



TANGIBLE INSIGHTS

# Benchmarking Diversity, Equity, & Inclusion (DEI)



**TANGIBLE**  
DEVELOPMENT

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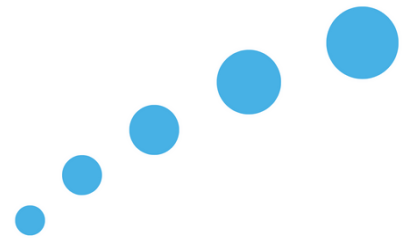
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# Introduction

## *Introducing the Diversity Equity and Inclusion Climate Assessment Tool (DEI-CAT)*



**"Many existing tools attempt to understand organizational culture but fall short in their ability to illustrate inequities and employee empowerment across different identities, levels, and functions of their organization." – Dr. LB Hannahs**

For more than a year now, corporate, public and not-for-profit leaders have been compelled by social and political changes to address (and often invest in) diversity, equity, and inclusion (DEI) efforts within and beyond their organizations. As with any organizational change initiative, one pivotal first step for organizations to evolve in DEI work is to gain a more accurate understanding of their culture and climate to ensure that each step forward is intentional and outcomes are measurable.

Many existing tools attempt to understand organizational culture but fall short in their ability to illustrate inequities and employee empowerment across different identities, levels, and functions of their organization. To meet this challenge, Tangible Development and the Siena College Research Institute (SCRI) collaboratively developed and currently field a DEI-centered organizational measurement instrument called the DEI Climate Assessment Tool (CAT).

**The DEI Climate Assessment Tool (CAT) is a psychometric survey instrument that measures perceptions of the overall organizational climate, as well as the perceptions of various demographic identities within the organization. To illustrate and help organizations understand how to use the data collected, we use a 4 part conceptual framework, a tolerance thermometer, and a deep dive into demographic data.**



# The Benchmarks

Our DEI Climate Assessment Tool has questions designed to look at 4 parts of an organization that make up their overall culture



## Institutional Structure

How embedded is DEI in your policies and procedures?



## Institutional Culture

How much do your employees feel they belong?



## Personal Beliefs

How well do employee beliefs align with valuing DEI?



## Personal Practices

How do employees act and practice values aligned with DEI?

We also conduct focus groups to support the DEI-CAT findings with anecdotal data. After collecting and assessing all the data, a score out of 100 is assigned to each part. The next several pages will help you better understand the conceptual framework of each of the four components.



# Institutional Structure



**Institutional Structure Score** measures the perception of policies, procedures and structures in place to support diversity, equity and inclusion. Through the Institutional Structure indicators we can answer questions like:

- To what extent do employees say that their company has equitable procedures in place?
- Do policies serve as accountability measures for DEI goals?
- Does the organization commit to DEI efforts through such artifacts as the company's mission statement?
- Do employees perceive their leadership to be supportive of DEI efforts??
- Are DEI trainings offered or required?
- To what extent is DEI a core component of the company's efforts or is it organizational performativity?

To answer these questions, we ask respondents to determine how accurately indicators, like the ones below, describe their organization:

- *The company mission statement includes a clear statement of dedication to diversity, equity, and inclusion.*
- *Trainings on diversity issues are required here.*
- *This organization has supported informal activities in order to promote inclusion.*



# Institutional Culture



**While institutional structure is a formal component of a company represented in written policies, websites, and procedures, institutional culture encompasses the informal aspect of the organization's way of doing things.**

Culture also includes comments, actions, beliefs, values, behaviors, and choices that together formulate the answer to the question, 'What's it like to work here?' Through the Institutional Culture Score we can understand the extent the company culture creates a sense of belonging, value, and individual authenticity.

Below is a sample of Institutional Culture indicators used to measure an organization's culture:

- *The climate here is ultra-accepting of all people regardless of who they are*
- *I believe that my department encourages free and open discussion of difficult topics*
- *It's the little things. No one here is discriminated against openly but there is discrimination that is hard to put your finger on*





# Personal Beliefs



Regardless of the structures a company puts in place and the degree to which a company has created a culture of belonging, each employee has attitudes and beliefs regarding the company's efforts to address issues of diversity, equity, and inclusion.

While it is not always necessary for the company to change employee minds, having an understanding of employees' personal beliefs and expectations of diversity, equity, and inclusion is important information that can guide organizational change efforts. How much an employee's beliefs align with valuing diversity, equity and inclusion and experience these values as a part of company culture can tell leadership of an organization how employees might respond to further integration of DEI values into all employees' day roles and responsibilities.

