



# MOVING THE NEEDLE ON STRATEGIC DIVERSITY

PATRICK MCNIEL, PHD, AFFIRMITY  
PAMELA PUJO, AFFIRMITY



# Introducing...

**Pamela Pujo**

Diversity Advocate  
Affirmity



**Patrick McNiel, PhD**

Principal Business Consultant  
Affirmity



# Key Findings

- Most respondents feel their organizations have a lot of work to do regarding assessing and measuring the impact of their D&I programs.
- Some organizations are far out in front of the pack regarding D&I. Function maturity makes for dramatic differences in measurement practices and outcomes.
- The needle has moved on what constitutes an advanced D&I practice, with 2019 advanced organizations doing even more than advanced organizations from 2015.
- Organizations that are struggling with D&I have plenty of examples to follow to get there.

# Methodology

- *2019 Strategic Diversity Measurement* survey
- N=506
- Survey fielded to *Workforce* and *CLO* subscribers with responsibility for D&I in April/May 2019.
- Good representation from organization sizes, with 17.4% from organizations with 2,500-9,999 employees and 15% from organizations with 10,000 or more employees.
- 26.7% of respondents were from multinational or global organizations.



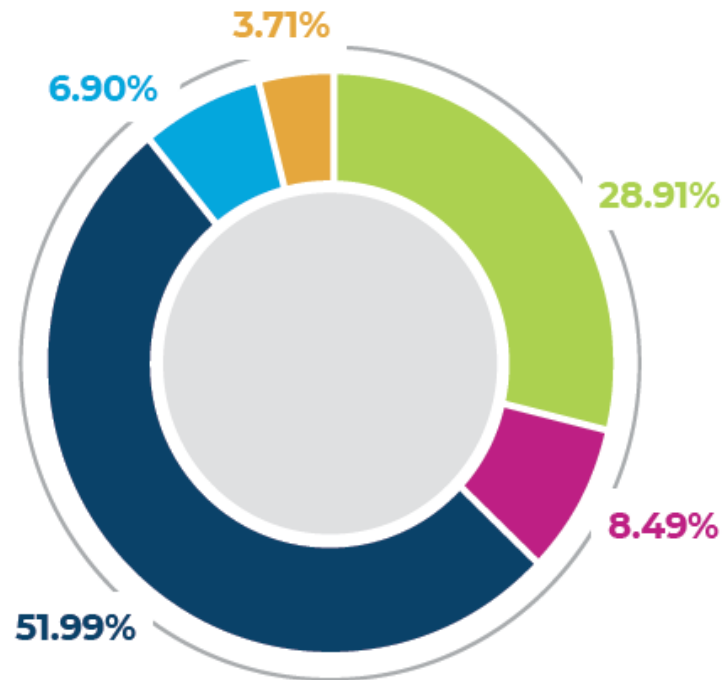
# Research Results

# Polling Question

How advanced is your organization's measurement of the impact of D&I on organizational goals

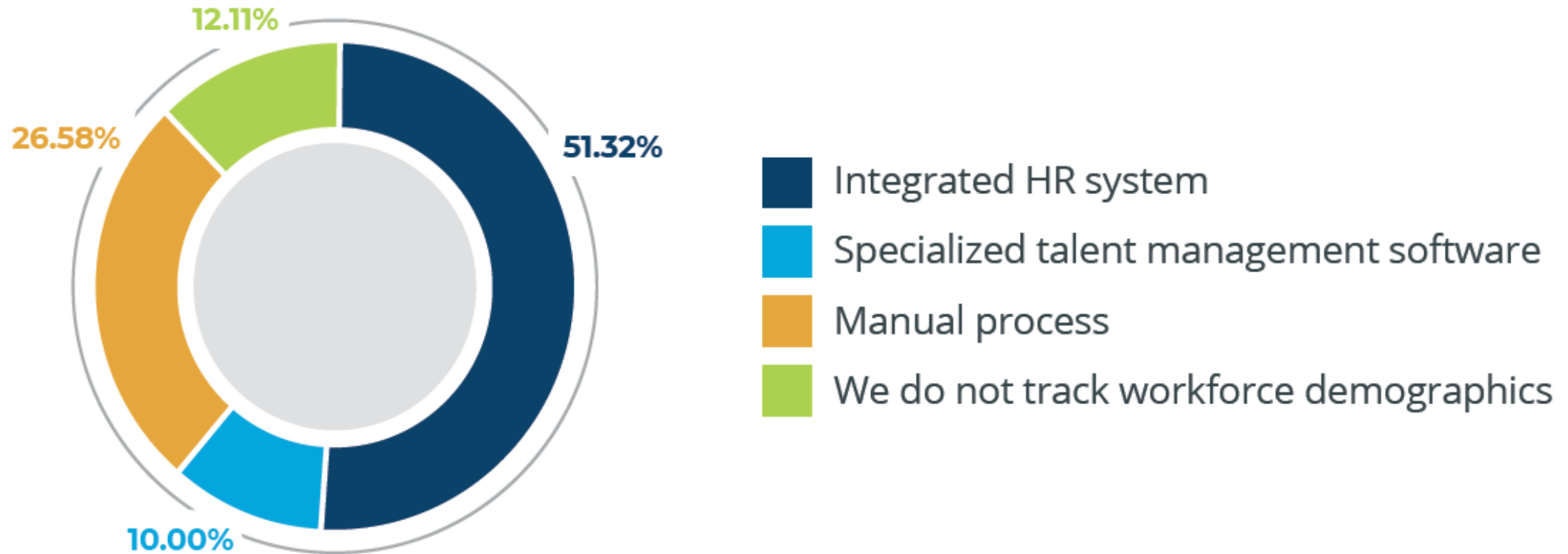
- ☐ We don't know what to measure
- ☐ We're making some progress identifying what to measure
- ☐ We're ahead of the curve in diversity measurement

