk like us, and share our personal interests, political views, or habits will ingrain unconscious biases in our organization. Having a leadership team that mirrors the overall organization, or the community they service, is crucial to productive, diverse growth. Diverse viewpoints and differences of opinion are healthy for an organization's growth and development and promotes an equal voice to everyone seated at the table. Conscious diversity need be incorporated into every aspect of an organizational plan to avoid enhancing unconscious bias and leading to growth and profitability challenges.

Biases can be based on skin color, gender, age, height, weight, personality traits, sexual orientation, marital and parental status, education, nationality, and more. For example:

■ Assuming all members of a particular race or ethnic group have the same thoughts or feelings on a subject, is a product of unconscious bias.

■ Developing a product or marketing campaign that is offensive to a particular group of people.

WHY IS UNDERSTANDING UNCONSCIOUS BIAS IMPORTANT?

Unconscious bias in the workplace can impact diversity, recruiting, employee retention, and unknowingly shape an organization's culture. Unconscious biases are unknown drivers that can destabilize organizations. For example, recruiting efforts driven by internal referrals when there is unconscious bias in an organization could easily create a compounding negative effect making an organization look the same. Other potential factors include:

■ Staff cloning

■ Limited decision making capabilites

■ Lack of innovation and/or creativity

Increasing self-awareness, including understanding our unconscious biases, allows us to implement tactics/programs to be more intentional about inclusiveness.

HOW TO PROMOTE AWARENESS

FROM THE TOP DOWN

There are also several steps leadership can take to eliminate unconscious bias. Vanderbilt University recommends:

1. Learn as Much as Possible About Unconscious Bias... and Ways to Combat It
2. Tell Your Story...and Listen to the Stories of Others
3. Avoid Stereotypes and Over-Generalizations
4. Separate Feelings from Facts
5. Have a Diverse Group of People around the Decision-Making Table
6. Engage in Self-Reflection to Uncover Personal Biases
7. Develop Safe and Brave Spaces to Discuss Unconscious Bias
8. Be an Active Ally
9. Don't Expect a Quick Fix
10. Practice Empathy

EXERCISES FOR TRAINING

Below are some examples of how other companies have approached Unconscious Bias Training. The material presented here serves as a baseline to guide you through this journey.

- Google's Unconscious Bias @ Work Workshop video training
  https://rework.withgoogle.com/guides/unbiasing-raise-awareness/steps/watch-unconscious-bias-at-work/
- Google's Unconscious Bias @ Work Workshop slides
  https://docs.google.com/presentation/d/1DKPcq3sK90dUx_ubIHN5WLFYQKjVr3deBUXZEH0j3a8/edit#slide=id.p
- Google's Unconscious Bias @ Work Workshop Facilitator Guide
  https://docs.google.com/document/d/1DR0SQP3-dDT1ZQnhlG7BhrmLdMLRzDAz426-NLgFZpg/edit

EXAMPLE OF UNCONSCIOUS BIAS

GENDER BIAS

"A female colleague raises a good point in a meeting with her male and female colleagues. She is subsequently ignored. A male colleague then raises the same point, and is not only acknowledged, but praised as well. You may be thinking "oh the boss maybe didn't hear her!" but more often than not this can come down to unconscious gender bias. Sometimes male members of senior management will automatically take advice from colleagues that remind them of themselves."

"A recent study at Yale reveals that the name of the applicant impacts the recruiting decision. While two versions of the same resume—identical, except for the candidate's first name—were given to the recruiters, the "male" candidate was regarded as more experienced and gifted, as well as was more likely to get hired and given a higher salary. This is implicit sexism, even as we are not aware of it."

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UNCONSCIOUS BIAS

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RESOURCES

- What is unconscious Bias?
  https://www.youtube.com/watch?v=rbe5D3Yh43o
- Check Our Bias to Wreck Our Bias
  https://www.nytimes.com/video/us/100000004818668/check-our-bias-to-wreck-our-bias.html
- Are you biased? I am
  https://www.youtube.com/watch?v=Bq_xYSOZrgU
- Checklists for Reducing Unconscious Bias in Job Descriptions/Advertisements
  https://www.ncwit.org/sites/default/files/resources/ncwittips_writingbetterjobads_03172015update.pdf
  https://www.ncwit.org/sites/default/files/resources/ncwitchecklist_reducingunconsciousbiasjobdescriptions.pdf

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APERIAN GLOBAL
www.aperianglobal.com

CROSS-CULTURAL ADAPTABILITY INVENTORY (CCAI)
www.ccaiassess.com

KOLBE CORP
www.kolbe.com

KOZAI GROUP
www.kozaigroup.com

How can unconscious bias training bring awareness in your company?

