Diversity, Equity, and Inclusion (DEI) Self-Evaluation

Key Performance Area/Measure	Ranking Description				
	Under Performing	**Basic**	**Intermediate**	**Advanced**	**Exemplary**
Organizational Commitment					
Strategic Plan *(Policies, Plans, Procedures)*	DEI not in the strategic plan, or not beyond legal requirements.	Strategic Plan with values statements supporting DEI.	Strategic Plan with DEI reflected in values and goals.	Strategic Plan with DEI values and specific, measurable goals.	Strategic Plan resourced to implement DEI values and goals.
Cultural Competency Training *(Growth)*	Training offered only in response to problems and primarily legalistic in nature.	Optional cultural competency training provided for interested employees.	Cultural competency training provided at least once for all new employees.	Department-appropriate cultural competency training provided at least once for all employees, from executive board to entry-level.	Cultural competency training provided regularly for all employees, from the executive board to entry-level.
Executive Diversity *(Goals & Metrics)*	Zero to minimal attention to DEI at Executive level.	Specific targets in place for achieving diversity in executive and senior management positions.	Specific strategies defined to achieve diversity targets for executive and senior management positions.	Strategies are being implemented, progress is being tracked, measured and reported regularly.	Top leadership is diverse, reflecting the organization's commitment to DEI.
Executive Involvement *(People)*	No personal executive involvement in DEI.	Executives participate in DEI activities on an ad hoc basis.	Senior executives support DEI goals and obtain regular progress updates from managers.	A senior manager, who reports directly to a senior executive or the board, is responsible for achieving DEI goals.	Senior executives actively promote DEI in the organization. A senior executive is responsible for leading the organization's DEI effort.
Staff & Budget *(Resources)*	No budgets or staff allocated to DEI activities.	Staff within departments conduct DEI activities as informal corollary assignments.	One or more staff formally charged with achieving DEI goals as part of job duties.	Staff assigned to achieve DEI goals as key performance objective with budgeted resources.	DEI program is resourced adequately, with its own independent staff and budget.
Climate and Culture					

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	Under Performing	**Basic**	**Intermediate**	**Advanced**	**Exemplary**
Communication *(Policies, Plans, Procedures)*	Communication largely hierarchical and siloed.	Promotes open communication within the chain of command.	Fosters a culture of open communication, and sponsors occasional events focused on DEI.	Fosters a culture of open communication and transparency, and regularly discusses issues of DEI.	Fosters a culture of open communication and transparency, and enables forums for discussion of DEI.
Diversity Resource Group *(Growth)*	No Diversity Committee or Diversity Resource Group.	Diversity Committee in place, primarily to raise awareness in the organization.	Diversity Committee has direct involvement from top management and is moving beyond raising awareness.	Diversity Resource Group sponsored by a senior executive acts as advocate for cultural competence in the organization.	Diversity Resource Group with executive involvement empowered to act as an advocate and a resource for cultural competence in the organization.
Business Case *(Goals and Metrics)*	Business case for DEI not planned or developed.	Business case for DEI underway. Management and business practices generally support DEI.	Strong business case for DEI established. Review of management and business practices underway.	Strong business case for DEI established. Process of aligning management and business practices accordingly underway.	Strong business case for DEI is integrated within the organization. Management and business practices are aligned accordingly.
Relationships *(People)*	No targeted outreach to diverse communities.	Reaches out to diverse communities in recruitment.	Connects with diverse community groups periodically, not just during recruitment.	Pursuing ongoing relationships with diverse communities in a variety of areas of interest.	Strong long-term relationships and networks established with diverse communities in a variety of areas, with staff dedicated to and rewarded for this effort.
Conflict Resolution *(Resources)*	No process for proactive conflict resolution beyond grievance or formal complaint.	Workplace conflicts, including DEI-related conflicts, are resolved using standard HR and staff management procedures and resources.	DEI-sensitive conflict resolution process has been established. HR and management staff are trained.	DEI sensitive conflict resolution process in place; leadership, union, and staff have been trained.	Proven DEI sensitive conflict resolution process in place, and 'Culture Shaping' strategies prevent and/or proactively address potential D/E/I conflicts.