# Stage of Organizational Measurement for D&I

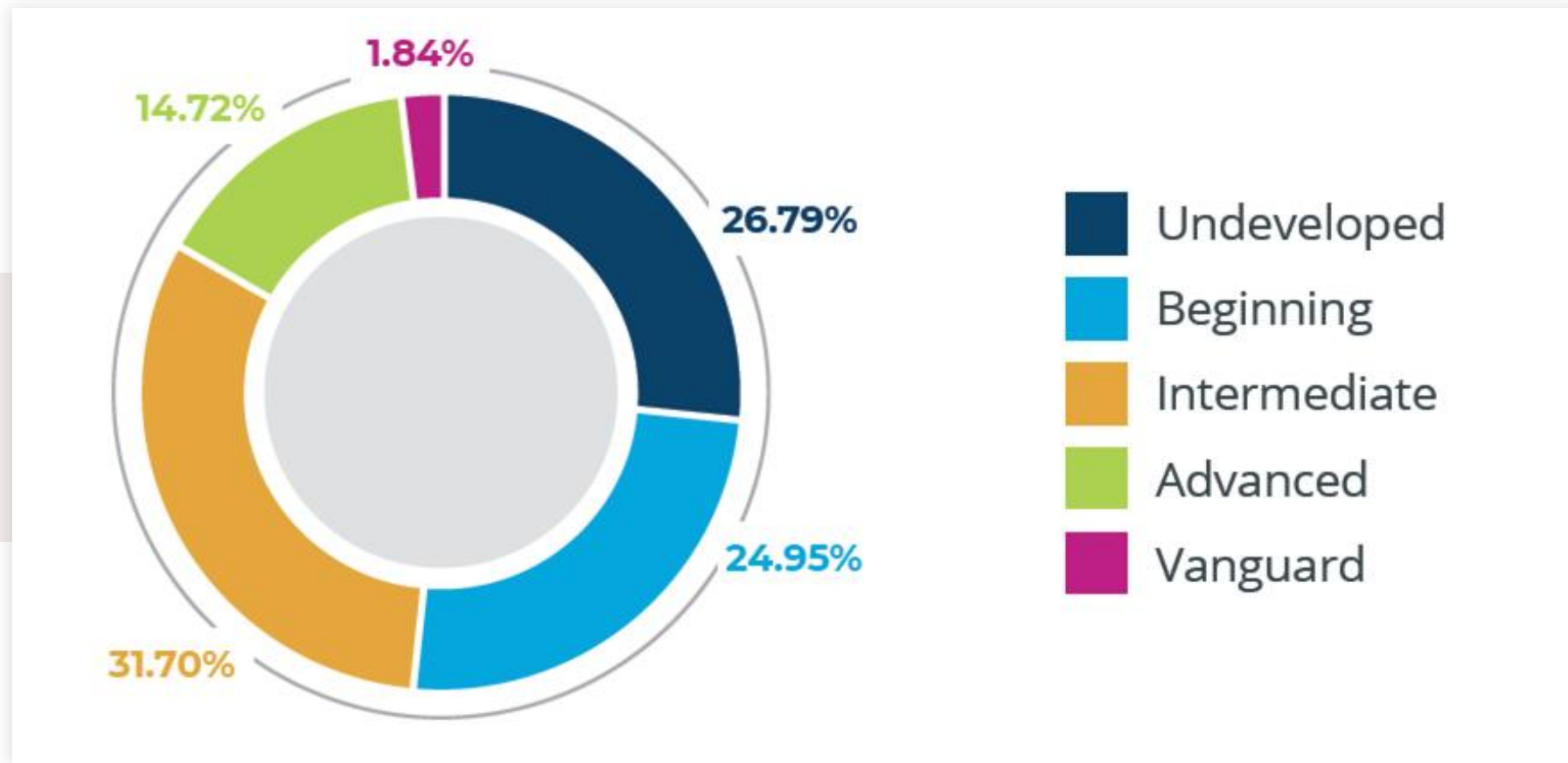


- We don't know what to measure or why.
- We measure everything, but don't know what actions we should be taking.
- We are making some progress, but have more to do.
- We are ahead of the curve in strategic diversity and inclusion measurement.
- We are making a solid business case for diversity and inclusion investment.

# 87.9% of Organizations Track Workforce Demographics



# D&I Measurement Maturity

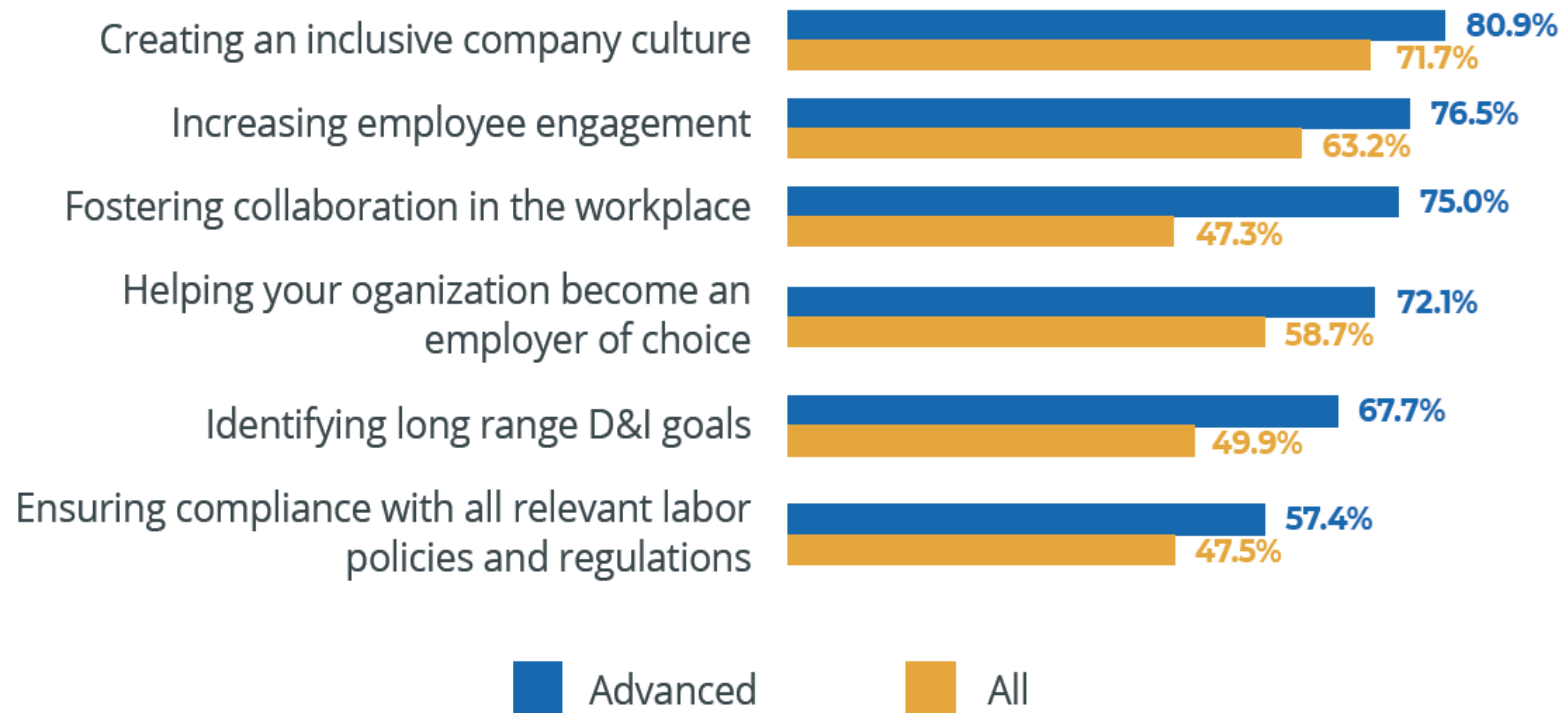


# Polling Question

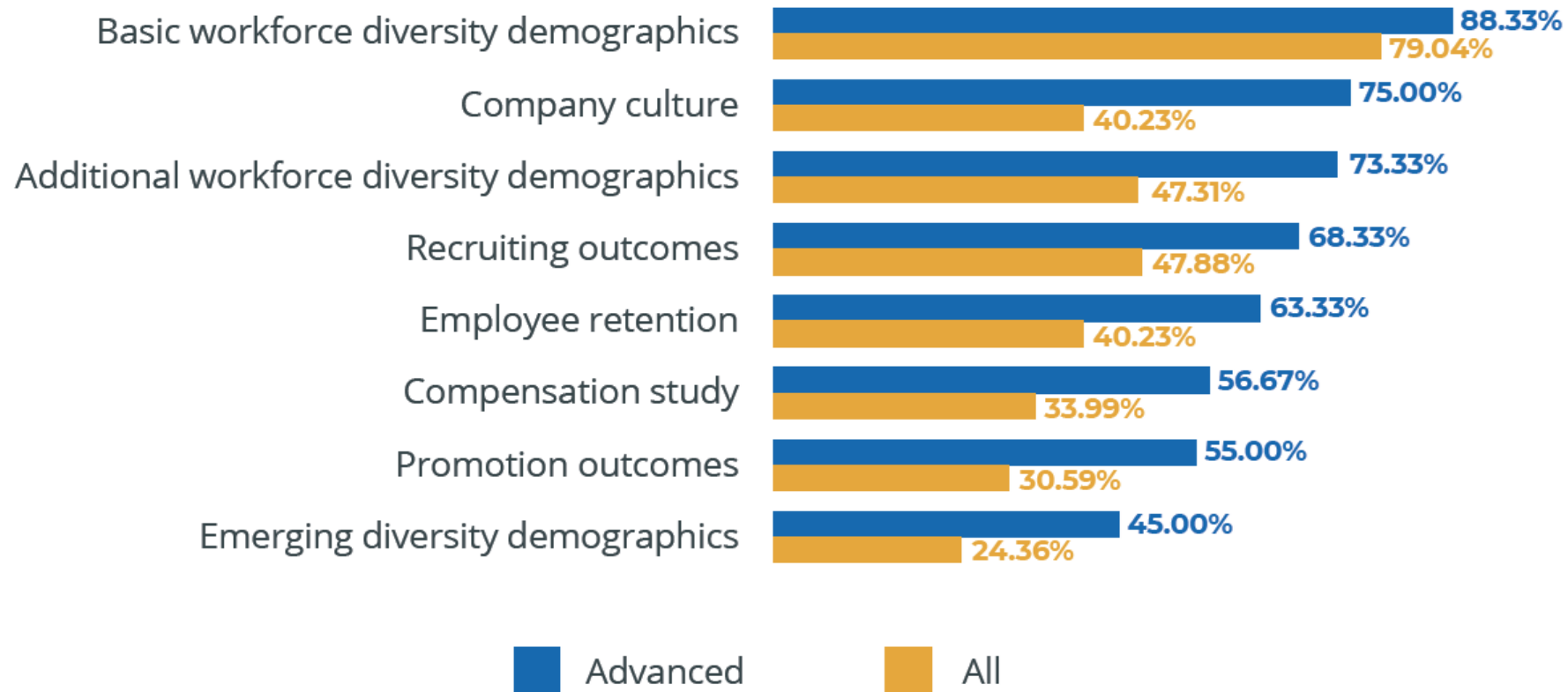
Does your organization use metrics to create strategic D&I goals?

