

CODE Organizational Assessment Regional Report

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Introduction

This report summarizes responses collected from 21 organizations that participated in the annual CODE initiative survey. Three organizations were designated as Large (500 or more employees), six organizations were categorized as Mid-Sized (100-499 employees), seven organizations were categorized as Small (20-99 employees), and five organizations were categorized as Emerging (1-19 employees).

In this report we present findings relating to organizations' answers to questions relating to: (a) vision, mission, values, (b) leadership and management, (c) talent management, (d) policies, practices, and procedures, and (e) demographics. Unless otherwise noted, response scales were on a three-point *yes, no, other* scale. For each theme (e.g., vision, mission, and values), we summed the number of specific policies or practices that were present in the organization. More detailed information about specific questions can be found in the Appendix to the Organizational Report

How to read the figures in this document

The **large black dot** is the average number of policies or practices that were present at Emerging, Small, Mid-Sized, and Large organizations. The *grey band* is a 95% confidence interval around the average. It can be interpreted as showing the range of values that do not meaningfully differ from the average.

Smaller multi-colored dots each represent a single organization.

- **Red dots** indicate organizations that are in the "red zone." Red zone organizations have much fewer policies and practices in place than similarly sized organizations.
- **Orange dots** indicate organizations that are in the "orange zone." Their scores are within the grey band but are below average relative to similarly sized organizations.
- **Yellow dots** indicate organizations that are in the "yellow zone." Their scores are within the grey band but are above average relative to similarly sized organizations.
- **Green dots** indicate organizations that are in the "green zone." Green dot organizations have much more policies and procedures in place when compared to similarly sized organizations.

Executive Summary

Most organizations indicated having some formalized diversity, equity, and inclusion (DEI) mission and values practices. Large organizations were the most likely to have formalized mission and values, whereas Emerging organizations were the least likely to formalize DEI mission and values practices. Large organizations were also more likely to incorporate DEI into the employee lifecycle (e.g., performance evaluations, selection, exit interviews). Yet, DEI is generally not a part of leaders' and managers' job descriptions, competencies, and performance metrics. Indeed, Large and Mid-Sized organizations were the least likely to include DEI in leaders' competencies and performance metrics, despite being the most likely to have formalized DEI goals.

All organizations had at least some inclusive policies regarding dress codes, scheduling, and policies for reporting discrimination. Large organizations were most likely to have physical (e.g., on-site gym) and mental-health (e.g., employee assistance plan) supports for employees, whereas Mid-Sized organizations were more likely to provide physical resources, such as gender-neutral bathrooms and braille signage. Organizations of all sizes were more likely than not to incorporate DEI into corporate communications, and most corporate communications were reviewed for inclusivity and cultural awareness. The Employee Regional Report provides information about how employees perceive those policies.

Most organizations tracked turnover and pay equity as a function of gender race and age. Most organizations also conducted an analysis of wages annually, although a few indicated they did so about every three years, and one organization indicated that they never conducted an analysis of pay equity. In general, there was more diversity among individual contributors than there was among mid-managers and top executives. Indeed, women were overrepresented among individual contributors, but there were about half as many women than men in executive top leadership positions. Whites were overrepresented among individual contributors, middle-managers, and top leadership, and disparities between Whites and employees of color were larger at more senior organizational positions.

Preliminary Recommendations

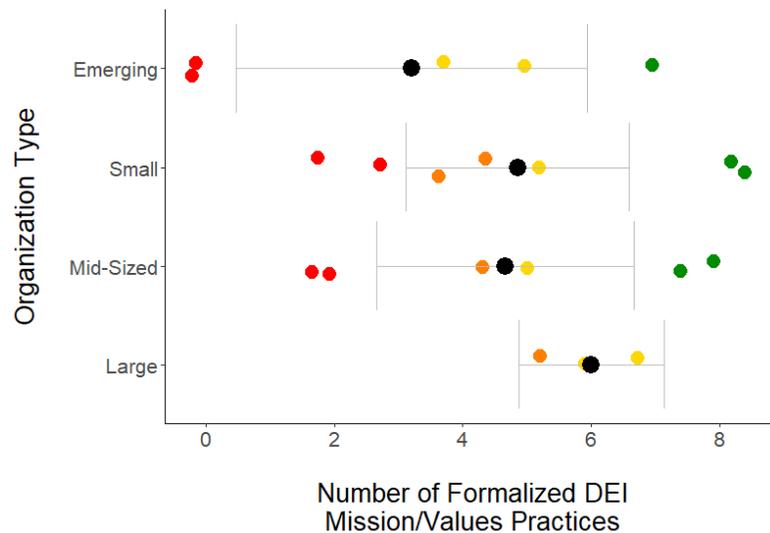
Organizations that do not yet have formalized mission/values policies and practices as well as formalized procedures for evaluating pay equity should begin to formalize those procedures. Research suggests that merely tracking that information produces better outcomes for all employees, and particularly employees from historically marginalized groups. Organizations should hold leaders accountable for DEI competencies as they do for individual contributors. Indeed, leaders were least likely to have DEI incorporated into their job competencies and performance metrics, which may send the message that DEI is important for some employees, but not others. However, all employees are responsible for fostering an equitable and inclusive environment, and research suggests that leader accountability and investment in DEI is crucial for DEI efforts to be successful. As such, organizations might consider different ways to hold leaders accountable, which we discuss in more detail in the Employee Regional Report.

