

THE NEW GUIDE TO DEI METRICS & GOAL-SETTING

An Actionable Framework for Achieving Your Diversity, Equity, and Inclusion Goals in 2022



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Introduction

In the past year, organizations everywhere have approached their commitment to diversity with renewed enthusiasm.

This undertaking, of course, is no easy task — especially amid the greatest talent shortage in history.

While our recent feature in the Harvard Business Review discussed why the great resignation doesn't have to threaten your DEI initiatives, it is clear that many organizations are struggling to move the needle on their diversity metrics.

Over the years we've been studying the hiring practices of hundreds of employers who are navigating their diversity recruiting efforts. While you can read about our conclusive findings in our book, Hiring for Diversity, one of the most consistent themes in our findings centers on why employers have been slow to progress. The answer: a lack of clarity. Organizations are unsure as to where they should focus their limited time and resources to achieve their diversity goals.

THE NUMBERS TELL IT ALL

76%

of organizations still haven't set diversity goals.

2% AND 4%

Unemployment has still been 4% higher for Black workers and 2% higher for Latinx workers compared to that of white workers.

\$800B

In the last year, 64 million women lost jobs which amounted to an \$800B in lost wages.

Why Goal-Setting is Crucial for DEI Impact

Though the path forward for many organizations may be fuzzy, one thing is clear: leaders are committed to creating cultures of belonging in their organizations. And part and parcel to making good on that commitment is the process of setting your goals for your diversity, equity, and inclusion initiatives.

If you think of your DEI goals as building a house, then reporting data and setting goals are the foundation. But all too often companies attempt to build the house without first setting the foundation.

By first setting your goals before diving into the actual work, you're able to give your company a northstar to rally around. Your whole team is aligned on what success looks like — how it is defined and what you aim to achieve.

When setting goals, work to gain the buy-in of the broader team so the entire organization shares a sense of purpose. By working together to create your DEI goals, you're simultaneously bettering your odds for success and galvanizing your people to help bring your vision to life.

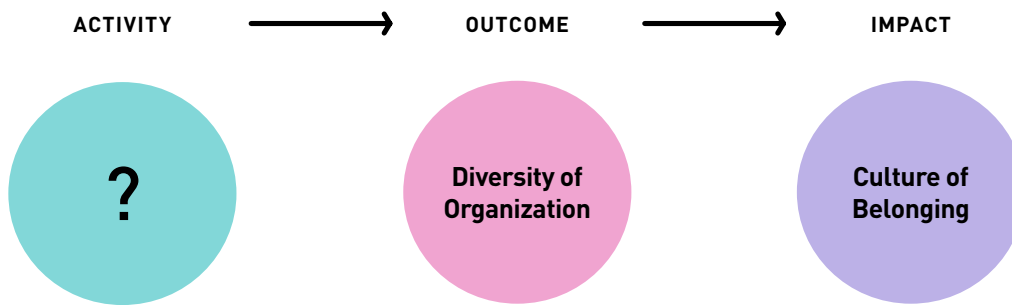


Traditional Diversity Metrics are Lagging Indicators

To date, most organizations have focused the measurement of their diversity efforts around two key components:

- 01 They have gauged their current levels of diversity across their teams.
- 02 They have asked their people if they feel a sense of belonging.

The few (24%) organizations that have set diversity goals have typically only anchored them to increased representation and belonging of their teams. The challenge with these metrics is that they center completely around the end impact and outcomes of diversity. These lagging indicators fall short in accounting for the actual *activities* necessary to achieve either.



Building Your Theory of Change for DEI

Increasing diversity and a sense of belonging are crucial. However, they represent the desired end state rather than an actionable path forward. Most organizations are missing a *theory of change* for their diversity efforts — an understanding which activities will actually affect their diversity outcomes. This has left organizations with a sense of where they are but little idea as to what they need to change.

If we applied this same logic to the education system, it would be like attempting to make improvements to a school by only asking if students attended class and graduated. We'd be missing vital metrics around whether they were actually learning and where there were gaps.

The path to real DEI impact is lined with clearly defined goals — both leading and lagging indicators that holistically address both the means and the end.