- ☐ Yes
- ☐ No

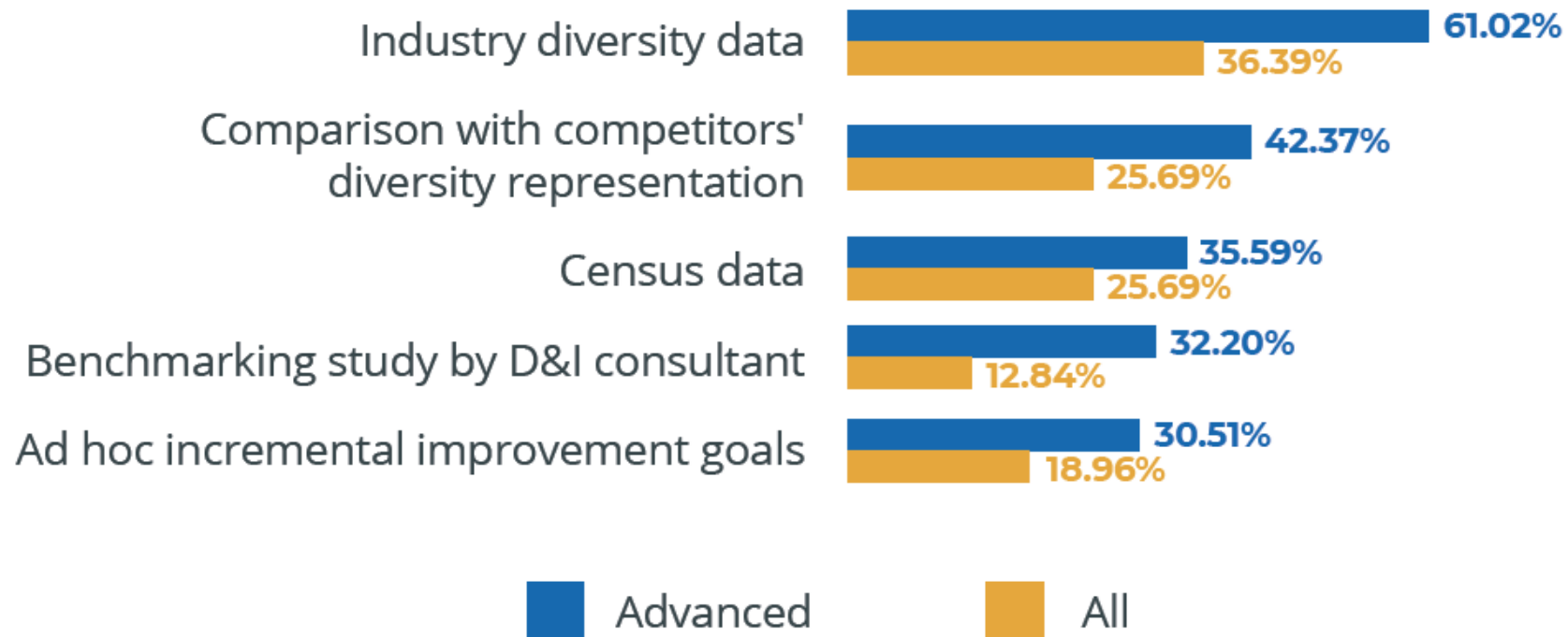
# Strategic Goals Tasked by D&I Function



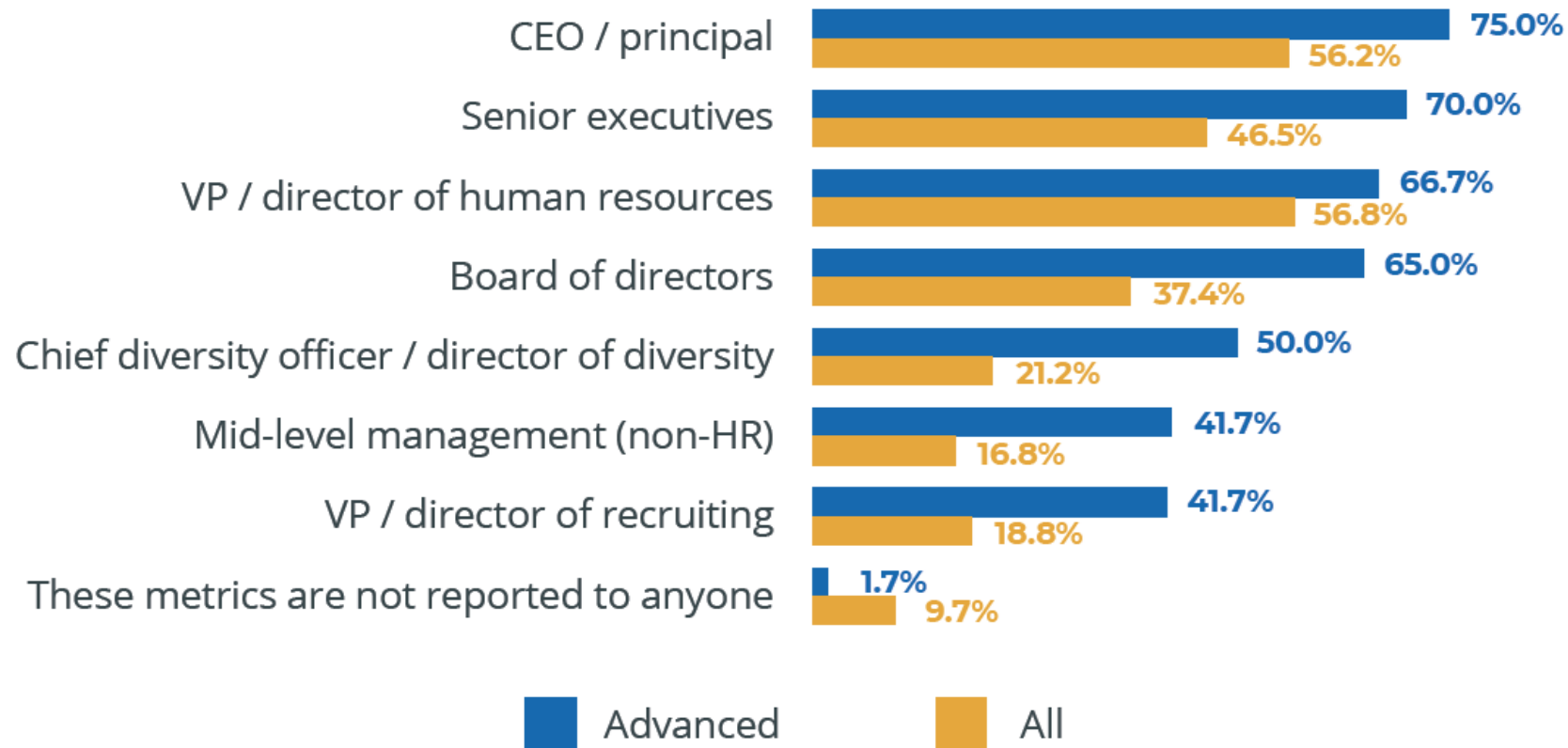
# Metrics Used to Measure the Impact of D&I