DEI Mission and Values

This graph depicts number of formalized DEI Mission and Values practices at Emerging, Small, Mid-Sized, and Large organizations. Representatives for each organization indicated whether different types of practices for formalizing DEI Mission and Values were present at their organization. We summed across eight items to create an index of the extent to which organizations have formalized DEI Mission and Values practices. The highest possible score was eight; higher numbers indicate a greater degree of formalization.

Findings: Large organizations tend to have the most formalized practices and were very similar to each other in terms of the types of formalized DEI mission and values that were present at their respective organizations. Emerging organizations had the least number formalized practices and the greatest amount of variation from organization to organization.

Preliminary Recommendations: Organizations should continue to formalize practices and procedures describing how to create and track progress towards DEI goals.



Leadership

Executives' and Mid-Managers' Participation in DEI Development

The two charts below display how often executives and mid-managers participate in DEI development.

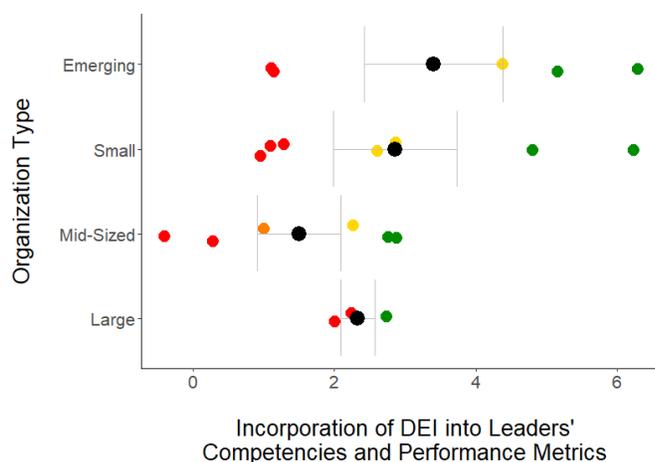
	Executives			Mid-Managers		
	Biannually	Annually	About Every 3 Years	Biannually	Annually	About Every 3 Years
Emerging (n = 5)	3	2	0	3	2	0
Small (n = 7)	3	4	0	3	4	0
Mid-Sized (n = 6)	3	2	1	3	3	0
Large (n = 3)	0	3	0	1	2	0

Findings: In almost all organizations, executives and mid-managers participate in DEI development on an annual or biannual basis.

Preliminary recommendations: There is no correct answer for how often executives and mid-managers attend DEI development opportunities. However, if DEI is a valued skill, then development opportunities for DEI should be offered at similar intervals when compared to development opportunities for other valued skills (e.g., leadership trainings).

The Extent to Which DEI is a Part of Executives' and Mid-Managers' Performance Metrics

This graph depicts the extent to which DEI is incorporated in executives' and mid-managers' job descriptions, competencies, and performance metrics among Emerging, Small, Mid-Sized, and Large organizations. We summed across six items to create a composite scale. The highest possible score was six; higher values indicate that DEI is incorporated to a greater extent in executives' and mid-managers' job descriptions, competencies and performance metrics.



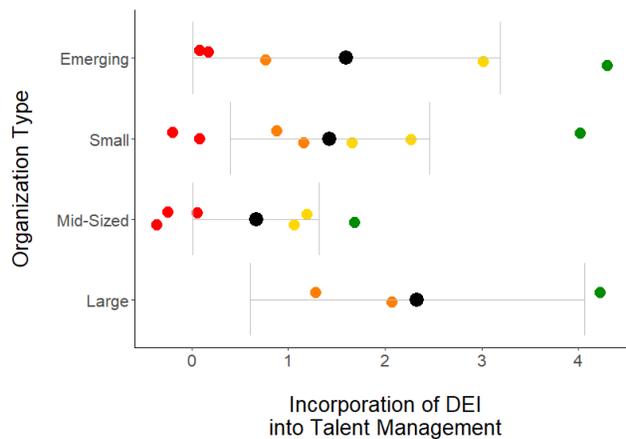
Findings: Emerging and Small organizations were the most likely to incorporate DEI into executives' job descriptions, competencies, and performance metrics. Mid-Sized organizations were the least likely to have these procedures in place.

Preliminary Recommendations: Organizations should work with executives and mid-managers to incorporate DEI into competencies, job descriptions and performance metrics.

Talent Management

This graph depicts the extent to which DEI is incorporated into talent management (i.e., selection, performance evaluations, and exit interviews) among Emerging, Small, Mid-Sized, and Large organizations. We summed across four items to create a composite scale. The highest possible score was four; higher values indicate that DEI more incorporated into the employee lifecycle.

