

10 Best Practices for Promoting Diversity, Equity, & Inclusion (DEI)

1. Appoint/hire someone (Chief DEI Officer, Director of DEI) to oversee the organization's DEI efforts
2. Create the necessary DEI infrastructure (DEI Council/Committee/Task Force) to help guide DEI efforts
3. Develop a multi-year DEI strategic plan which will serve as a roadmap and contains specific action steps and accountability metrics
4. Conduct a culture assessment (via online survey, focus groups, and/or interviews) to identify current strengths and areas for improvement
5. Incorporate DEI questions into existing employee engagement surveys
6. Ensure that hiring teams are diverse
7. Implement competency based interviewing and incorporate questions about DEI competencies and experience and into interview questions and hiring/selection criteria
8. Conduct on-going DEI education workshops for all employees
9. Incorporate DEI competencies into performance evaluations and promotion criteria
10. Sanction and encourage the formation of ERGs/Affinity groups

Sample DEI KPIs:

Talent

- Hiring metrics/demographics
- Turnover/attrition rates
- Mentoring metrics/demographics
- Promotion metrics/demographics

Inclusive Culture

- Engagement/DEI surveys
- Focus groups
- ERG/Affinity Groups

Tips for Bias-Proofing Systems, Practices, & Processes

Hiring

- Review job descriptions to identify and remove gender and or racially coded language
- Conceal identifiers (e.g., name, gender, school) when reviewing resumes
- Select diverse teams to participate in the interview and decision-making process
- Require a diverse slate of candidates when hiring and promoting (“Rooney” or “Mansfield” rule)
- Look for “cultural add” rather than “cultural fit”
- Require everyone to individually rate candidates before anyone publicly shares his/her assessment

Meetings

- Establish protocols to ensure that extroverts don’t dominate the discussion
- Encourage everyone to monitor and stop interruptions
- Use “rounds” and other techniques to solicit input/opinions from everyone
- Before making decisions, get in the habit of asking “what are we missing?” and/or “what assumptions are we making?”
- Appoint someone to be “devil’s advocate” to prevent groupthink

Evaluations

- Make sure you are not evaluating the same behavior differently based on race and/or gender
- Check to see that mistakes by women/POC are not judged more harshly
- Review written evaluations to ensure gender neutral descriptions of behavior
- Require reviewers to provide specific examples of behaviors to avoid arbitrary ratings
- Ask yourself: “Would I rate/respond to this person in the same way if s/he were of a different gender/gender identity, race, culture, or sexual orientation?”

Mentoring & Promotions

- Mentor at least one person of a different race, culture, and/or gender
- Make sure the list of high potentials is diverse and is based on transparent and objective criteria
- Audit promotion discussions to detect any bias that may exist in discrepancies between those promoted on the basis of “potential” versus “proven track record”
- Discuss how assumptions/biases may taint assessment of factors like:
 - Ambition
 - Commitment
 - Leadership presence

The New Urgency of Diversity in Employment: Navigating the Rise of BLM Concerns and the Pushback from Some Quarters

Thursday, December 10th - 4:00 to 6:00 pm (ET)

Helpful Links:

<https://www.eeoc.gov/resolution-us-equal-employment-opportunity-commission-mourning-deaths-george-floyd-breonna-taylor>

<https://www.mckinsey.com/featured-insights/diversity-and-inclusion#>

<https://www.mckinsey.com/business-functions/organization/our-insights/understanding-organizational-barriers-to-a-more-inclusive-workplace>

<https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diverse-employees-are-struggling-the-most-during-covid-19-heres-how-companies-can-respond>

<https://www.mckinsey.com/industries/financial-services/our-insights/racial-equity-in-financial-services>

<https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>

<https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-still-matters>

<https://www.mckinsey.com/business-functions/organization/our-insights/sustaining-and-strengthening-inclusion-in-our-new-remote-environment>

<https://www.mckinsey.com/featured-insights/future-of-work/the-future-of-work-in-black-america>

<https://www.mcca.com/wp-content/uploads/2018/09/You-Cant-Change-What-You-Cant-See-Executive-Summary.pdf>

<https://www.russellreynolds.com/en/Insights/thought-leadership/Documents/Inclusive%20Leadership%20-%20Unlocking%20the%20Value%20of%20Diversity%20and%20Inclusion.pdf>

<https://www.russellreynolds.com/insights/thought-leadership/diversity-and-inclusion-pulse-a-leaders-guide-to-europe>

<https://www.reutersevents.com/sustainability/black-lives-matter-movement-turns-heat-boards-walk-talk-racial-diversity>