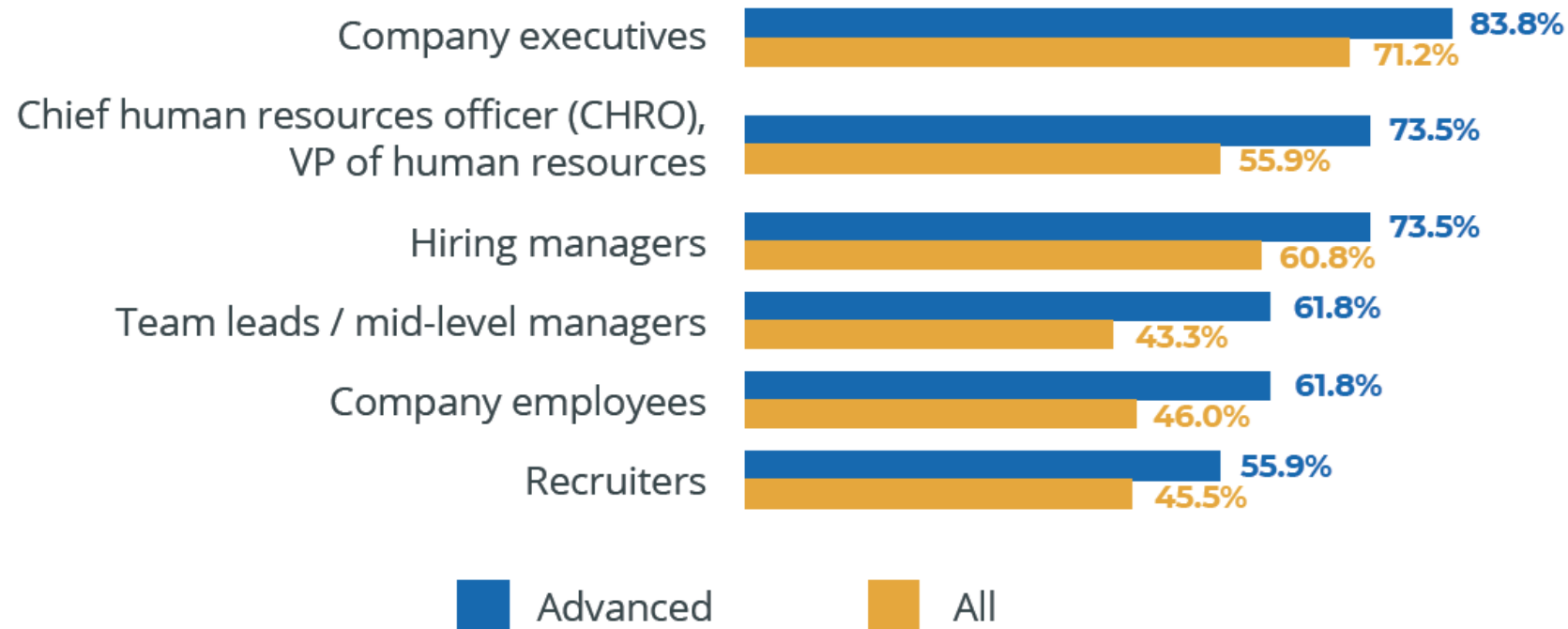
# External Benchmarks Used to Measure Success of D&I Goals



