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NILG  
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>> Welcome to the NILG session for moving the needle on strategic diversity. My name is Amanda Bowman and our wonderful speakers are Pamela Pujo and Patrick McNiel.

Next slide please. So before we begin into the content, I just want to go through a few housekeeping items. So first and foremost, of course we want to thank our wonderful sponsors who helped make this virtual conference possible so thank you so much for all of these companies.

And then we do have a closed captioning link available. You should have received that via e-mail earlier today. If you have any issues or need the link, just let us know via chat.

Also, there would be a HRCI and PDC for this session. We'll go over the information for that at the end of the session.

And if you have any questions throughout the session, please submit them through the GoToMeeting question feature and the speakers will either address as we go or we've reserved time at the very end to address those questions as well.

So next slide, please.

So it is my pleasure to introduce Pamela Pujo and Patrick McNiel, both with Affirmtly, Pamela is a diversity advocate and Patrick is a principal business consultant. And with that, we want to make sure we save time with all of the great content, I'll turn it over to Pamela.

>> Thank you, Amanda, and thank you, everyone, to come to today's presentation. We're excited to present to you on diversity and inclusion and moving the needle. We all know that organizations, that different phases along the diversity maturity curve. The strategic diversity measurement survey that was conducted to detect trends and

optional diversity and track progress to gauge if a shift has occurred in maturity levels so through the survey, data was compiled to recognize areas so that companies can pinpoint, you know, top challenges, identify areas of opportunities around develop metrics to develop measure their success.

So looking at the comparison between the 2015 survey and 2019 survey, it provides an in-depth review of diversity best practices. To determine, if, in fact, the leader has moved. So later in the presentation, I will provide the insights if to some of the steps to advance your D&I program.

So looking at some of the key findings on the slide here, it shows that most respondents feel that the organizations have a lot of work to do in regards to assessing and measuring D&I programs.

Also some organizations feel like they are far out in front of the pack regarding D & I initiative. Function maturity makes for dramatic differences in measurement, practices, and outcomes.

We do know that the needle has moved on what constitutes an advanced D & I program, with 2019 advanced organizations, in comparison to those that took the survey in 2015.

So we do see some organizations are struggling with D & A but we do have some examples to rep them reach that maturity level.

So we take a look at the next slide, we'll see the methodology that was used to conduct the survey. So the survey was sent out to on-line in April and May to workforce and chief learning officer magazine subscribers who have the responsibility for diversity and inclusion.

So we had 506 respondents. We had a very good spread of organization size in the survey. Including 15% from organizations that had more than 10,000 employees.

So we also had more than 1 in four respondents from multinational or those global organizations.

So if we take a look at the next slide, so we're getting ready to head into the research results, we'd first like to do a quick poll with the audience so if we can launch that poll real quick, Tony, and go to the next slide.

So looking at the polling question we have here for you, how advanced is your organization's measurement of the impact of D & O on your organizational goals? So we have the options listed here, we don't know what to measure, we're making some progress identifying what to measure, or we're ahead of the curve in diversity measurement.

So you can that I can a quick couple of second there to select your choice. It will be interesting to see where our participants in the audience is along this maturity level if had terms of D & I.

And we've been, we know D & I is not a one stop, it is always continuous working to improve our programs. So hopefully we'll see quite a few who are kind of like ahead of the curve.

So do we have any results listed to the poll real quick? Hopefully we have a good number of responses. We know that measurement is always a key to advancing your organizations D & I program.

>> Sorry about this but we do have a lot of votes in there. It is collecting responses will not allow me to show yet. 20% on the first one, 46%, the second one; and 15% is the third one.

>> Okay. That's great to know. It looks like we're in line with the survey, most companies are making progress what to measure. So hopefully after this presentation you'll have a clear understanding on how you can advance your organization's D and I program.

So now I'll turn it over to Dr. Patrick McNeil who will go through the results over the survey.

>> Thank you. Hello, everyone. Let me -- let's start by looking at where people are saying their organizations are with respect to D & I programs and the measurement of that.

And be one of the most striking things we saw in the data from this study and the lack of, for lack of a better word, modest D & I practitioners have become about their achievements. So most organizations that participated in the survey stated will say they've been making some progress but they still have a lot more to do. And there is a sizable group, about 37.4% who are in the early stages. These two right here. They're in the early stages.

And they don't know sort of what to measure or why. Or they're measuring everything but they don't know what they should do about it. And only about 10.6% of the organizations who participated say that they're really ahead of the curve in strategic diversity and inclusion maybe.

This is different than it was four years ago when more organizations thought they were further ahead. It is almost as if the last four years have been some kind of reality check that have made organizations rethink where they are on this spectrum and reassess themselves. Which is true even the same four years have seen an increase in the number of organization that is are tracking different workforce diversity metrics have strategic diversity goals around so the results are telling us that organizations are doing more than they used to, they have more strategic goals, more metrics, more integrated with other HR functions but you they now think they have further to go than they used to.

