10 PRACTICAL STEPS TO ACHIEVE D&I IN-HOUSE

PRACTICAL STEP 10: MAKE D&I A SUSTAINABLE FORCE IN YOUR ORGANISATION

In the Framework Materials our In-House Sub Group identified 10 Practical Steps to achieve D&I In-House. This material, which has been developed by a Sprint Team drawn from the Sub Group, expands on Step 10 which states:

Make D&I a sustainable force in your organization. Recognize D&I as a key aspect of your culture and a contributing factor when announcing a success. Walk the talk but also acknowledge where you need to improve. This will increase awareness and accountability and will lead to sustainable cultural change.

The Practical Steps are drafted on the basis that the business seeking to implement them has already embraced the business case for D&I. If your organisation is not yet at this stage of its journey then we would recommend that you first refer to the business case materials on the GCD&I website (in particular page 2 of the Framework Materials here along with sources highlighting the business case for D&I (see here).

Sustainable D&I

In an ideal world, diversity and inclusion are principles deeply ingrained into an organisation's DNA, and there is no need for explicit efforts to develop and maintain such a culture. However, once the business need has been acknowledged, a lot of organisations have come to realise that they need actively to develop and encourage their leaders and employees to be more diverse and also inclusive in their mindset and behaviour. And thus, the D&I journey begins.

A sustainable D&I strategy is one which thrives naturally, being tailored to and suitable for your organization and supported by all communities within that organization. Measuring its impact and outcome over time becomes habitual and D&I is automatically embedded into existing processes. An organisation with a diverse and inclusive culture will reap the benefits of increases in on-the-job efficacy, employee retention and employee performance improvement[1].

In order to make D&I efforts more sustainable and have a long-term effect on the organisation's culture, the following of the Practical Steps are of crucial importance and should be reviewed and re-visited regularly. In particular the following are helpful to note:

Practical Step #2 Hold your leadership accountable

Sustainability in D&I initiatives is only possible when leadership is held accountable and is committed to the D&I initiatives and strategies of the organisation for which they are responsible. As leaders provide guidance and act as role models for their respective organisations it cannot be emphasised enough that they are crucial to encourage people to make the necessary changes and efforts in order to develop a more diverse and inclusive culture. A consistent, unwavering "tone from the top" prevents D&I from dropping off the agenda. For further details how to approach this step, we would like to refer to our guidance document for step #2 (see here).

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[1] See also https://www.gartner.com/smarterwithgartner/3-steps-sustainable-diversity-inclusion-strategies

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Practical Step #4 Integrate D&I in your talent programmes

To ensure that D&I outcomes improve over time, it is also crucial to embed D&I objectives into existing business processes, in particular into talent management processes such as succession planning, recruitment and performance management; these processes are at the same time most susceptible to bias and also crucial for the organization's future in terms of creating more diverse and inclusive teams – which should bring with it the natural tendency towards D&I – a virtuous circle. This does not necessarily only impact the HR organization but also all stakeholders involved in hiring and retention. Examples include diverse hiring teams and training on unconscious bias for all managers involved in hiring, promotion and retention processes.[2]

Pracical Step #7 Invest in learning

Having emphasised the importance of accountable leadership, it is as important to communicate clearly to employees about the organisation's D&I strategy and initiatives and how every employee can contribute to those initiatives, what will be the benefits for every employee, and what change is expected from them. Employees also need to own their part of the overall D&I objectives, and they need to have the opportunity and the resources to participate in training and self-reflection on an individual and team basis. Furthermore, they should never stop learning. For deeper insights, we would like to refer to the respective guidance document for step #7.

Practical Step #8 Measure your success

Following the rule "What gets measured, gets done", it is important to track the outcome of the D&I strategies and initiatives over time, in particular as these may vary depending on the organization's size, geography, and industry. In that respect it is important to focus and communicate on selected key parameters. Quantitative metrics may be assessed by the organisation's HR organization.[3] Metrics should relate to all processes in the lifetime of an employee (recruitment-attrition-promotion-retention) and should also provide a comprehensive overview of the different groups' representation in the company's workforce. Measuring the impact of training initiatives and therefore understanding success of those initiatives provides a sustaining incentive to continue to make progress.[4]

For example, analyses of pay gaps have been identified to be very indicative of the overall degree of equality within an organization. For qualitative metrics, which are particularly useful to measure inclusion and equality, regular surveys within an organization should be considered. In that respect it is important to establish a baseline and commit to monitoring and reporting to employees on a regular basis in a transparent and easily accessible manner – e.g., scorecards or indices [5]. Design and analysis of surveys and data should be state of the art – therefore it may be useful to involve relevant experts for example, data scientists.[6]

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[2] https://www.gartner.com/smarterwithgartner/3-steps-sustainable-diversity-inclusion-strategies

[3] https://www.gcdandi.com/app/uploads/2020/09/gcdi-updated-metrics-and-kpis-final-clean-280920-with-email-included.pdf

[4] One example for measuring the effectiveness of training is shown here: https://www.kirkpatrickpartners.com/Our-Philosophy/The-Kirkpatrick-Model

[5] See as an example the approach of LinkedIn: https://www.linkedin.com/pulse/diversity-inclusion-belonging-measuring-how-employees-nina-mcqueen

[6] https://crescendowork.com/guide-start-diversity-inclusion-strategy/diversity-inclusion-metrics-use

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Of course, measuring and reporting on the metrics will raise expectations in the organizations to take measures for further improvement on the path to a diverse and inclusive culture. Step #6[7] (Ensure unbiased job design and compensable compensation) or step #5 (Promote work-life integration, flexibility, and well-being)[8] provide an outline of how to further proceed on this path and what efforts are needed.

Besides communication of the metrics, additional communication and storytelling on personal or team achievements with a D&I perspective will help to make D&I more tangible and approachable.

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[7] gcdi-framework-materials-april-2020.pdf (gcdandi.com)
[8] gcdi-framework-materials-april-2020.pdf (gcdandi.com)