- *I appreciate the efforts that we have made of late to become a more diverse and inclusive company*
- *I think we here at this company are part of the solution, not the problem*
- *I'd support a statement of support for diversity, equity, and inclusion on all our externally facing messages*



# Personal Practices



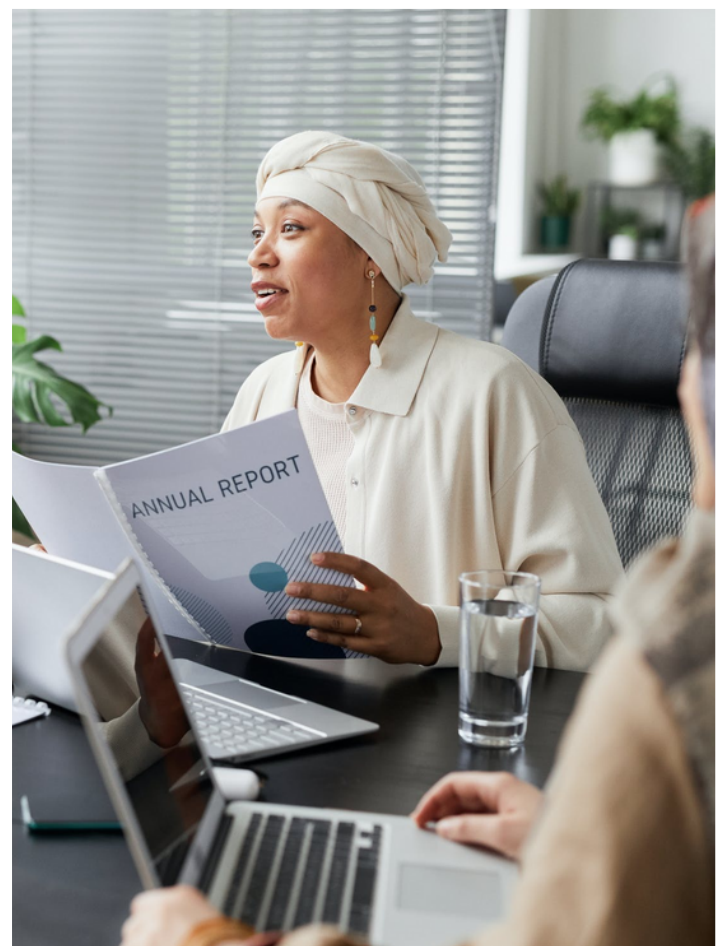
**Perhaps the highest bar, personal practices offers seven indicators that measure not what a respondent believes, but what they have or have not done in order to be more inclusive of others.**

Our goal is to measure whether or not individual employees take concrete actions towards practicing the values of diversity, equity, and inclusion in their workplace. While it is possible that some responses may be either selective or aspirational, the collective responses provide a path of action that aligns personal beliefs and practices. Understanding the gap between personal beliefs and practices helps identify places to empower employees to build a culture and practice of diversity, equity, and inclusion.

- *I've changed my behavior based upon things I've learned in diversity trainings*
- *Often I have learned something about another person's culture or background here at work because the environment here is one in which we share without any judgement*
- *I could picture sitting down and openly talking about issues of how race, gender, and sexual orientation impact our work with the people here with whom I work closely with*

- *I want to do more to interrupt incidents of discrimination or bias but I am afraid of doing or saying the wrong things*

**Scores from each of the four categories are quantified and rolled into an overall score to give organization's a baseline for future work. These scores pair with the two other components of the DEI-CAT, the Tolerance Thermometer and the Demographic Profile.**