And additionally, I've seen a dramatic uptick from professional conferences and professional organizations and presentation that is focus on diversity and inclusion and best practices in this area and tools, utilities, and methods for improving the organization. So just a quick example, in the conference for society for professional organization psychologists which is, you know, typically attended by between 3 and 5,000 people, the D & I topics were represented by just a handful of presentations four years ago. And then this year at the same conference, D & I was the primary theme of the conference. Is it does make sense people are more realistically aware of where they could be versus where they are.

Okay. And one of the data points to illustrate this is shown here. So overall a 88% of organizations track workforce demographics in some way. It's really 88% means that tracking workforce demographics is a ubiquitous practice. And over half of organizations they use any did this by using integrated HR system and another 10% use talent management software to do this.

And then one in four still track workforce demographics through some kind of a manual process.

Which I've dealt with that before, it is kind of painful. And then only 12% don't practice them at all.

Okay.

So we asked organizations how mature the measurement of diversity and inclusion was. And the categories on the right here were used by respondents to describe the organization. So let me just go through these real quick.

So undeveloped. This means that little has been done to integrate D & I goals with organizational goals for a particular organization.

Beginning here means some effort may have been spent using D & I like maybe as a public relations function and they're talking about D & I helps the position of an organization as an employer of choice. But that's about as far as it has gotten.

Intermediate means the organization has deployed several different D & I initiatives but probably in a more piecemeal manner. And they have a plan for D & I initiatives with organizational goals but maybe haven't done anything towards that yet.

Okay. And then the last two we're going to be talking about a lot and we're going to group these together as we talk about comparing results. But advanced basically means that the D & I strategy at the organization is well aligned with organizational goals and needs. And that is the D & I efforts are both strategic and planned and that the organization tracks D & I metrics and sets annual goals for improvement.

When we look at Vanguard, this means they not only track D & I metrics but they also use analytics to problem solve for recruiting and success planning and D & I initiatives are seen as strategic and totally to the echouement to organizational goals, such as innovation, recruitment, retention, and succession session planning.

Okay. So as I mentioned from here on out we're going to share the data combining groups together. This group here and this group here, we're going to talk about this as a unit. And we're going to see what these advanced groups are doing differently. And we're going to compare the top 17% by these two groups with the average of all other organizations, so all of these other groups. And we're going to do that in order to isolate the advanced D & I measurement practices that the leading organizations are using.

And then after we walk you through the differences we see in these advanced groups we're going to share some of the comparison data between 2015 and 2019 so you can see some of the ways that has been moving on strategic diversity measurements. But before we get into all of that, we have another polling question for you setup.

>> All right. Thank you, Patrick. So the poll question now that have for the audiences is does your organization use metrics to help create your strategic D & I goals? So if you can respond to help us find out what's happening in your organization. Metrics can be very kit critical in helping shape the D and I strategy and your program.

It's usually a good starting point to where you are and then evaluate how far along you've moved along the needle. So using those metrics can be very beneficial to record your progress or if you are regressing in your D and itching goals. So let's see he if we have the results here. We have yes at 71% and no at 29%. So that's a good number of new who are using the metrics to help formulate strategic D & I goals. So I'll turn it back over to he the Pat the Patrick to continue on.

>> Okay. It is fun giving policy. In a presentation that's about a poll.

So one of the first questions we asked was with a strategic goals the D & I function has been tasked with. So are we talking about he the cooling an inclusive cup culture, increasing employee engagement, fostering collaboration in the workplace helping your organization become an employer of choice, identifying long-range D & I goals or ensuring compliance with all relevant labor policies and regulations.

And the first thing to notice here is that the advanced organizations, they have been tasked with more strategic goals across the board here. And in particular, the they have most likely been tasked with that other organizations haven't been tasked with is fostering collaboration this the workplace.

And it is also worth noting that the needs to do this actively for the organizations is likely to increase due to the axel you ration of remote working caused by COVID-19. So people in the current environment they're going to have harder time getting to know one another and will have nonface-to-face not easy for anyone, when new members come in to a group. So a new tools and methods will need to be replaced and supplement the traditional standby of being in the office in order to help people collaborate, get to know one other and get to know each other's capabilities and also get comfortable one another on a personal level.

Fob all companies both advanced and average, the most common strategic goals that the D & I function has been tasked with is creating an inclusive company culture and increasing employee engagement.

And this actually follows what we've been seeing in our practice which is an increase in interest in surveys of organizational climates for diversity inclusion which typically have an engagement component built in.

This also makes sense as D & I is increasingly seen both in academics and also if organizations as a practice that ultimately serves to increase employee experiences of inclusion which tends to be the immediate driver of a host of positive outcomes, one of which is this engagement.