EXAMPLE OF UNCONSCIOUS BIAS

SEXUAL ORIENTATION BIAS

"Assuming a preference or skill the person has shown no signs of possessing but is stereotypical of the LGBTQ+ community (like have a good sense of fashion). These might be positive or negative and are often done with good intentions, but they are still treating people differently based on non-verifiable assumptions."

WHAT IS THE ROLE OF EMPLOYEES?

DIVERSITY AND INCLUSION IS A TEAM EFFORT

The best way to develop an inclusive workplace environment is to leverage employee resource groups (ERGs). ERGs are employee-led groups that are formed based on specific traits that group members possess. They can be formed around factors such as race, gender, religion, sexual orientation, or other shared characteristics. Teach For All is a company that has mastered the art of creating a successful and thriving ERG. Here are some best practices for ERGs to bring employees together with a spirit of inclusion:

- Joint sponsorship of activities
- Equal sharing of opinions
- Soliciting feedback in decision making processes
- Engaging allies
- Leadership sponsor who is not a member of the group

HOW CAN MANAGEMENT FACILITATE SUCCESSFUL ERGs?

THE ROLE MANAGERS PLAY AS THE FRONTLINE EMPLOYEES RESPONSIBLE FOR IMPACTING CULTURE

"Leaders must intentionally create an environment where employees feel they can safely express themselves and where specific concerns can be raised with transparency and confidence."

1. **LEADERSHIP BUY-IN.** You don't need buy in from leadership to move forward, but it will make it easier to implement a new ERG and increase that organization's effectiveness. It's best if the group has an executive sponsor to advocate for them at the leadership level.

2. **ASSESS COMPANY NEEDS AND SET GOALS.** After getting buy-in from leadership, it is necessary to decide which ERGs are needed. Once you have decided what you need, it's time to determine what outcomes you hope the ERG will achieve. ERG goals will be contingent on the company goals and needs.

3. **START SMALL.** It is also beneficial to have allies in the group; which are individuals who do not necessarily share the group's characteristics, but are passionate about the group, want to learn more, and want to show their support.

4. **ADVERTISE THE GROUP.** Make sure people in your organization know about the ERG and have the opportunity to participate. This can be done through the company's intranet or internal communication platforms.

WHY IS UNDERSTANDING THE ROLE OF EMPLOYEES IMPORTANT?

Employees need a clear understanding of diversity goals & vision and have an inclusive mindset to learn & practice inclusive behaviors.

Employees who feel they can be their authentic selves at work are nearly 3 times more likely to say they're proud to work for their company.

Employees who feel they can be their authentic selves at work are 4 times more likely to say they are empowered to perform their best work.

HOW TO ENGAGE EMPLOYEES

WAYS FOR EMPLOYEES TO SHARE WHO THEY ARE AS A PERSON

- Newsletters
- Employee spotlights
- Hosting activities that are open to everyone
- Sport & hobby related groups
- Weekly team meetings
- Celebrating the month the group is nationally recognized- e.g. Black History Month (February), Women's History Month (March), etc.
- Community involvement and social responsibility initiatives.

HOW EMPLOYEES CAN SUPPORT DIVERSITY AND INCLUSION
A HOLISTIC APPROACH TO HELPING EMPLOYEES DRIVE CHANGE

While strong leadership support is essential to fostering a diverse and inclusive work environment, employee support is also needed to maintain a strong D&I culture. Employees shape and reinforce the company's culture through their behaviors and interactions with one another. If a company places value on treating people with dignity and respect, then employees should hold each other accountable for acting in accordance with those values. Clean Talk is a program that provides a communication framework to help employees and leaders discuss sensitive topics in a constructive way that promotes honesty and integrity while resolving conflict.

CLEAN TALK https://ncdd.org/rc/item/2557/

For example, say an employee works for a company that is committed to providing a workplace that is inclusive and free of insensitive or offensive behaviors. If that employee hears someone make a culturally insensitive comment, he/she would feel an obligation to address it because their company does not tolerate that behavior. The employee could use the Clean Talk program for guidance on how to approach the conversation with the person who made the insensitive comment. This provides an opportunity for the employees to potentially resolve the issue and reach mutually agreed upon expectations for behavior in the future, without having to escalate it to management. This method gives employees, as well as leaders, ownership in fostering an inclusive environment that values diversity and treating others with respect.