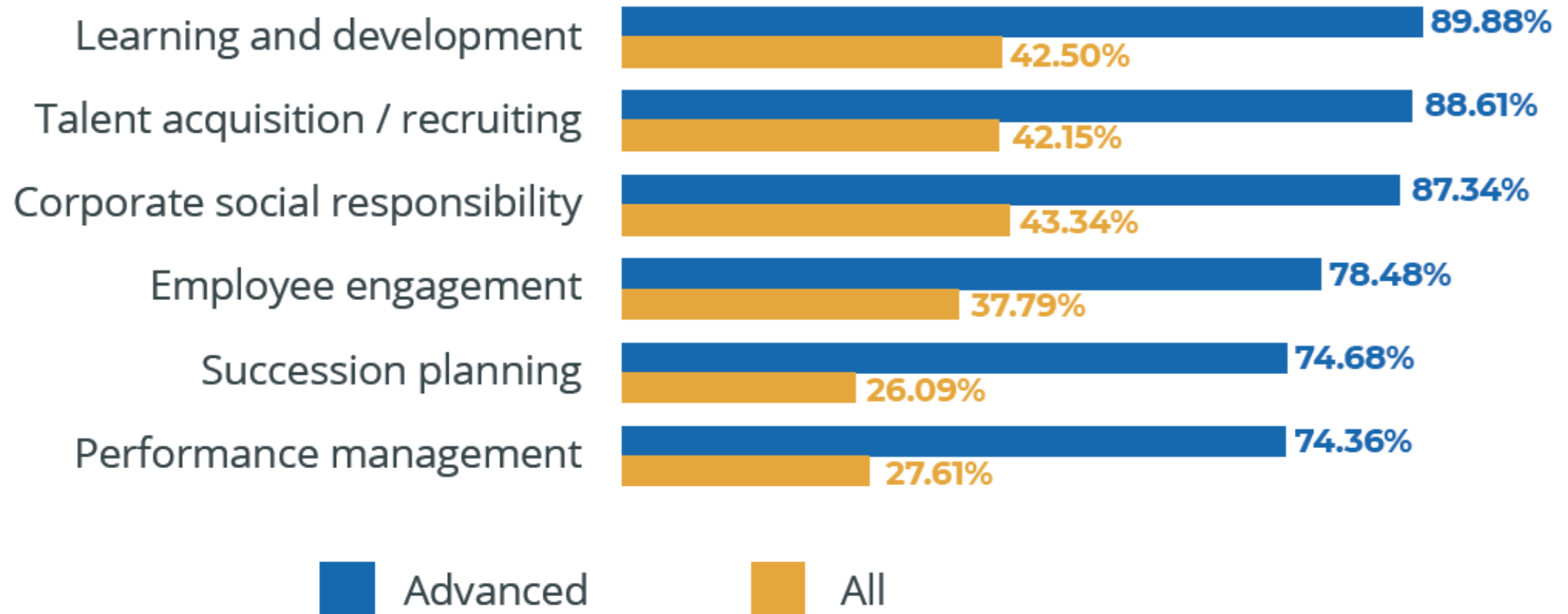
# To Whom D&I Metrics are Reported



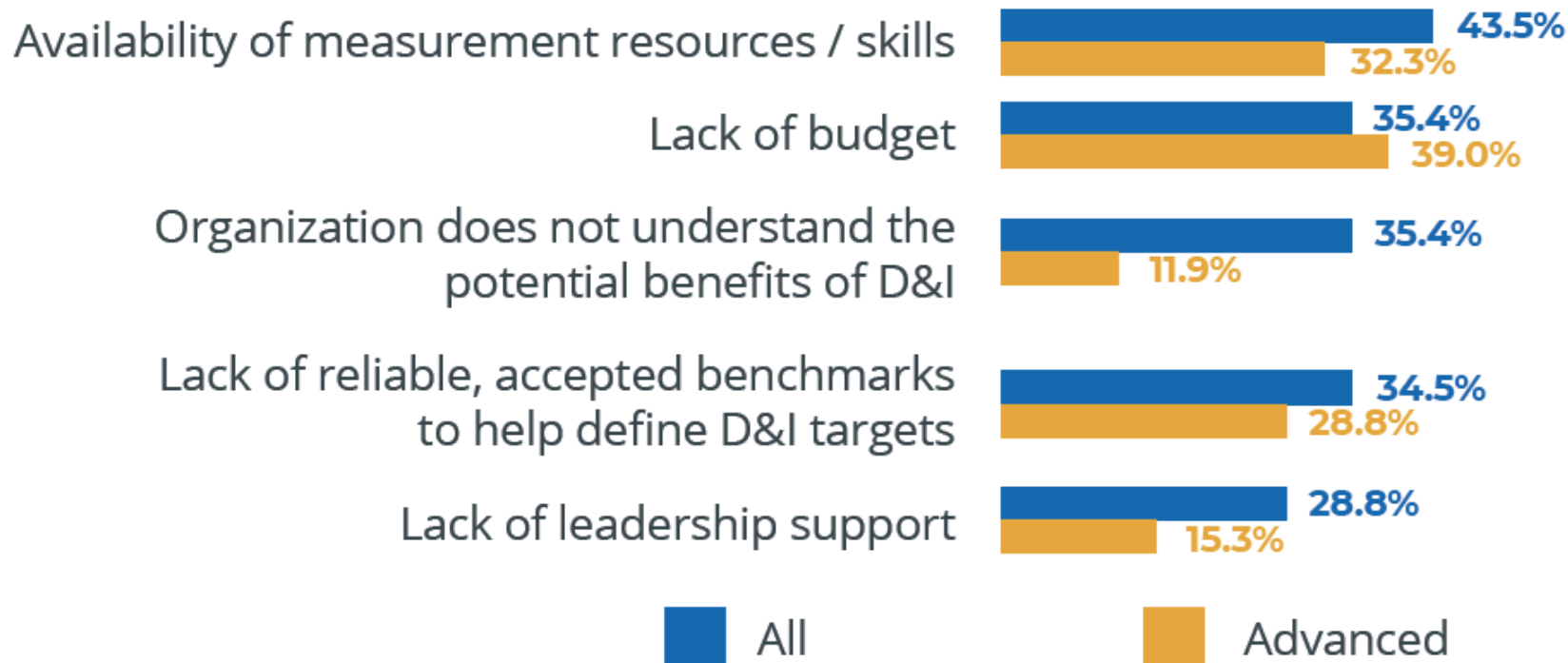
# Key Stakeholders for Accomplishing Diversity Goals



# Integration of D&I Function With Talent Management or Corporate Functions



# Barriers to Increasing the Effectiveness of Strategic D&I Measurement



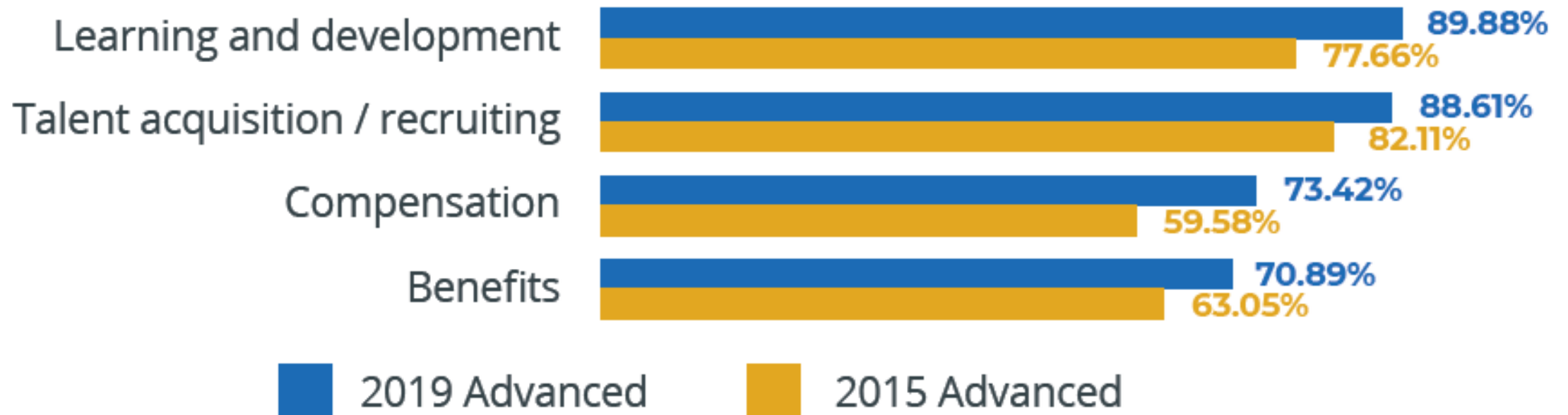
2015 vs. 2019: Moving the Needle

# Leading Edge Diversity & Inclusion Practice

- Is now more highly integrated with other HR functions.
- Is now tasked with more strategic goals, and performs more strategic tasks. This is particularly true of fostering innovation and collaboration.
- Is now significantly more likely to report D&I metrics to a wide variety of executives.



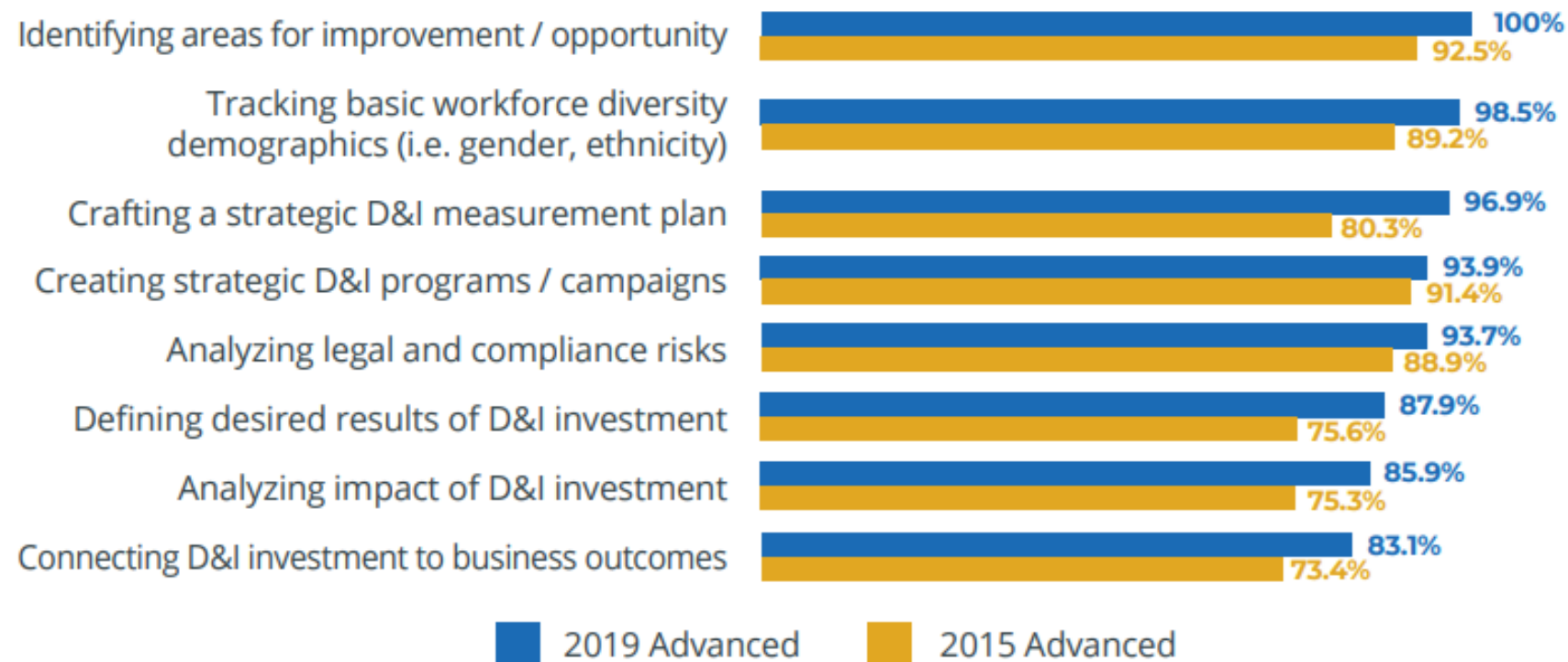
# Integration of D&I Function with Other Functions (2019 vs. 2015)