And in many ways, inclusion very much like engagement, is replacing his older concepts of job satisfaction as a metric for seeing the employees or positively inclined towards their jobs and the organization. But unlike job satisfaction, inclusion is much more related to positive outcomes.

All right. So we asked about the metrics used to measure the impact of D & I.

So in our people collecting information on basic workforce diversity demographics, and by basic here I'm talking about gender, ethnicity, and information using standard categories are companies collecting this was about culture, how they view the culture, are at the collecting maybe additional work force demographics here.

And additional workforce demographics also includes things like veteran's status and disability status.

Are they looking at recruiting outcomes, looking at employee retention, are they doing compensation studies, are companies looking at promotions.

And also are they looking at emerging diversity demographics which would include things like LGBTQ status, sexual orientation that, religion, age, and some others.

And this is where we see the shape of the difference in measurement between advanced organizations and everyone else. So advantaged organizations are the 9% points more likely to track basic workforce diversity metrics. But tracking basic diversity

demographics is still common to organizations, about eight of ten organizations tracking them.

However, the advanced organizations are between 25 and 35 percentage points more likely to track all of these other metrics that we asked about.

And, you know, this is an important set of findings to see as D & I efforts are really easily directed to and spent on sort of bad things, shiny things, sometimes things that might not help an organization. So it is really important for an organization to do critical analysis of needs which really can only be done with good metrics and without a realistic match between the need of an organization and planned D & I efforts, the D & I function, it is very likely to return core results for the efforts.

Compared to if that had not been done.

Okay. So we also asked what external benchmarks organizations were using to measure the success of diversity and inclusion goals. So we're looking at industry diversity data where they're looking at comparisons with competitors and the competitor's diversity representation, where they're comparing themselves to census data and various codes, benchmarking studies done by D&I consultants or if they have some sort of adding on improvement goal, so we want to improve things by a certain percentage.

And again, it's clear that the advanced group is more likely to use external benchmarks of all kinds. And interestingly, the only benchmark external benchmark that more than half of them is using is industry diversity data. So it is 61% of the advanced organizations are using industry external data to for example marketing and 47% benchmarking against competitors. And one in three are using either sensor dating, benchmarking study through consultants or tracking through ad hoc incremental improvement goals. So we've seen that the advanced organizations are more likely to be tracking a variety of workforce diversity metrics. And they're also more likely to be using external data to benchmark against.

And so why does this matter? Benchmarking is important for a variety of reasons many of you I'm sure are familiar with. But one of the reasons is to develop an awareness of how appropriate and reasonable various diversity goals are.

Just to give an example at the extreme end, we can look at firefighters who are relatively few women are in the profession. It is around 4% nationwide. And where it is also difficult to recruit women into the profession. So you can have the goal of sort of equal representation for men and women which is sort of the ultimate end goal which is for the profession. But it is kind of meaningless in the short term as there are a variety of barriers, many of which are not within the control of various fire departments that would need to be overcome before this can happen. But more meaningful and achievable goals can be derived looking at various benchmarks. And these types of goals are more likely to move D&I programs forward because they can be reached. Other important reason for benchmarking is that it provides a mechanism for engaging stakeholders. They help these individuals identify areas of success, areas that need improvement, and help them drive efforts and resources towards D&I goals.

And this leads us to the next survey question that we asked. Okay. So that question is to whom are D&I metrics reported. Are they only being reported to the CEO for the principal officer? To the senior executives to the vice president or director of human resources, to the board of directors, chief diversity officer or director of diversity, to

mid-level management which is not necessarily HR? To a VP or director of recruiting? Or is it the case that the metrics aren't being reported to anyone? And the first interesting here is that the advanced organizations are more likely by a very wide margin to report D&I metrics out to multiple stakeholders and to do so at different levels within the organization.

So the advanced organizations are sharing their D&I metrics kind of around, and you know, the single, most interesting thing here is that nearly 42% of them are reporting D&I metrics out to mid-level managers who are not in HR. And they're also, again, still talking about the advanced organizations, they're also more likely to share these metrics out with the CEO, leadership team, leaders of HR and board of directors. Additionally, advanced organizations are less likely to shelf the metrics and not report them to anyone. Whereas about one in ten of the average organization does exactly this.

And for some metrics, you know, for example, you might ask about attitudes or culture or climate, that has to do with diversity and inclusion.

And when you're doing that, you're typically getting a survey and you're getting results that usually require a campaign to gather that information and throughout the organization, the gathering of that information is kind of obvious, like people understand something is going on here.

And for this type of thing, one of the worst things an organization can do with an organization is nothing, because in if nothing comes from the metrics, even if it is just a recognition of where the organization can improve or maybe next steps, then people tend to be less inclined to respond to subsequent surveys and may become more jaded by the intentions of leadership.

