

19 Questions to Ask About the Data-Driven Effectiveness of Your DE&I Program

When organizations lack data to prove success, observe issues, and steer programs toward areas of opportunity, they may doubt their DE&I program's ability to drive organizational change. Use the points in this checklist to help re-examine how data-driven your DE&I strategy really is.



Important Questions to Get You Started

Let's start by reflecting on some simple questions about your current use of data and your goal-setting process:

- Do you have data that justifies your DE&I goals and key areas of focus?
 - Without this data, you may be focusing your efforts in the wrong direction!
- Are you tackling all areas of DE&I at once?
 - Unfortunately, you can't fix everything at once. Use data to help prioritize where your limited resources are best allocated.
- Is your organization using recruitment to fill diversity gaps?
 - Recruitment alone cannot plug holes created by diversity issues—you must be sure there are no other contributing factors in your talent pipeline.
- Are your goals realistic?
 - Deliverable goals build credibility for you and your department.
- Have you reviewed data extracted from your systems and ensured it's clean, complete, and accurate? Be sure to check:
 - Employee data
 - Historical data
 - Applicant data
- Have you identified key stakeholders in a position to take actions that improve your organization's practices? This could include:
 - Leaders
 - Department supervisors
 - Hiring managers
 - Recruiters



How Can Organizations Establish Realistic, Data-Led Goals?

Without data in the picture, it's too easy to be led by what we feel should be true, rather than what's realistic. It's critical to use data to make realistic goals.

- Do you use a range of data points? You may want to include:
 - Your own utilization of available labor
 - Industry benchmarks for utilization
 - Benchmarking of utilization among your peers
 - Hiring and talent decision statistics
 - Compensation data
 - Employee engagement metrics
 - Employee participation in Employee Resource Groups (ERGs) and events
 - Engagement with internal and external communications such as newsletters and social media
 - Environmental, Social, and Governance (ESG) metrics
- Do you have access to non-traditional data points, such as age, and LGBTQ+ status?
 - ERGs can be a good source of this information
- In what timescale can you realistically address each goal?
 - If a goal is dependent on existing employees vacating their roles, and you have low turnover, you will need to set expectations.
- What does your current performance look like in the context of available labor?
 - "Low" representation may actually be high when compared to relevant benchmarks
 - In this situation, consider what you could be doing to bring more people into the industry
- Do you regularly reassess your goals?
 - Changes in the business, the market, and the world at large can render realistic goals unrealistic through no fault of your own!



Recommended Tools and Practices to Establish Accountability

Leadership accountability brings DE&I strategy into common organizational practice. Bring key stakeholders up to speed by answering the following questions:

- Did you get leadership involved as soon as possible in the process?
- Do you schedule routine one-on-ones with leaders to talk through your current DE&I objectives and their responsibilities?
- Do you engage your leaders as executive sponsors of your ERGs and/or members of your DE&I council?
- Do you require your leaders to communicate the DE&I story within all-hands meetings?
- Do your leaders understand how DE&I work can contribute to their ESG index score?
- Do you communicate your requirements in terms of organizational change processes such as ADKAR or similar?
- Do key stakeholders have access to personalized reports and/or dashboards surfacing DE&I data they need to achieve their goals?
- Have you built partnerships with institutions, community groups, and consultants that make data collection and program execution easier?

How did you do? Learn more about the value of data in our guide, ['How to Use Data to Increase the Value of Your DE&I Program'](#)

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