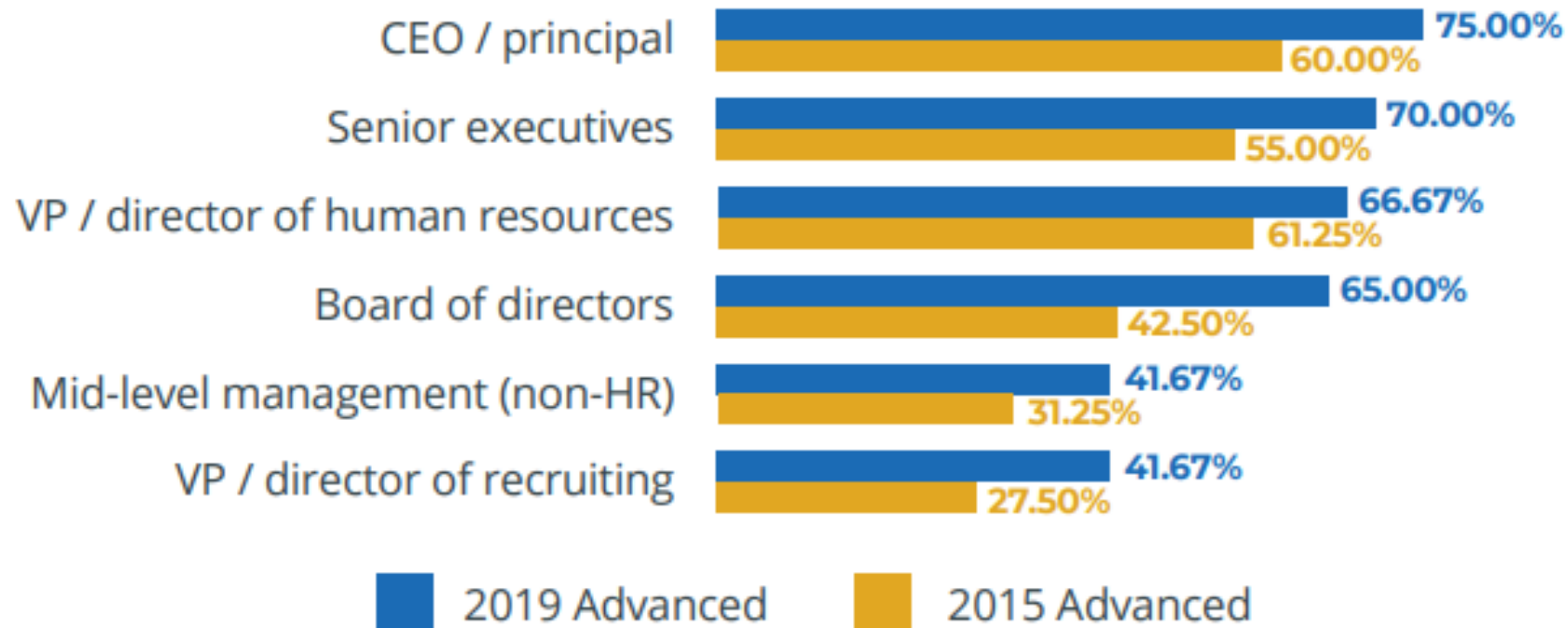
# Fostering Innovation and Collaboration (2019 vs. 2015)