And it is more true when the content of the survey touches on topics that might be emotionally charged. And a lot of these diversity and inclusion topics are those kinds of topics. So these findings about recording are important but not unexpected because a lot of these surveys indicate the top down leadership for D&I efforts is one of the most, if not most important factors for D&I success. And advanced organizations seem to recognize this and report metrics accordingly.

Okay. On a related note, we also asked who the key stakeholders for accomplishing diversity groups were in respondent's organizations.

So the key stakeholders company executives? Key human resource officers? Or, you know, like a VP of human resources, were they hiring managers, team leads and mid-level managers? Company employees or in maybe the recruit, I, people can respond in anyway they like.

And the overwhelming majority that -- excuse me -- naming stakeholders included company executives and the CHRO or VP of HR individuals but a very large majority of all organizations and particularly the advanced organizations said that the hiring managers for key stakeholders for accomplishing diversity goals.

And additionally, advanced organizations are significantly more likely than average to identify line of business as stakeholders, so front line employees.

And this is an important, more likely, it can cascade interest the top down to the bottom. So recognizing that everyone is at the organization's stakeholders tend to be very helpful. So also, an obvious point to make here is that advanced organizations

have more key stakeholders which they engage in helping them to accomplish diversity and inclusion goals.

And as can be seen, the advanced organizations were more likely to have engaged all of the stakeholder groups we asked about 10 to 20 percentage points. So effects had we asked the respondents whether diversity and inclusion was integrated with talent management for corporate functions at the organizations. And the specific functions we asked about were learning and development, talent acquisition or recruiting, corporate social responsibility, employee engagement, you can see session planning, and performance management.

And the results are very striking. The advanced organizations are more than twice, and in some cases, nearing three times as likely to have integrated diversity and inclusion with every other talent management or corporate function.

So the advanced organizations, D&I is very likely to be connected with other people functions at the organization. And as these functions represent the main channels through the organizations, it can act on D&I metrics, you know, it is very likely that advanced organizations have very powerful levers to use when attempting to actually move the needle in their own environment with respect to diversity and inclusion.

All right.

And finally we asked what the barriers to increasing the effectiveness of D&I measurements were at their organization. So, the availability of measurement of resources and skills. So people that can do statistics and surveys and things of that nature to analyze and report back. With the lack of budget that the organization doesn't understand the potential benefits of D&I. Because there's a lack of reliable accepted benchmarks to help find D&I targets or if there's a lack of leadership support.

And by the way, notice here the colors have switched in the charts. Advanced organizations are represented in gold which is a little confusing so sorry about that.

So the advanced organizations were more likely to say that the lack of budget was a barrier. And that may be because they were less likely to say that they were experiencing other barriers or maybe due to, you know, trying to do more.

The advanced organizations are also more likely to have measured resources -- they're more likely to have measurement resources and skills available to them.

But a large portion of them still list this as a barrier, indicating that this might be like a primary roadblock for many D&I programs.

Also advanced organizations are significantly less likely to say that their organizations don't understand potential benefits much D&I. It is all the way down here at 11.9%.

And they're also significantly less likely to say that they lack leadership support. Again, it's pretty far down here. Which may be the most important difference to experience barriers based on everything else that we're seeing right now.

Advanced organizations are also slightly less likely to say that they lack reliable accepted benchmarks to help define D&I targets but it is pretty close. And the fact that the delta between advanced and the average organization is so low points to this being a stickier problem than something like leadership support and helping the organizations understand the benefits of D&I.

Okay. I'm going to turn it back to Pam for a second.

>> All right. Thank you, Patrick. A lot of good information, a lot of metrics and data that we see coming out of that survey.

So now we're going to switch gears here and share some very interesting comparisons between this study and the previous study that we did four years ago. And it was to the same audience that asked many of the same questions. So the big question we had going in is whether there's been any movement in the last four years on what good diversity have strategic measurement looks like and has that needle moved at all?

>> Okay. Thanks, Pam. So you know, we compared the advanced group from 2015 with the advanced group from 2019. And of course, one of the things to keep in mind here is that they are surveys so they are different people.

And we discovered that leading edge diversity and inclusion practice is now more highly integrated with other HR functions that than it used to be. It is all tasked with more strategic goals and it performs more strategic tasks. This is typically true of the tasks fostering innovation and collaboration as shown a bit. And D&I is also more likely to record D&I metrics to a wide variety of executives and stakeholders.

Let's look at other organizations. So with D&I, D&I integration with learning and development it has increased by more than 12 percentage points in the last 12 years. Integration with talent acquisition or recruiting has increased by of .5 percentage points. Integration with compensation has increased nearly 14 percentage points. And integration with benefits has increased nearly 8 percentage points.

All of these are substantial increases over four year periods and they really show a striking trend among the leading organizations to integrate D&I with other HR functions.

Okay. And next let's look at the strategic goals D&I has been tasked with. So there were two that have seen a significant increase over the last four years. So one is fostering innovation. This has increased as a D&I goal by 10 percentage points.