Widening the Aperture of DEI Metrics

If we want to increase the diversity of our organizations, we must first ensure that candidates aren't stepping into a hiring process that is inequitable. Similarly, if every one of our team members in that process is not fully bought into or engaged in DEI, the whole process will fail.

Our diversity outcomes are directly dependent on systems we have in place and the behavior of our people. It's safe to say we can't achieve diversity without focusing on equity and inclusion.

In 2022 and beyond, we implore you to widen the aperture of how you are measuring the progress toward your DEI initiatives to include:

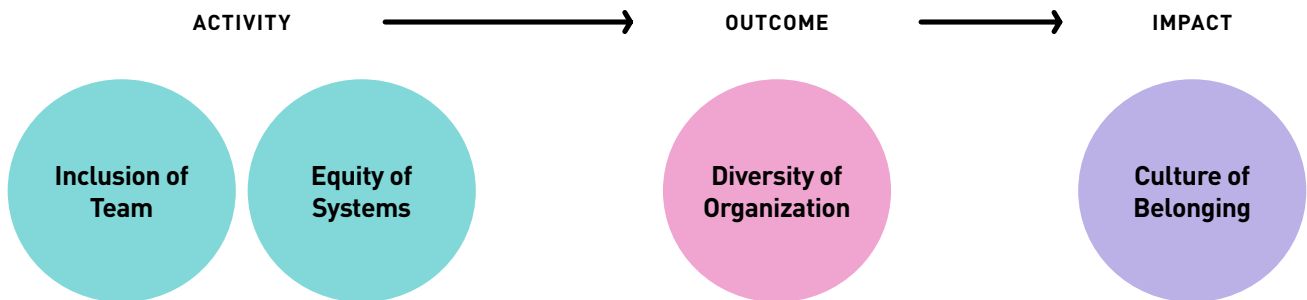
Are our systems equitable?

When we consider our hiring and talent systems, the extent to which our processes are fair, consistent and accessible for everyone directly impacts whether people advance.

Are our people aware, engaged and accountable for DEI?

The collective awareness, engagement and accountability for DEI across our teams has a direct influence on the organization's behavior. A study by Josh Bersin found only 12% of hiring managers are accountable for diversity hiring outcomes.

“We can't achieve diversity without focusing on equity and inclusion.”



A Playbook for DEI Goal Setting in 2022 and Beyond

Setting your diversity goals can feel like an insurmountable task. You might be wondering, *Where do I start? What does success look like?* It's important to approach this process in a way that feels natural and realistic for your organization.

At Mathison, we've helped hundreds of organization define their goals for hiring for diversity and creating more equitable workplaces. Here's where we recommend you start.

STEP 01 Measure current state of diversity to learn where to focus your goals

Organizations often set unrealistic DEI goals – either too ambitious, or not challenging enough. Before you create your DEI goals, you'll have to figure out where you have gaps and what you should prioritize.

There are three main components to this:

01 Map Your Existing Candidate and Employee Journey

Assess your existing organizational policies and practices to determine where you have gaps or potential for bias by walking through the candidate and employee journey.

→ Our [Equal Hiring Index](#) can help you gain a complete picture

02 Assess Your Current State of Diversity

You can assess the current diversity representation of your existing team and the extent to which your team is included and engaged in DEI efforts through an anonymous survey.

03 Prioritize Your Efforts

Using the combined insights above, determine up to five areas where you have the most opportunity to improve.

Example Insights From This Exercise

AREA	KEY INSIGHTS
Are our systems equitable?	We don't have a structured interview process which is presenting major risk of bias
Is our team aware, engaged and accountable for DEI?	While the team is generally aware of our diversity efforts they don't feel equipped to actively contribute: engagement and accountability are both low.
Do we have diverse representation?	We have the greatest lack of diversity in our hiring pipeline for management for management roles