# Tolerance Thermometer

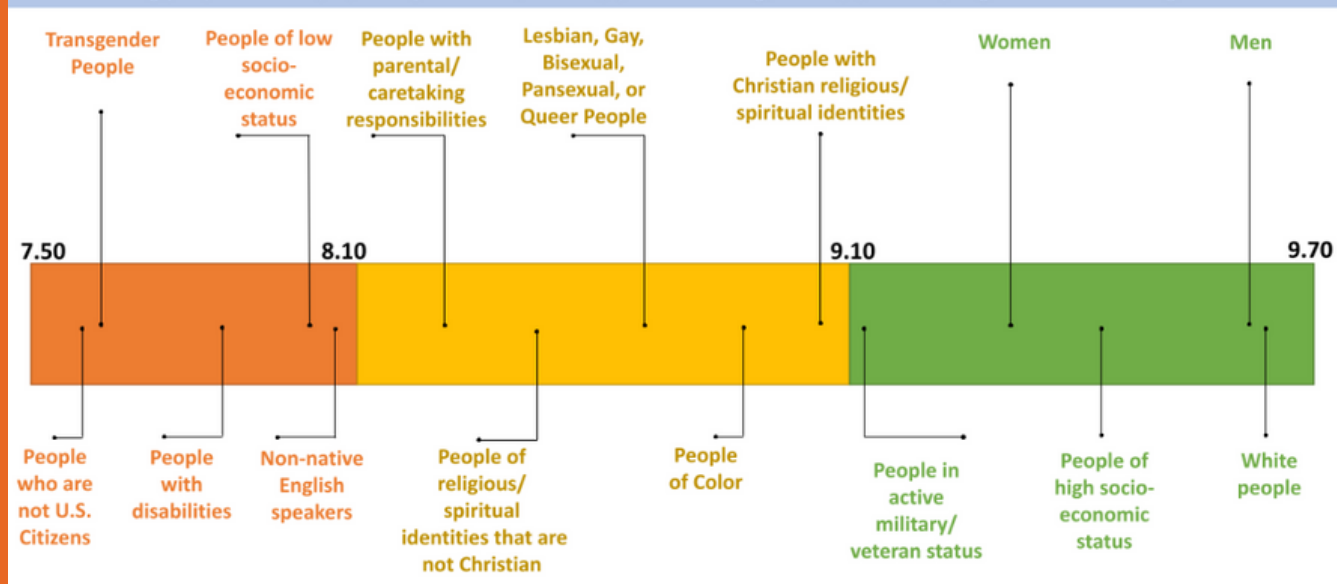
*Taking the Temperature on Inclusivity*

*Another key component of how the DEI-CAT can be used to understand organizational climate is through the tolerance thermometer.*

Respondents are asked to consider the working environment of their organization and indicate how inclusive of an environment it is for a variety of different identities. They are prompted to drag a thermometer from 0 (threatening) to 5 (accepting) or to 10 (fully inclusive), or any number in between. Each identity is given a POP Score. Some identities we score are cisgender men, cisgender women, white people, People of Color, People with Disabilities, people of both high and low socioeconomic status, people that are not U.S. citizens, Lesbian, Gay, Bisexual, Pansexual or Queer people, English as a Learned Language (ELL), Christians, non-Christians, Veterans and Transgender People (note: not an exhaustive list).

## Tolerance Thermometer- 15 Identities

Now as you consider the working environment at your company/organization, how inclusive an environment do you think it is for each of the following people? A ten (10) is fully inclusive, a zero (0) is threatening, a five (5) is accepting but not welcoming.



# Tolerance Thermometer

## Beliefs vs Actions

*Interesting, but not surprising*

Early results from an analysis of overall data show that scores range significantly in most cases from very nearly 10 (9.5 and above ) for men, white people and people of high socioeconomic status to below 8 for non-U.S. citizens, Lesbian, Gay, Bisexual, Pansexual or Queer People, non-native English speakers and Transgender people.

The Tolerance Thermometer component of the survey provides companies in some cases with unwelcomed news that beliefs may not line up with reality. For some organizations, they believe they are equitable and are inclusive of everyone, but then their scores paint a different picture. A common finding is that the perception of the employees is that the environment is more accepting and inclusive of some people the (“Dominant Group”) than of other people (the “Minoritized & Marginalized Groups”). These findings track with known inequities in the workforce, where men, white people, people with higher income/economic status (dominant groups) have less systemic barriers and experiences of discrimination than People of Color, LGBTQ People, women, People with disabilities (minoritized & marginalized groups). It can be an emotional experience for organizations to be faced with this kind of data, but it’s often exactly what is needed to ignite measurable change.

15 Identities	MEAN	Variance
White People	9.50	0.04
Men	9.42	0.12
People of high socioeconomic status	9.30	0.05
Women	9.21	0.09
People in active military/veteran status	9.12	0.06
People with Christian religious/spiritual identities	8.79	0.23
People with parental/caretaking responsibilities	8.70	0.19
Lesbian, Gay, Bisexual, Pansexual, or Queer People	8.60	0.26
People of Color	8.50	0.45
People of religious/spiritual identities that are not Christian	8.42	0.24
People with Disabilities	8.40	0.43
People of low socioeconomic status	8.22	0.38
Non-native English speakers	8.10	0.51
People who are not U.S. Citizens	8.05	0.41
Transgender People	7.88	0.47