And the other one is fostering collaboration in the workplace. And this has increased as a goal for D&I by nearly 18 percentage points.

And those are fairly big differences across a four-year period. So we're really seeing strides and efforts towards greater D&I practices.

And when we look at strategic tasks that D&I functions are performing, such as identifying areas for improvement and opportunities, gender and ethnic tracking, crafting a strategic D&I measurement plan, creating D&I programs or campaigns, analyzing legal risks, defining desired results of D&I investments, analyzing the impact of D&I investments and collecting -- or I'm sorry, collecting D&I investments to business outcomes.

So when we look at these tasks, we see first these have increased across the board in the past four years. So they've all increased for advanced functions from 2015 to 2019. But also that larger deltas here are some of the harder tasks too, so, for example, creating a strategic D&I measurement plan has increased 16 percentage points and the resulting point has increased by 12 percentage points and analyzing the impact of the D&I investment, that's increased by 10.6 percentage points. And connecting D&I investment to business outcomes has increased by 10 percentage points. None of those are terribly easy things to do but they are being done with more frequency in these advanced organizations.

All right.

And finally, when we look at how D&I metrics are reported out, we see that there have been some encouraging improvements in where D&I metrics reported. So advanced organizations are about 15 percentage points more likely to be reporting D&I metrics to the CEO, senior executives, and the VP at HR.

And they are about 22 percentage points more likely to be reporting D&I metrics to mid-level managers. And 14 points more likely to be reporting D&I metrics to the VP or director of recruiting.

So this is in line with the increased integration with other HR function that is we've seen? Other parts of the survey.

Okay. And now I'm going to turn it back over to Pam.

>> All right. Thank you, Patrick, for all of that good information. So now that we've shared the research from the 2019 strategic diversity measurement survey, let's take a look at steps that you can use to advance your D&I measurement program. As we know, most organizations feel they have a lot of work to do as regarding their D&I programs but as you know, we don't want to look at it as a one and done, so looking at this, we talk about measurements throughout the presentation, we look at assess as want next step. Once you have the demographic, question want too take a good will be at assessment in place. And then design. So we have all of this good information in place, how do we design the D&I framework and strategy that is based on the results of the assessment.

And next in the step, the fourth step would be measure. We want to continually track our metrics and benchmarking to record our progress or to note if there's any lack of progress.

The other thing that we want to look at this the next, in the process, is reporting, you know, as Patrick noted, a lot of the advanced organizations they do report that information so we want to report results for our senior leadership, internal stakeholders, and as well as any external reporting for any increased transparency.

And as we've stated, D&I work is never finished so we always want to repeat the steps to continue assessing any culture or demographic changes and then make any changes accordingly.

So D&I work we know is not linear. It is a continuous effort to work to improve our work environments.

So now we'll take a look at each of the steps in detail. So the first one is looking at tracking and get an expanded view of our diversity.

So the first step, the first step is to track the demographics. So the research shows that 79% of organizations track workforce diversity demographics. The advanced organizations are 2x as likely as those companies that have a well defined D&I strategy or about twice as likely as the average organization to track secondary levels of diversity as well as organizational diversity dimensions.

So for the average organization, there's usually a sharp drop off in tracking of the metrics such as the secondary or additional organizational or even emerging workforce diversity demographics is what we have outlined here on the screen. So these additional demographics they can track areas that expand to organizations diversity landscape. So next in the process is we'll expand on assessing the data. So with any type of data reporting, you can paint a picture that can clearly highlight areas to focus

on. So data is always so critical to understand your organizational's health and areas for improvement.

So, for example, your data can help identify issues like problematic drop offs in your recruiting pipelines, any key predictors or dissatisfaction in turn over, as well as areas for intervention and improvement.

So this is an example of one way to show what may be occurring across each employment cycle as what is noted here on the screen with this talent life cycle chart. So from sourcing to hiring to your promotions and separations, each chart is comparing a stage of employment in the talent life cycle in comparison to an established benchmark. So if you have a specific days of employment where problems exist, you can then focus your question and efforts where needed.

So there's a lot of relevant data on these charts on this report that we have here to help tell the story of what is occurring in your talent life cycle. So if you would really take notice of the red that really clearly stands out as flag, noting that you not need meeting the required benchmark level or your internal goals. So there's some work that needs to be done in yes area that shows red as a flag.

So if you look at the applicant higher band, that's the first little chart on the top, it is showing it is red. So this would indicate that people are not applying at the expected rate or they're not being selected for higher hire. So at this point you would want to ask a few questions, you know, what are why your sourcing and recruitment efforts, what are they not fully utilizing, available internal pool. Do you possibly need to consider other sources for candidates? Why are you certain candidates not being selected? And also, most importantly, are certain groups being filtered out of the selection process?