COMMUNICATE TIPS TO PROMOTE DIVERSITY AND INCLUSION

1. Know the diversity goals and vision of your organization and its connection to the overall business objectives.
2. Participate in employee engagement surveys and respond as openly and honestly as possible.
3. Actively engage in the diversity effort. You can take part in or start an Employee Resource Group, or volunteer to chair or serve on committees that organize diversity-related events and activities.
4. Become culturally competent. Take the time to learn about different cultures, races, religions, and backgrounds represented by your colleagues.
5. Treat people in a way they wish to be treated rather than the way you wish to be treated. Do not tell offensive jokes that may alienate those who are different from you — even if they are not present at the time. Most importantly, be respectful always. Drive positive change in the organization. Be a spokesperson for diversity issues that are not necessarily your own.
6. Welcome ideas that are different from your own, and support fellow teammates.
7. Understand the diversity elements you personally bring to the organization. Diversity comes not only in the form of culture, race, and gender but also includes elements such as socio-economic background, education level, geographic location, sexual orientation, thought, and many others.
8. Commit to continuous improvement.
9. Communicate and educate. Diversity work is a journey, not a destination.

MEASURES OF SUCCESS

AREAS TO ASSESS FOR SIGNS OF IMPROVEMENT

- Employee Survey
- Decrease in the number of D&I complaints
- Diverse hiring panels
- Annual demographics assessment (to see the change over time)

Success will be based on the overall goal – if your goal was to increase representation of women, then your measure of success is going to be pretty clear. Or maybe it is about retaining talent, so the program needed will be a retention program.

ERGs struggle with measuring and tracking results. We have all heard the term key performance indicators (KPIs). A KPI is a measurable value that shows how effectively a company is achieving key business objectives. A good KPI should act as a compass, helping you and your team understand whether you're taking the right path toward your strategic goals.

What areas can KPIs help you improve the impact of your employees?

METRICS

To be effective, a KPI must:

- Be well-defined and quantifiable.
- Be thoroughly communicated throughout your ERG
- Actually be crucial to achieve your goal. (Hence, key performance indicators)
- Be applicable to your Employee Resource Group vision.

DEVELOPMENT METRICS

- Career Advancement: ERGs should identify members who have advanced their careers as a direct result of an ERG program and initiative support and submit a minimum of three success stories per year to the D&I office.
- Personal Development: Number of attendees attending developmental events provided by your ERG over the total number of ERG members.
- Professional Development: Number of attendees attending professional growth events provided by your ERG over the total number of ERG members.

RETENTION METRICS

- % of Member Engagement: ERG active members / ERG total members x 100, %
- What defines an ERG active member versus an ERG member? You can define this threshold, as an example — let's say an active member is considered someone who attends 3+ events per year or it's someone who has responsibilities for an event. An ERG member can be anyone who is registered in the mailing list. See where you currently stand and set a goal for where you want to be.
- Employee Turnover Rate (ETR): Before arriving upon your ETR, you need to have identified your ERG members, and active ERG members. Then take the number of ERG members who have departed the company and divide it by the average number of employees. If you have a high ETR in your ERG, spend some time examining your development and engagement opportunities.
- Employee Satisfaction: Happy employees are going to work harder — it's as simple as that. Measuring your employee satisfaction through surveys and other metrics is vital to your ERG and organizational health.

WHAT IS YOUR RECRUITING STYLE?

RECRUITING PRACTICES ARE A PRODUCT OF CULTURE

The final element of a successful diversity and inclusion program involves being intentional to attract, hire, and retain candidates that represent the diversity you are seeking. Having a strong company culture that values diversity and inclusion, building awareness of unconscious bias and other potential barriers, and supporting employees' roles in embracing inclusive behaviors all lay a strong foundation for being able to recruit diverse talent to your organization.