# Strategic Tasks D&I Function Performs (2019 vs. 2015)

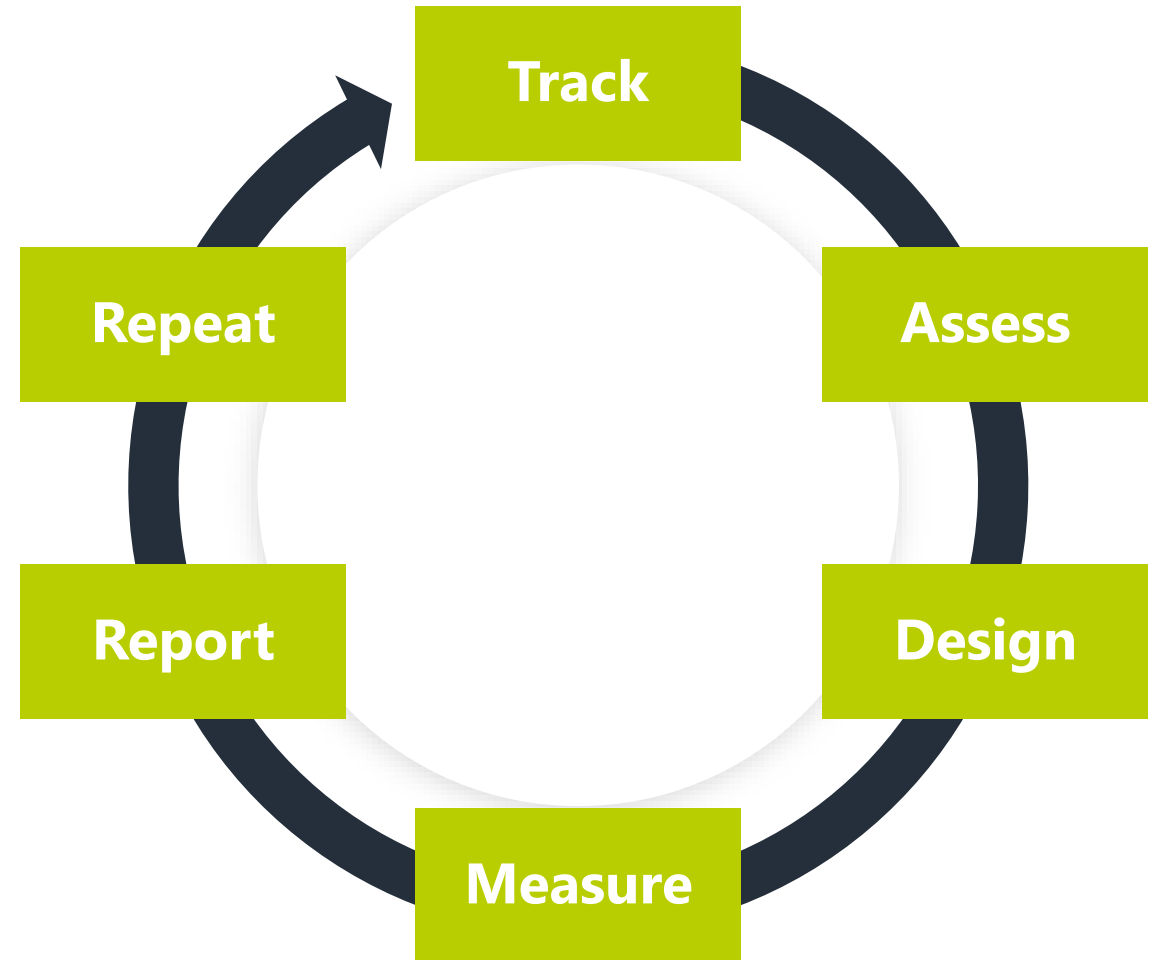


# To Whom D&I Metrics are Reported (2019 vs. 2015)

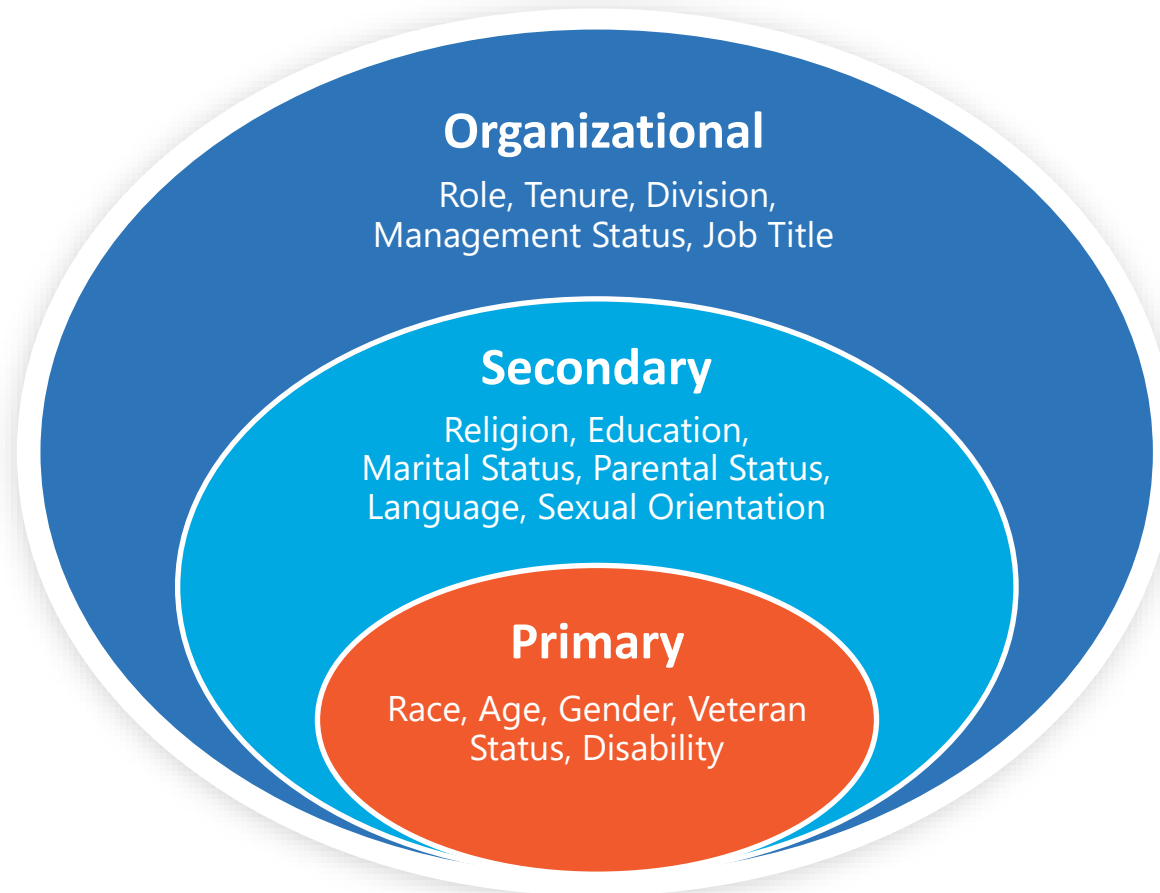


Big Picture

***“Diversity and inclusion work is never finished.”***



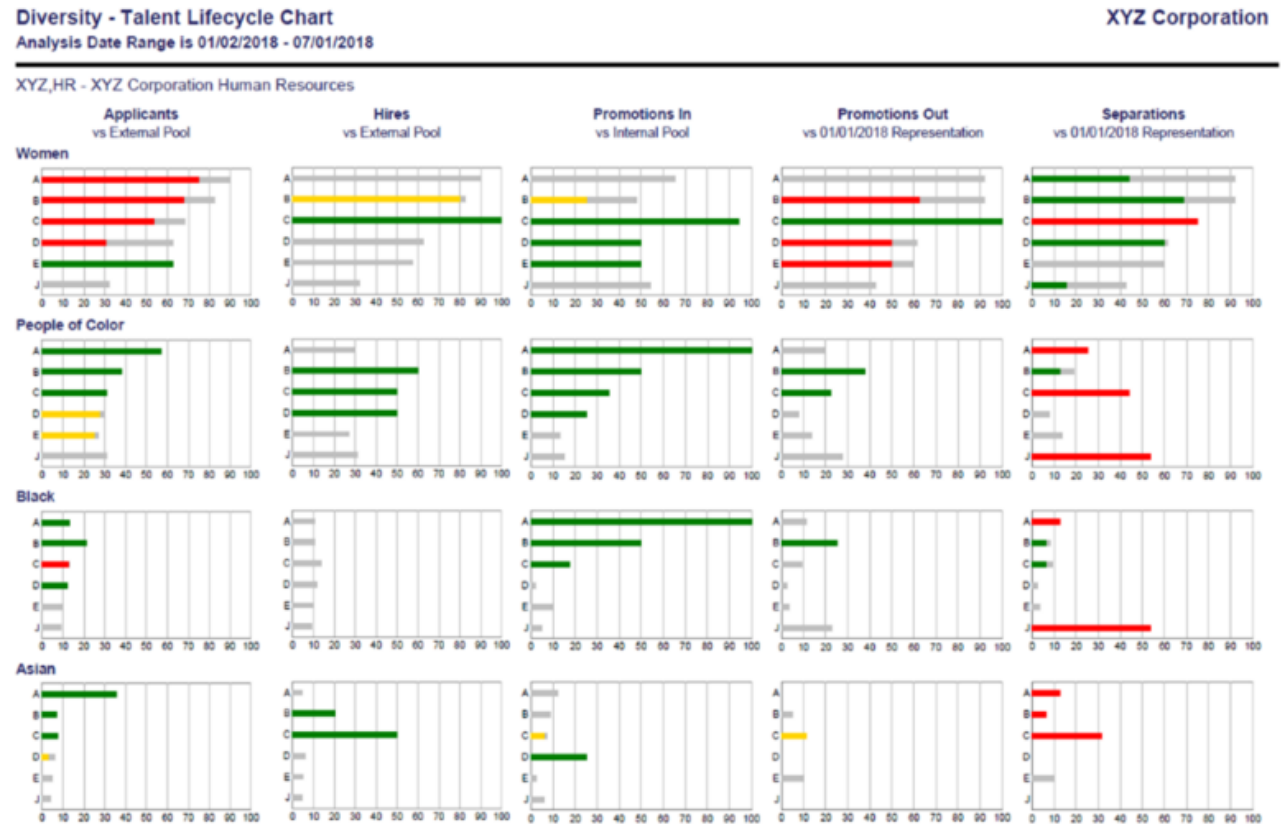
# Track an Expanded View of Diversity



# Assess the Data

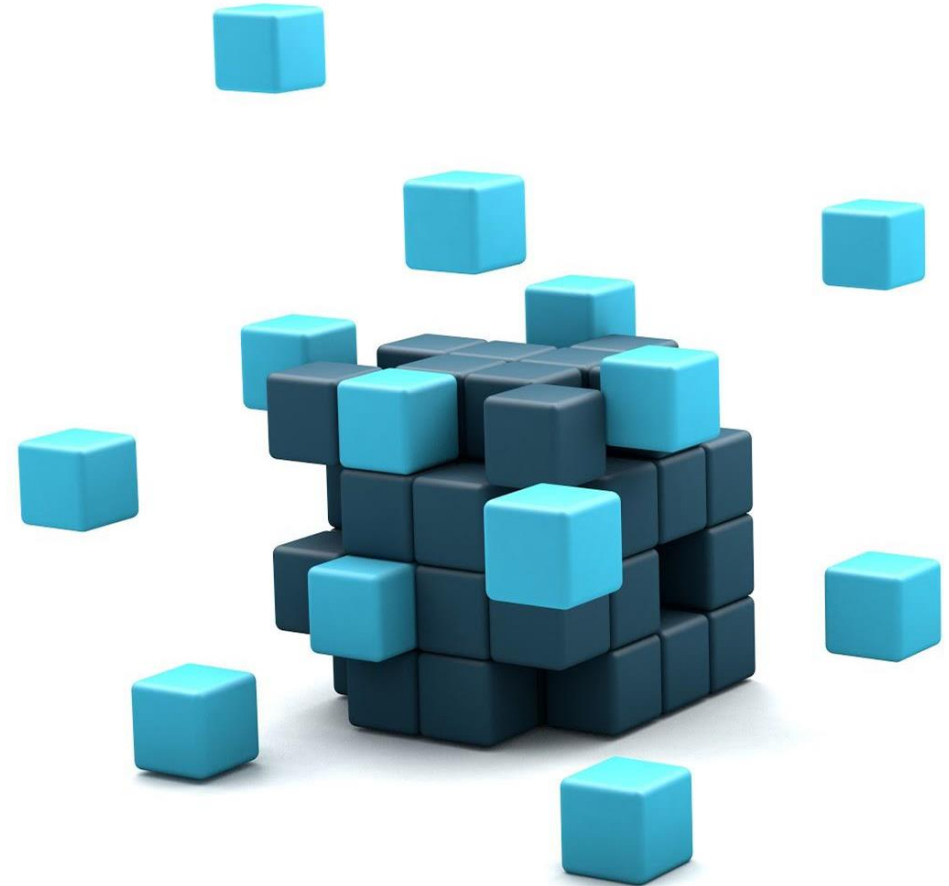
## Example Report Takeaways

- Focus on red and yellow areas, which indicate performance is below expectations.
- Investigate if sourcing and recruiting efforts are fully utilizing the available external pool.
- Understand if the available internal talent is being closely explored or if women and people of color are being filtered out of the promotion process.



# Design the D&I Strategy

- Align the D&I framework and strategy based on organizational goals and needs
- Integrate D&I strategic tasks beyond the scope of workforce demographics with other talent management and corporate functions
- Use analytics to address bias and disparities in recruiting and succession planning



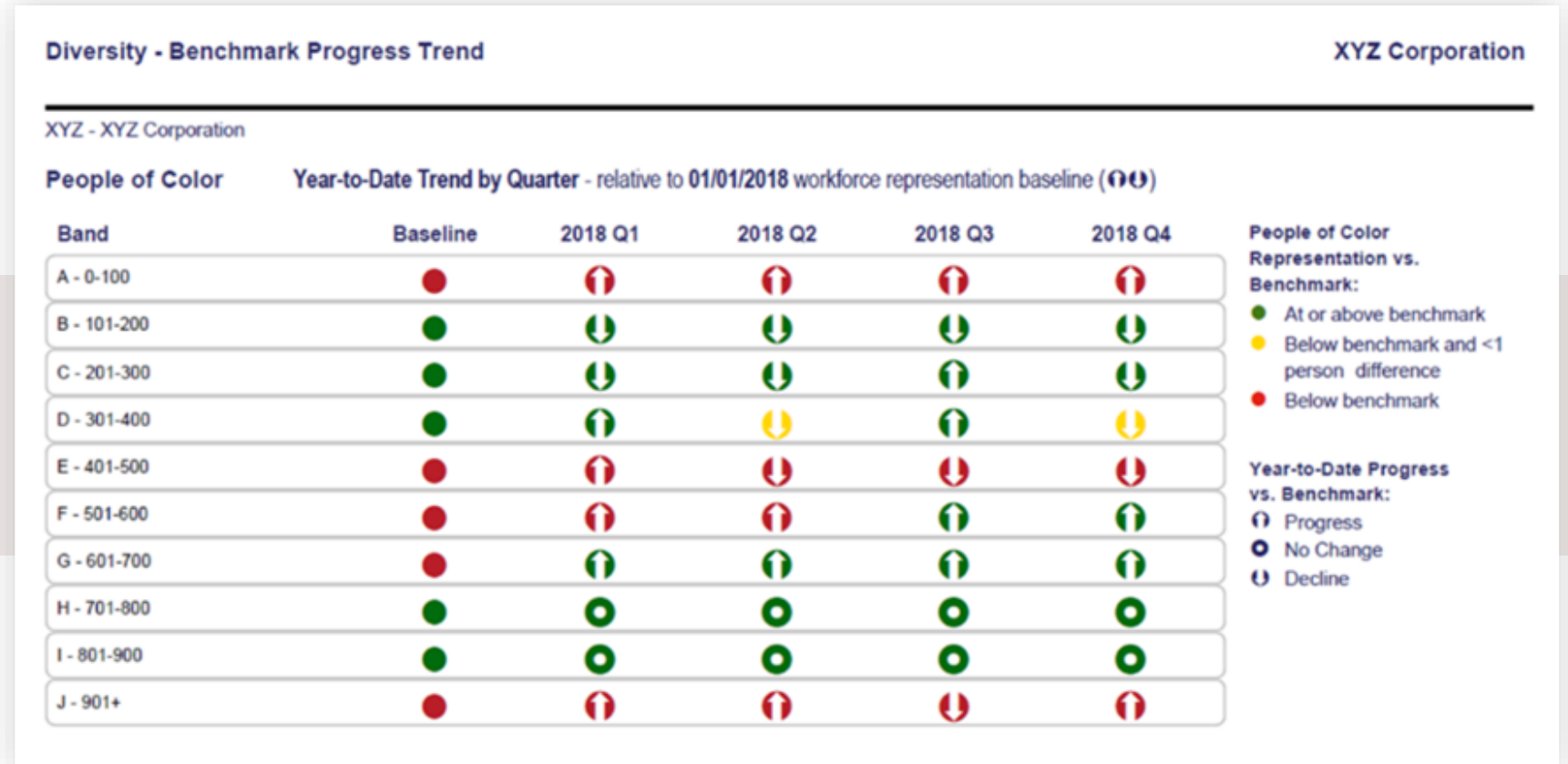
# Measure and Benchmark

- Measure the impact of D&I on other business strategic tasks such as recruiting outcomes, employee retention
- Benchmark to record progress or lack of progress to increase accountability
- Benchmark data externally and internally