So let's take a look at red or yellow in the separate charts would indicate a loss of talent and high turn over which exceeds representation. So one thing you want to consider is reviewing exit interviews and employees in the group to determine why are they leaving? You know, what's the rationale? Is there a common theme that's developing during those exit interviews?

And this data will help you set up targeted followups and identify additional opportunities for improvement.

So not only does the data reflect what is happening with your external sourcing strategy but the decision also shows internal improvement of promotions if and out of the group. So the same indicators hope to determine if there are any problem areas. So in the chart on the screen, which see green indicators which represent that the internal talent pool is being effectively promoted in the organization in comparison to the intern will a benchmark. So that is taking a look at how we can use reporting to help us assess our data and determine any tunes of areas of improvement.

So let's now take a look at dining the D&I strategy on the next slide.

So D&I strategy should be designed to include the overarching goal to embed D&I in to all phases of talent management and corporate functions. We noted earlier during the research that that is one of the areas in which the advanced organizations are really keen to doing, making sure that D&I are embedded throughout the organization.

So these goals should become a part of everyone's responsibility. And not rest solely with the D&I team. We do not want the D&I team to operate in a silo. So we want to integrate D&I strategic tasks with organizational goals, start by outlining the objective for

each goal, and then what action steps needed to achieve each goal. Who will be accountable for implementing these goals? And also we want to make sure we put in a timeline, when should the goal be accomplished. And, of course, measurement. How do you measure your success for each goal that you have in place?

So an example of a D&I framework might include goals to increase your workforce diversity. As noted on the previous slide, assessing the demographic makeup of your organization. You might want to consider including workplace inclusion. Dr. McNeil mentioned earlier about the climate surveys, a way to engage survey engage.

Also, drive sustainability and accountability. So if you put the strategy in place, you always want to make sure that what you have in place is sustainable and people are being held accountable for implementation of the strategy. And this is all of which advanced organizations include as goals for their D&I programs. So if we take a brief look at one of these goals and walk through the design process, then you can identify strategic tasks to help achieve your goal.

So another goal to consider is looking at how can you improve workplace inclusion? So here we can identify that the objective is to foster a culture that encourages collaboration, engagement, belonging, and respect, all a part of a good strategy for D&I. So after identifying what your object is, then your action steps can be formulated.

So some actions to implement that include provide inclusive leadership training for managers to address any hidden biases that can hinder employees from feeling valued and included.

So the other components that need to be defined for this goal is to identify who is accountable for implementation. Is it the hiring managers? Is it the recruiting team? Is it senior leadership? Who would be accountable for implementation? And any, as we stated, identifying when the goals should be completed and your metrics.

So one thing to keep in mind when designing your D&I strategy and your goals is that not every company or team will have the same goals and objectives.

So looking at the next step and defining the D&I strategy and looking at the measurement and benchmark. So it is critical to collect information on your current workforce that's a basic tenant of any strategic diversity measurement and is one piece of the diversity puzzle.

So another piece of the puzzle that options should also benchmark their data against outside sources as well as internal sources.

The measurements, that will help you enable to create that account with, transparency, and establish a baseline by which success or opportunities for improvement can be quantified.

So a number of that reference or context, as we know, is just a number. So no matter where in the world the diversity inclusion work is taking place, the goal is to identify the measurements that are going to provide meaningful insights around uncover issues and opportunities that leaders can get behind.

So the power in the numbers is when you can put them against a backdrop to make them relevant and tell a more complete story. And that's why benchmarking is so critical in finding those applicable benchmarks.

So measurements we know they give an objective perspective it helps us to easily spot, analyze, and then ultimately address any types of problems.

We know that diversity and inclusion metrics can be used to identify risk areas such as underrepresentation, as we saw in the previous chart, of diverse employees and leadership ranks.

It can also help prioritize initiatives, help us set program goals, assign accountability that cannot be stressed enough that we always need someone to be accountable, and the measurement of the measurement of the impact of your initiatives, sump on recruitment and leadership development.

So looking at the next step, reporting to key stakeholders. We noted that earlier this is one of the high ranking in the survey done by advanced options of reporting to these key stakeholders.

So one part of using metrics effectively is being able to report them so stakeholders can identify areas of success and places where the organizations needs improvement.

So your advanced organizations are 20 to 25% more likely to report workforce diversity metrics to the CEO and senior executives. They're also more likely to report diversity metrics to non-HR mid-level managers. Those are those key managers within that middle ranking of a lot of companies where sometimes diversity initiatives kind of become stuck in the middle. But I think sharing those metrics with them will help identify target areas where they can make improvement.

So one report that you can present to stakeholders is what we have on of hereby on the screen is a progress or trend over time similar to this one.

So it would kind of help identify areas where are you doing good and areas where there is improvement. So we can see that the baseline, which represents the group at the time of benchmarking, and the benchmark is that predetermined expected rate that's based on your availability for the group in question.