HOW TO INCORPORATE DIVERSITY

DEFINING YOUR STRATEGY

- Develop an intentional diversity strategy
- Know the benefits of a diverse workforce and inclusive culture. Hiring managers and recruiters must understand the "why"
- Identify needs, set clear goals, and monitor metrics. Know the demographics of your community and customers
- Holistic strategy includes attracting, hiring, and retaining diverse employees

ATTRACTING DIVERSE CANDIDATES

Branding & marketing

- Diverse content on your website, including a diversity mission statement
- Use social media to share diversity efforts
- Update company materials with current workforce demographics and information about Employee Resource and Affinity Groups

Create diversity friendly job listings

- Words matter – word choice, layout, and the way you talk about your company could potentially deter diverse candidates
- Be culturally sensitive when describing your opportunity

Work environment

- Workplace policies and benefits such as flexible schedules, remote work options, dress codes, and daycare assistance will attract a broader range of candidates
- Onboarding practices can increase retention
- Provide diversity training

WHY EXAMINE YOUR RECRUITING PRACTICES?

"According to a 2015 survey by Glassdoor, 67% of active and passive job seekers consider a diverse workplace to be one of the most important things to them when they are evaluating companies or job offers. [...] If you don't create a workforce that fosters, invites, and supports diversity, none of your efforts are going to amount to anything."
- Scope Recruiting

"Each stage of the applicant's path is an experience that either builds or weakens the connection to the potential future employer. From accessing the career site to waiting for feedback or even greeting the front desk attendant at the facility, each part of the journey, no matter how small, influences how well a company attracts and engages diverse talent."
- Allegis Group

"Research featured in the Harvard Business Review found that when the final candidate pool has one minority candidate, he or she has virtually zero chances of getting hired. However, a "two in the pool effect" represents a promising method for overcoming unconscious biases and increasing diversity in the workplace."
- ideal.com

DIVERSITY & INCLUSION
RECRUITING

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HIRING DIVERSE CANDIDATES

- Leverage local organizations with community connections: churches, cultural institutions, non-profits
- Online tools can facilitate finding diverse candidates
- Employee referrals – pros and cons
- Candidate pool: more diverse candidates = more diverse employees

OVERCOME UNCONSCIOUS BIAS

- Blind resumes level the playing field and ensure the most important characteristics are fully considered
- Automated resume screening allows for objective and consistent application of criteria across all candidates
- Focus on skills and potential vs. experiences
- Personality assessments
- Abandon "not a fit" as a reason for not hiring someone
- Include diverse interviewers on panels

MEASURES OF SUCCESS

Once you've implemented a diversity recruiting strategy, it's important to measure and monitor key components to ensure your tactics are achieving the desired outcome. Metrics can help you assess the return on your investment as well as identify areas where an adjustment to your approach may be needed. Keep in mind all aspects of a successful diversity program (Attraction, Hiring, Promotion, and Retention) are necessary to fully realize the benefits of having a diverse workforce and inclusive culture.

There are many metrics that can be used to measure the effectiveness of your strategy as it relates to attracting, hiring, and retaining diverse candidates. For example, if one of your goals is for women to comprise at least 45% of your staff, then measure how many female resumes you receive, how many women are interviewed, how many are selected, how many accept/decline, how they rate their recruitment experience, how they perform in the job, how long they stay, and why they leave. Evaluating all aspects of the cycle provides greater insight into areas of strength and opportunity for your company as you strive to implement a recruiting strategy that supports a diverse and inclusive workforce.

How can your company benefit from a more diverse workforce?

RECRUITING, HIRING, AND RETENTION METRICS

- **Resumes.** Of all initial candidates presented to hiring managers, what percentage were diverse?
- **Interviews.** Of all candidates interviewed by hiring managers, what percentage were diverse?
- **Offers.** Of all candidates that were given job offers, what percentage were diverse?
- **Hires.** Of all hires, what percentage were diverse?
- **Turnover.** What was the turnover rate of diversity hires (within their first year)? How did it compare to the turnover rate of all new hires?
- **Performance.** What was the average on-the-job performance rating (or performance appraisal score) of diversity hires after one year? How did it compare to the job performance rating of all new hires?
- **Manager satisfaction.** What was the average manager satisfaction score (from a survey) after a diversity hire? How did that satisfaction rate compare to the manager satisfaction rate after non-diverse hires?
- **Applicant satisfaction.** What was the average diverse applicant satisfaction rate (from a survey)? How did that satisfaction rate compare to the applicant satisfaction rate of non-diverse hires?
- **Interviewers.** How diverse were the people involved in the interview and selection process?

DIVERSITY & INCLUSION
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