Measuring Progress

To advance equity, diversity, and inclusion (EDI), set goals, build strategies, and measure progress from a baseline. Keep in mind that not everything of value can be quantified.

WHY IT MATTERS

Demographic measures of diversity in recruitment, retention, and advancement are important but are a bare minimum. Quantitative and qualitative measures of equity and inclusion—such as climate and culture, job satisfaction, employee engagement and sense of belonging, more positive and fewer negative workplace interactions, and psychological safety—provide more meaningful information.

MEASUREMENT IS MORE EFFECTIVE WHEN...

· firms and the profession at large know their EDI baseline
· leaders commit to long-term goals and tangible progress
· firm leaders and managers listen without rationalizing, even if the findings contradict their perceptions
· data are used to determine needs, develop strategies, set goals, and track progress but do not distract from other things that matter
· individual identities are protected, especially in small firms

ACT

Establish the baseline; don't stop there
→ Go beyond "how many?" and analyze not only who gets hired and promoted but also who is leaving and why.
→ Build hypotheses about the greatest needs for change, and design interventions to handle them over time.
→ Set targets and timelines for progress.

Use equitable, sound, and confidential data practices
→ Enlist diverse leaders, managers, and employees in designing solutions.
→ Articulate your hypotheses precisely. Instead of just "we need to be more diverse," look for root causes to address.

→ Follow existing laws about the collection, storage, and sharing of data.
→ Be clear about how data will be used, and allow participants to opt out.

Invest in sustained efforts
→ Make EDI goals a visible priority. Talk about them as often as you discuss profitability. Share results widely and celebrate improvements.
→ Measure how policy and program changes, such as flexible schedules, affect climate, employee satisfaction, and job performance.
→ Hold leaders and managers accountable.
→ Revise your metrics when goals and strategies change.