# Report to Key Stakeholders

Share vital information with managers in easy-to-read reports



# Repeat - Move the Needle Forward

- Track your workforce demographics
- Assess the data
- Design your D&I strategy and framework
- Measure your results
- Report to key stakeholders





# QUESTIONS & ANSWERS

For access to the full report  
*[Moving the Needle on Strategic Diversity](#)*



# affirmity

## Thank You

[Affirmity.com](https://affirmity.com) or [info@affirmity.com](mailto:info@affirmity.com)

Twitter: [@Affirmity\\_DI](https://twitter.com/Affirmity_DI)

LinkedIn: [linked.com/company/Affirmity](https://www.linkedin.com/company/Affirmity)

# SAVE THE DATE!

---

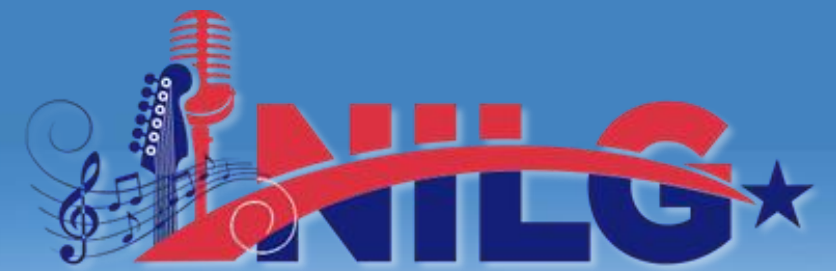
**We hope you'll join us at the  
NILG 2021 National Conference**

August 1 – August 4, 2021  
Omni® Nashville Hotel  
Nashville, Tennessee

**Win a Complimentary  
Registration to the NILG 2021  
National Conference!**

**TO LEARN MORE VISIT:**

<https://www.nationalilg.org/2021-conference-giveaway/>



**2021 NATIONAL CONFERENCE**

**STRIKE A CHORD  
FOR EQUALITY AND COMPLIANCE**







# Thank You

Join the NEW NILG LinkedIn Page to stay current on agency news,  
free NILG webinars and national conference updates:

<https://www.linkedin.com/company/nilg>



SHRM PDC # 20-XT2WS  
HRCI Activity # 526568

*"The use of this official seal confirms that this Activity has met HR Certification Institute's® (HRCI®) criteria for recertification credit pre-approval."*