So you can then show the progress, or lack of progress, over time on the chart here we have it broken down by quarters. Depending on the movement in your organization, you may want to look at year over year progress or if you have a lot of movement, maybe a monthly progress report.

So each period not only shows whether or not benchmark is met but also how representation changes over time. As you see the air row are up and down or a dot means it is holding steady, there has been no improvement in either direction.

So the chart will provide a clear idea of whys where those gaps exist and where gaps goals could become an issue for your organization.

And this leads to conversations about why this is occurring and what could be potential root causes.

So the now that we have looked at the different steps, as we said, diversity's work is never done, we always want to continue to repeat to move the needle forward.

(Speaking away from microphone) that will stakeholders know and can understand.

Your goal is also to focus attention on those red flag areas and systemic gaps. So review your action plans full case any type of tweaking is needed based on the red flags or any type of indicators.

Create the reports that match your organization and that tells a story that is relevant to the audience that you're presenting to.

Is so if you're presenting the reports to the C suite, you with a of make want to sure the numbers are relevant to them and then the hiring managers a report that they can relate to.

And also a key thing to remember is make sure that your reports provide insight in to what could possibly be the root cause when you're conducting birch different types of interviews or engagement surveys, climate surveys, that could give you insight into what is occurring and causing some of the disruption and the gaps in your reports.

So and finally, create that clear action plan that support your corporate D&I initiatives or at least support the need for these initiatives if you're in the beginning stages of drafting your D&I program.

So is that if, we can go to the next slide.

>> Thanks you, Pam. That was very good information. So the last polling question here is do you want to learn more about strategic diversity measurement. So yes, if you say yes, have a expert contact me or no

>> And then I think we'll move into the Q-AA section.

>> Yeah, I think we already have a couple of questions.

>> Yeah. If you want, I can help summarize those questions and let you all know how to take it. There's definitely a lot of questions come out of the early section with, so they were wondering for those companies that were participants in the 2019 survey, do you know generally the participants, the number of employees?

>> Yes, that's a great question on the size of the organizations. So we do have a summary report so just kind of a quick break out, more than an organization size of more than 10,000 that acted for 15% of the respondents, they were in the range between 25 hundred and 9,000, 999, accounted for about 17% of respondents. And then those that were less than 2,500, were about 67%.

>> And --

>> Okay. Great. Yeah. And I see some comments coming in about interest in participating in the survey, so I think if you also could do this again, it looks like there is some interest in folks and they would be interested in knowing how they could participate. Do you have any information on kind of what employers you reached out to how you reached out to them?

>> Yes. So we partnered with a third party organization to help conduct the survey. So it was with HCM. They were the ones who distributed the survey. So when we do open it up, and they -- they go by what's in their database. And that's how this, the survey is circulated.

>> Okay. Great. And we have a number of questions around benchmark information, and one is a more general question of just how to find industry diversity data and then there's a few other questions essentially asking for your representation of the best or kind of gold standard sources, again, for that benchmark data. So if you want to speak to those two.

>> Okay. There were a couple of different questions so one was on you said the goal standard?

>> Yep. Yes. Some folks are wondering the gold standard or best diversity to use while others were curious about just in general how do they find this diversity data?  
And --

>> Go ahead, Patrick. I'll let you respond to that one.

>> Okay. I was going to say that I don't know that there's a gold standard because it is going to vary by industry. You know, the only thing it's a really consistent is like census data. Certain industries may have a gold standard and other industries won't have a gold standard and you know, that's why with had he so many sources of benchmarking because this is really a newer area, of even four years ago, finding a benchmark was pretty difficult to do, I think, for a lot of different types of organizations. So I think that's a unsatisfying answer. Pam, do you have anything you want to add to that?

>> I just echo what you said, Patrick. Each industry may vary. The census is probably where you can get the wide reaching data but there are certain industries that may have done additional research I know like working in the legal industry and some of their D&I programs they do have data that's particularly for the law firms and legal industries.

>> Okay. Great. Thanks so much. Related to I believe it was slide 28 that was titled sets of data, one attendee was cure use if the chart was in that slide, if it was a dashboard that companies use?

>> Let me see if I can go back there.

>> Yeah. I wrote down the slide because I thought that would help.

>> So yes. That is a chart that can be used, it can be generated using your company data. Against established benchmarks, it is called the diversity talent life cycle report, and it is used very frequently with those companies who want to report out and take a look at their full talent life cycle from applicants through separations. So it can be used as we can look at generating a dashboard or the static report that you have here that you can included include in presentations or reports out to your leadership. Patrick, I don't know if you have anything additional you'd like to add about that chart?

>> No, no, no. It is meant to capture the entire life cycle and this is something that is part of our diversity metrics output when we do these types of analyses.

>> Great. And I think there was a related question that came in around slide 31 and it was about what software was being used about the metrics and I think that was the chart that had the ups and down arrows.

