DE&I Transformation Framework: How to Measure, Design, Apply, and Impact Enterprise-Level DE&I Programs

Failing to Move the Dial on Diversity, Equity, and Inclusion? You Need a Holistic View!

Diversity, equity, and inclusion are areas that organizations spend generously on. After all, **voluntary turnover has a global cost of $7 trillion dollars[1] every year, 39% of people would leave their current organization for a more inclusive one[2], and inclusive organizations are three times as likely to be high performers[3].**

But does all that spending result in more diverse, equitable, and inclusive organizations? Are you sure that your own efforts work, that you can address any issues that you find, and that you know how to build momentum from successful initiatives?

More often than not, organizations suffer from a lack of joined-up thinking. Great DE&I solutions are deployed without an overarching strategy or an expectation other than that the dial will move. But if you cannot demonstrate the long-term business value of your DE&I solution, you may not get the investment you need from the business.

DE&I isn't a static thing. It's an ongoing process that takes time, and goes through several distinct stages:

- **Measurement** of the current organizational position
- **Design** of initiatives that will address the measured DE&I issues and reach goals
- **Application** of those newly-designed initiatives at the right time and in the right place
- **Impact** assessment of those applied initiatives in order to establish the new organizational position

Our Solution: The DE&I Transformation Framework

The DE&I Transformation Framework is our name for the complete range of DE&I-focused solutions that we offer mapped against the measure, design, application, and impact cycle. It looks like this:

The framework is designed to help global organizations understand how to create long-term business value in their diversity, equity, and inclusion programs. We can assist you with any individual stage of this cycle, or the entire cycle. You can bring Affirmity in at any point in the cycle to maximize the long-term effectiveness of your program.

Though our individual solutions fit neatly into a single stage, our approach always considers the information from previous stages and feeds into our understanding of whatever follows. DE&I is never a 'one and done' activity, and our goal is to help you ensure that momentum is maintained and your organization doesn't revert back to its previous state.

[1]Harter, J. (2017). 'Dismal Employee Engagement Is a Sign of Global Mismanagement'. Gallup. Available online.
[2]Cooper, T. (2017). 'Fostering an inclusive culture at work: Engaging today's workforce'. Deloitte. Available online.
[3]Bourke, J. (2018). 'The diversity and inclusion revolution: Eight powerful truths'. Deloitte Insights. Available online.

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A Closer Look at the DE&I Transformation Framework

Measure

Solutions in this stage help you to uncover gaps and points of focus in your organization. Key examples include:

- Diversity Insights
- Talent lifecycle/velocity analyses
- Climate, engagement, or pulse surveys
- Pay equity analyses
- Audits/assessments

Design

In this stage, we pull together targeted, evidence-based learning pathways. Through them, we will partner with you to design an effective response to DE&I challenges as evidenced by the measurement phase. Key examples include:

- A review of your strategy and DE&I goals
- Design and recommendation of specific inclusion learning pathways
- Customer consultancy and training targeting the following organizational levels:
  - Executive
  - Manager
  - Specialists
  - Individual contributors

Apply

Though training is an important part of application, it's not the only solution. We can work with your ERGs and other specialist change agents, and can overhaul your decision-making, practices, and policies. Solutions include:

- Blended learning components consisting of:
  - Face-to-face training
  - Virtual workshops
  - Digital learning
- Employee Resource Groups
- Review and implementation of new:
  - Talent decisions
  - Policies
  - HR practices
  - Inclusive environments

Impact

In this stage, we re-measure and reset your understanding of where your program stands once initiatives have been implemented. Examples include:

- Inclusion embedding
- Reporting and reflecting on your measures
- Quarterly analysis of metrics
- End-of-year re-measure:
  - Diversity metrics to benchmarks
  - Climate and pulse surveys
  - Pay equity analyses

About Affirmity

Affirmity provides a robust portfolio of software, consulting services, and blended learning solutions that help global enterprise and mid-market companies build inclusive workforces so that they can experience long-term business value, while minimizing workforce compliance risk, from their DE&I and affirmative action programs.

Drawing on more than 45 years of experience, our software, learning solutions, and team of experts guide HR, diversity, and compliance teams to easily analyze diversity across the organization, identify gaps and insights into causes, establish and execute toward goals, and continually track DE&I and affirmative action program effectiveness over time.

A part of **Learning Technologies Group plc** (LTG), Affirmity serves more than 1,100 organizations—including global corporations, mid-sized organizations, and small businesses.

For more, visit **affirmity.com**

Contact Us

Find out how the solutions in Affirmity's DE&I Transformation Framework can help you create a diverse, equitable, and inclusive culture.

info@affirmity.com

Toll-free: 800-782-1818

Tel: +1-972-401-2100