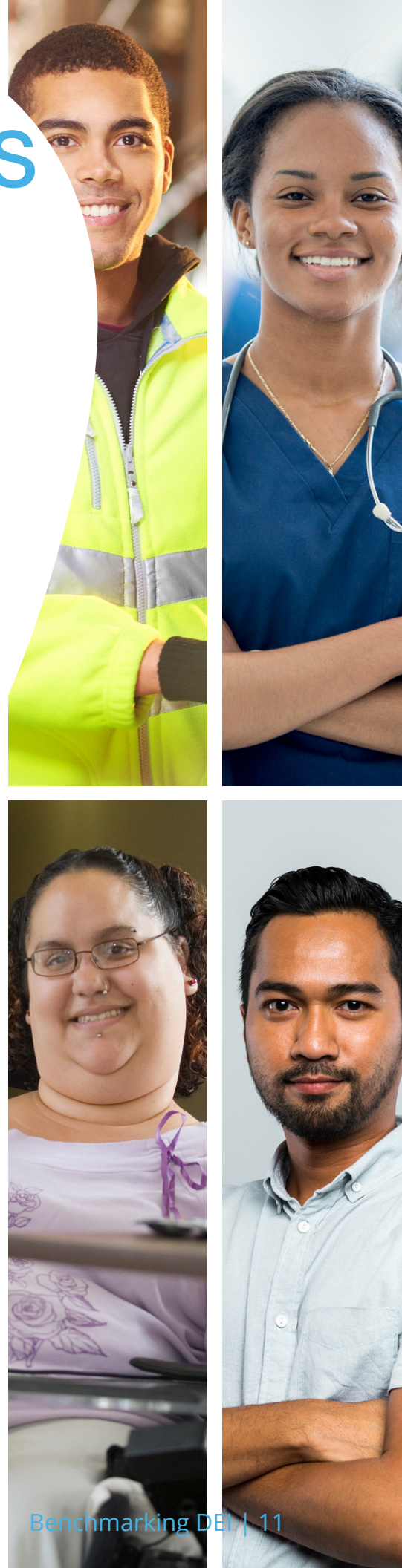
# Demographics Profile

*In addition to collecting robust data related to an organizations structure and culture and its staffs beliefs and practices, the DEI-CAT seeks to collect identity data that goes far beyond basic Equal Employment Opportunity requirements.*

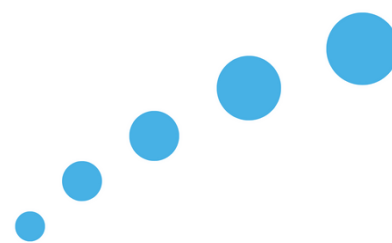
Equal Employment Opportunity (EEO) is a federal law that requires employers with more than 50 (for federal contractors) or 100 employees must report about gender, race/ethnicity, and other limiting demographics.

The data gained through the DEI-CAT Demographic Profile questions/prompts goes far beyond the bare minimums of EEO data and requirements. Scores of each identity in the Indicators and Tolerance Thermometer can be run by demographics to provide even richer detail and understanding of climate at your organization.

The robust demographic data equips brave organizations with the ability to pinpoint inclusion gaps by identities. Questions asked pull out both identity-based and organizational demographic data to provide a fuller, disaggregated footprint of who makes up your organization.



# The DEI-CAT Process



*Our relational and intentional approach to DEI research and consulting drives our DE-CAT process. After contracting with a client, we work together to ensure a successful rollout to stakeholders at all levels of the organization.*

1

## **Prep**

We work with your leadership team to raise their baseline knowledge and develop a vision for our work together. During this time we make sure the right people are at the planning table and at the same baseline of knowledge to be able to make informed early stage decisions that positively impact the effectiveness of overall outcomes.

2

## **Collect**

With the help of our survey administration partners at the nationally respected Siena College Research Institute, staff and stakeholders get the opportunity to shed light on personal as well as organizational beliefs and practices through the CAT survey. Our expert consultants guide you through maximizing the experience for your organization.

3

## **Report**

In addition to the detailed quantitative data that includes information as detailed as gender identity and religious affiliation, data is thematized and analyzed to identify where your organization falls on the DEI Organizational Maturity Model. This provides a basis for specific operational goals and recommended next steps included in the final report.



# When to Benchmark Your Organization

*Getting an in-depth understanding of your organization's culture and climate is fundamental to an organization's evolution. The DEI-CAT is phase one.*



Organizations request this tool for a variety of different reasons from crisis moments to just the desire to get a robust baseline of culture and climate. This unique DEI Climate Assessment Tool is a realistic, concrete instrument and activity. Organizations and their leadership will receive authentic feedback that may show varying levels of gaps towards becoming more diverse, equitable, and inclusive.

Leaders have few tools available to understand their unique challenges and opportunities when it comes to creating tangible organizational change.



The DEI Climate Assessment Tool provides leaders with an opportunity for an honest and realistic look at their organizations not only as a reflection, but also a quantification that can lead to strategic goals, policy enhancements, trainings and profound organizational soul searching.

**What will be your organizations story? Will it be one of proactivity, reactivity, or performativity? The DEI-CAT will help you tell your story, but it's up to you, the organization, to decide when it starts and ends. We'll meet you where you are.**

Connect with us to see  
how #TeamTangible  
can transform your  
organization.



**Tangible Development**  
**4 Century Hill Dr**  
**Latham, NY 12110**  
**(866) 525-2818**

[www.TangibleDevelopment.com](http://www.TangibleDevelopment.com)  
[info@tangibledevelopment.com](mailto:info@tangibledevelopment.com)