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Recruitment					
Equal Opportunity *(Policies, Plans, Procedures)*	Selection process fails to safeguard equal opportunity. No hiring committees or written, objective hiring criteria.	Selection process provides equal opportunity through hiring committees and objective evaluation criteria.	Selection process provides equal opportunity thru diverse hiring committees and culturally sensitive language in job postings, interview questions, and evaluation criteria.	Selection process provides equal opportunity through diverse hiring committees, blind screening, and culturally sensitive language in job postings, interview questions, and evaluation criteria.	Selection process provides equal opportunity through all aspects of the process. The process is regularly evaluated for bias and continuous improvement efforts are undertaken to address issues.
Selection Process *(Growth)*	Barriers to workforce DEI in selection process go undetected and unresolved.	Removes known/ common barriers to DEI in selection process.	Pro-actively removes barriers to workforce DEI in selection process.	Regularly evaluates recruitment results for bias in selection process and acts to address barriers.	Assesses policies and processes for bias in selection process; pro-actively removes barriers.
Workforce Planning *(Goals & Metrics)*	No workforce forecasting.	Forecasts workforce needs short term (for the budget cycle).	Forecasts workforce needs, sets strategic DEI hiring goals.	Forecasts workforce needs, sets strategic DEI hiring goals, measures progress.	Forecasts long-term workforce needs, sets strategic DEI hiring goals, measures progress, holds managers accountable.
Diversity Outreach *(People)*	No targeted outreach to diverse communities in recruitment.	Reaches out to diverse populations in recruitment process in media, recruiters, and job boards.	Reaches out to diverse populations in recruitment process. Strategies include recruiters, professional networks and job boards.	Actively reaches out to diverse populations. Additional strategies include diversity recruiters, on-line and social media, diversity websites.	Proactively cultivates relationships with diverse communities and potential applicants before recruitment process, in addition to active outreach during recruitment.
Strategic Hiring *(Resources)*	No process or resources devoted to strategic hiring.	Informs targeted diverse populations of opportunities.	Pro-actively informs diverse populations of future opportunities.	Looks for and acts upon opportunities to hire from targeted diverse populations.	Strategically creates opportunities to hire opportunistically from targeted diverse populations.

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Retention					
Exit Interviews *(Policies, Plans, Procedures)*	No exit interviews or surveys.	Conducts exit interviews for key positions.	Conducts exit interviews for all employees, which include attention to DEI.	Outsources exit interviews for all employees, which include attention to DEI.	Outsources exit interviews, which include attention to DEI, and applies feedback to efforts to improve retention.
Onboarding & Orientation *(Growth)*	No onboarding, OR onboarding does not mention DEI.	Employees receive policy handbook describing the organization's commitment and policies toward DEI.	Employees receive a thorough briefing on the organization's commitment and policies toward DEI.	Formal onboarding and employee orientation process includes formal training on the organization's commitment and policies toward DEI.	Formal onboarding/orientation creates welcoming atmosphere, includes formal training on DEI commitment and policies, provides for follow-up with employees.
Employee Satisfaction *(Goals & Metrics)*	No formal employee feedback mechanism in place.	Mechanisms in place for employees to register their levels of (dis)satisfaction in the workplace.	Episodically measures employee satisfaction, evaluates the results, reported organization-wide.	Regularly measures employee satisfaction, promotes candor and fairness, evaluates & reports results organization-wide.	Actively and regularly measures employee satisfaction, promotes candor and fairness, evaluates the results, and takes remedial action when warranted.
Reward and Recognition *(People)*	No reward and recognition program.	Reward and recognition programs honor employee achievements that support the organization's mission.	Reward and recognition programs honor employee achievements that support of the organization's mission and DEI in the workplace.	Reward and recognition programs honor employee achievements that support the organization's mission and promote DEI in the workplace.	Reward and recognition programs honor employee achievements that support the organization's mission, contribute to the community, and promote DEI in the workplace.
Compensation *(Resources)*	Compensation not competitive with market.	Compensates employees competitively through salary and benefits.	Compensates employees competitively through salary, benefits, & limited other amenities that may appeal to a diverse workforce.	Compensates employees competitively through salary, benefits, and limited other amenities that are culturally sensitive and appeal to a diverse workforce.	Compensates employees competitively thru salary, benefits, & amenities. Regularly evaluates compensation to detect & address bias.

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Talent Development					
Priority and Accountability *(Policies, Plans, Procedures)*	No workforce development goals related to DEI.	Retention and development of diverse workforce is a stated goal of the organization.	Retention and development of diverse workforce is a stated goal of the organization. Diversity retention statistics tracked organization-wide.	Retention and development of a diverse workforce is a priority. Diversity retention statistics tracked for each manager and department.	Retention and development of a diverse workforce is a priority. Managers held accountable for progress.
Developmental Planning *(Growth)*	Career paths not defined or explained to employees.	Career paths explained and made available to all employees.	Developmental planning for all employees including goal setting and training plans.	Developmental planning for all employees including goal setting, training plans, and coaching.	Developmental planning for all employees including goal setting, coaching, and evaluation.
Training Assessment *(Goals & Metrics)*	No formal training assessment is conducted.	Training needs assessed as issues arise. Training offered to meet current and short-term workforce needs.	Training needs assessed periodically. Training offered to meet current to medium-term workforce needs.	Training needs assessed periodically. Provides training programs equitably to meet current and future workforce needs.	Regularly assesses training needs and provides training programs equitably to meet current and future workforce needs.
Creative Entry *(People)*	No creative points of entry – all hires are via standard recruitment processes.	Internships, apprentice-ships, and other creative points of entry at entry-level.	Internships, apprentice-ships, and other creative points of entry at entry- and mid-level, with DEI targets.	Internships, apprenticeships, and other creative points of entry at entry- and mid-level, focused on diversity populations.	Internships, apprentice-ships, and other creative points of entry at all levels of the organization, focused on diversity populations.
Upward Mobility *(Resources)*	No upward mobility programs.	Mentoring and next-level-up training offered informally by interested managers.	Mentoring, next-level-up training, and scholarship programs established and offered equitably.	Diversity-promoting mentoring, scholarship, and leadership training programs established and offered equitably.	Diversity-promoting mentoring, scholarship, leadership training, and upward mobility programs established and offered equitably.