A Template to Help You Measure the State of Diversity in Your Organization

AREA	KEY INSIGHTS TO "EXAMPLE QUESTIONS"
Are our systems equitable?	<p>Do we have systems to define and track our diversity, equity, and inclusion progress and stats?</p> <p>Are we equitably attracting and sourcing?</p> <p>Are we inclusively interviewing and selecting?</p> <p>Are we equitably onboarding and advancing?</p>
Is our team aware, engaged and accountable for DEI?	<p>Is the team aware of our DEI efforts and how they can contribute?</p> <p>Is the team equipped and prepared to contribute to our DEI efforts?</p> <p>Is the team actively engaged in our diversity efforts?</p> <p>Does the team feel a sense of accountability for our DEI efforts?</p>
Do we have diverse representation?	<p>What is the breakdown of gender identities of our organization and pipeline?</p> <p>What is the racial or ethnic breakdown of our organization and pipeline?</p> <p>What is the sexual orientation of our organization and pipeline?</p>

Ensure your DEI goals holistically account for diversity, equity and inclusion

Employers typically only center their DEI goals around increasing representation. Make sure to account for your people, processes and representation:

- ✓ Identify your greatest gaps and opportunities in improving the equity and accessibility in your hiring and talent process. Where is there the greatest risk for potential bias?
- ✓ Identify the critical path in your team's involvement in this effort starting with awareness, followed by being equipped, engaged and accountable
- ✓ Identify where you have the greatest opportunity to increase representation: you may choose to address this goal with a framework or process-based goal. It doesn't require an actual representation number

Example Goals

AREA	KEY INSIGHTS	EXAMPLE GOAL
Are our systems equitable?	We don't have a structured interview process which is presenting major risk of bias	Institute a structured interview process for all roles by Q3
Is our team aware, engaged and accountable for DEI?	While the team is generally aware of our diversity efforts they don't feel equipped to actively contribute: engagement and accountability are both low.	Lead an inclusive hiring training with all hiring teams by Q2 to introduce toolkits and step-by-step resources to reduce bias in hiring.
Do we have diverse representation?	We have the greatest lack of diversity in our hiring pipeline for management for management roles	Require diverse slates in the final round hiring process for all management roles by Q4.

A Template for DEI Goal-Setting in Your Organization

AREA	KEY INSIGHTS FROM YOUR DISCOVERY	TARGET DEADLINE	KPI	GOAL TIED TO INSIGHT
Are our systems equitable?				
Is our team aware, engaged and accountable for DEI?				
Do we have diverse representation?				

STEP 03**Bring your team on board in your DEI and create systems for accountability**

In the spirit of true inclusion of your team in these efforts, if you want your team to embrace your diversity goals, they need to be part of building them. This is how you'll create excitement and accountability around reaching these goals.

Once your goals are in place, you'll need to figure out how to keep your organization aware and accountable for reaching them.

Some ways you can ensure your team is fully bought in and accountable include:

- ✓ Creating shared ownership by including your team in goal-setting meetings and conversations, whether through direct involvement (smaller organizations) or through feedback from Employee Resource Groups (larger organizations)
- ✓ Making reports and goals available to employees and stakeholders
- ✓ Making goals and data available to everyone internally and if possible, share externally
- ✓ Listening to your team's vision for DEI, be sure to engage your existing ERGs or diversity council if you have them and learn where their passions lie
- ✓ Distributing DEI accountability across the whole organization
- ✓ Creating a system to track and report DEI progress representation number
- ✓ Rewarding your team for DEI milestones

A Call to Action for 2022

As the age-old saying goes, we can't manage what we can't measure. This is most certainly true for our diversity efforts. As we step back to really consider a theory of change for our DEI efforts, it becomes clear that measuring outcomes alone won't move the dial. Real progress in this work depends on us putting energy into the actual activities needed to drive those outcomes, starting with how we measure and set goals around those activities.

The start of the new year is the perfect time to have a conversation with our teams about our diversity, equity and inclusion goals — and how we can all drive this change together in 2022 and beyond.

You don't have to walk the path alone. Interested in learning more about how Mathison can help?

Reach out: [**Grow@mathison.io**](mailto:Grow@mathison.io)

About Mathison

Mathison's platform equips your entire organization with the tools and strategy needed to uncover bias, change behaviors and increase the diversity of candidates you source. Centered on our Equal Hiring Index™, our holistic and data-driven approach helps you build a more equitable workplace.

Learn more at [**www.Mathison.io**](https://www.Mathison.io)