>>

>> Okay. Yes. That would also be the same type and it was the question what type of software issues yeah, so that software so something we can -- something we generate with our company, Affirmty, so those reports would be developed with software that we have stein.

>> Perfect. It sounds like the attendees like the looks of the report coming out of that software.

The -- oh, sorry, Patrick, did you have anything?

>> Oh, I was just going to say this is sort of a add on to some of our affirmative action planning offerings and I'm trying to remember what the name of the software is but we just kind of produce these

>> Yeah. It is part of the diversity insights package.

>> Yes. Oh, that's good. Yeah that's the thing to ask for if you are interested in that.

>> Perfect. We had a question about measuring company's culture and if you had like examples of what that would look like, like how you would measure company culture?

>> Yeah, I think that when you start talking about abstract things like there are a lot of concepts that kind of float around, culture and climate and attitudes and things of that nature that sometimes are lumped together, sometimes they're clearly defined with one

another. But with regard to deny, if you're looking at culture, it is largely what are the clear signals being sent by leadership and culture is sometimes measured with focus groups of leadership so you can get a sense of what they're projecting and what they're trying to send out into the organization, a culture is typically developed top down. And this is a little bit opposed to something that you'll sometimes hear called climate which is sort of a reflection of culture in many senses. It is not always an exact reflex because sometimes the culture of leadership is trying to develop results and things that are unexpected and the climate measurements can get at that.

So, for example, leadership might be trying to establish a culture of inclusion by setting certain standards, putting certain practices in to place, crafting various policies and procedures around enhancing the ability of people to be inclusive towards one another and for the organization to be inclusive towards people. But that might not be well advertised to people or maybe it is not in alignment with other things in the organization so even though you've got certain things trying to increase inclusion, those activities, those actions, those policies, are sort of fighting with other things.

So, you know, what people are perceiving, which would be climate, might be a bit different than that. So you might measure inclusion in terms of culture is what are leadership trying to send but you might also measure it in terms of climate which is what signals are people receiving in total that allows them to interface with the organization and feel even more included or less included. You can measure attitudes and things like that. That's a really broad question. We actually have a few seminars recorded on the Affirmity website that can help if someone wants to go look at those.

But yeah, yeah, so without talking for a really long time about that, I think that's probably like as most succinct as I can be.

>> That's great. Very helpful. I'll watch the screen. No followups. But there's still time if any attendees want to get a question or two in.

We did have a question about benchmark data and someone just asking if you had advice for the best way to find the benchmark data.

>> Patrick, do you want to take that one? I know you do a lot of research and analyzing.

>> Yeah. That's a another tough one. It really varies by industry. So what I'm seeing more and more is that professional organizations that are the for a particular industries, they're creating resources for these types of things. So for any given industry, that might be the first place to look is to see if there are industry benchmarks by those professional organizations.

You know, the thing that's available to everyone is census data. And that's what used by the OFCCP to figure out various affirmative action plan goals. And you know, other than that, Google, you can Google benchmark finance, diversity and inclusion benchmark finance. So you know, like I said, these are still relatively early days so there's not, I don't think, a key place that just sort of has everything.

But I think industry specific professional groups are a really good place to start, as well as census data information.

>> Great. And then the last question I think I can actually answer we've got a couple of questions about whether or not the recording will be made available, and I can confirm that it will be, to actually all of the NILG sections will be made available I think the goal is within five business days on the website. So hopefully everyone already has access

to the slides, but if you want access to the recording as well, that will be available on the NILG website.

And I haven't seen any new questions come in, so I think you tackled them all. So great job on that. And Patrick, if you don't mind, just skipping ahead a bit by the to slide 35 or 36? And I'll walk us through the last few. But thank you so much. It was a really interesting survey and are you all routinely refreshing it.

>> Okay. All right. Awesome. If you just want to hang there for a second. Thank you. So of course we just want to remind everyone that we are planning having the NILG2021 national conference in Nashville, Tennessee, so if you want any information about, that you have a link towards the bottom of the slide. So please check that out and I really hope that you consider attending that. And it's a great city and hopefully we'll have a great conference next year as well.

If you want to go ahead and go to the next slide. I just want to do one more thank you to our wonderful sponsors. I want to make sure we give them appropriate airtime because we definitely would not be able to do all of these virtual sessions for folks without the support from these companies. So again, thank you so much to them and some of these are employees there, we thank you as well.

We want to go on to the next slide. Just wanted to make sure folks know where the information was for actually keep going one more. Got ahead of myself.

We want to make sure folks know where that HRC Inc. and SHRM information is. So we got it up on the screen here, the information you'll need to get credit or if you have a copy of the slides, this, of course, is available at the end of the your document. But otherwise, just want to thank you so much, Pamela and Patrick, for such a great session. And I want to thank all of the attendees for joining us. And otherwise I hope everyone has a great day.