Findings: Mid-sized organizations were the least likely to incorporate DEI into talent management, and



Large organizations were the most likely to incorporate DEI into talent management. However, there is considerable variation from organization to organization among similarly sized organizations. Interestingly, Large organizations were more likely to incorporate DEI into talent management than they were to incorporate DEI into executives' and managers' performance metrics.

Preliminary Recommendations: Organizations that have no formalized procedures for incorporating DEI into talent management

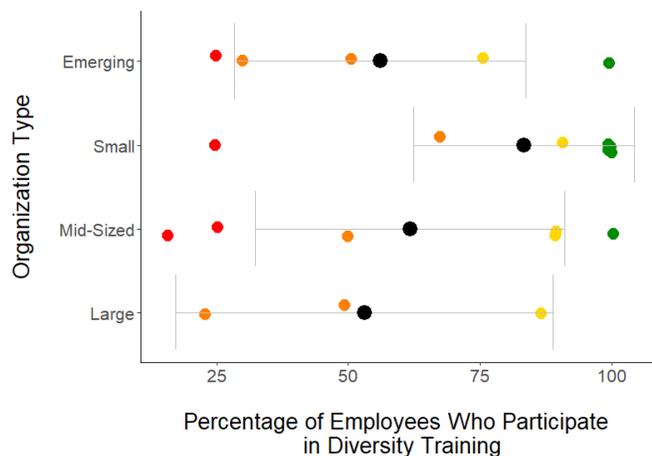
practices should begin to formalize those procedures. Organizations may also consider whether DEI is more incorporated into the lifecycle of front-line employees than leaders. Holding front-line workers more accountable than leaders may send the message that DEI is only important for some employees. As leader accountability and buy-in is crucial to the success of DEI initiatives, leaders should make sure that they are held to the same standard – if not higher standards – than individual contributors.

Percentage of Employees who Participate in Diversity Training

This graph depicts the percentage of employees who participate in diversity training at Emerging, Small, Mid-Sized, and Large Organizations.

Findings: Small organizations had the highest percentage of employees participate in diversity training. Large, Mid-Sized and Emerging organizations had the least.

Preliminary Recommendations: Research is mixed as to whether diversity trainings should be compulsory or voluntary, and the effectiveness of any training may vary across organizations. Nevertheless, if DEI is an important skill for employees to master, and if DEI is incorporated into performance trainings, it seems reasonable that employees be given some training that sets organizational expectations and provides employees with transferrable skills.

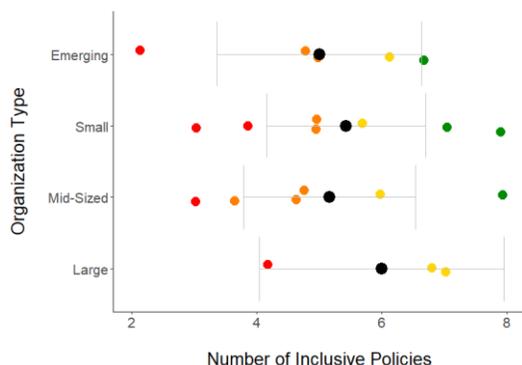


Organizational Policies

Dress Codes, Harassment and Discrimination, Scheduling, and Minority-Owned Vendors

The graph below indicates the number of inclusive policies relating to dress codes, harassment, discrimination, and scheduling present at Emerging, Small, Medium, and Large organizations. Organizations were asked nine questions about the types of inclusive dress-codes (e.g., gender-neutral dress codes), harassment and discrimination policies (e.g., formalized procedures for making complaints), flexible scheduling, and policies that encourage the use of minority-owned vendors. The highest possible score was nine; larger numbers indicate a greater number of policies

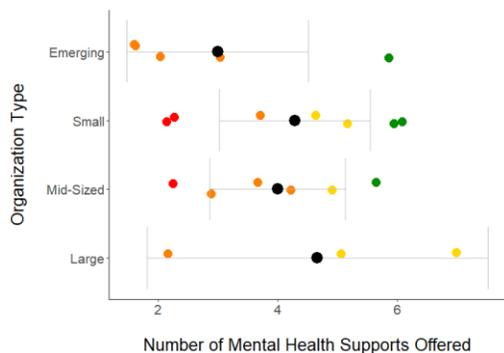
Findings: Large organizations have more formalized policies than do other organizations, although policies vary from organization to organization.



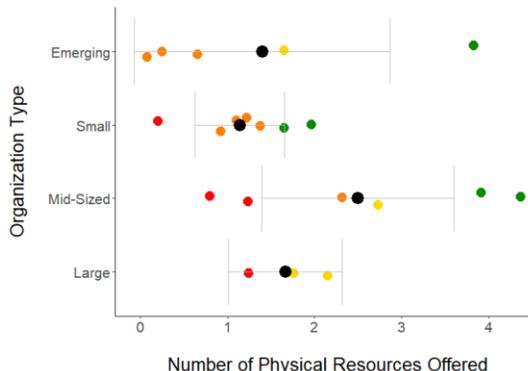
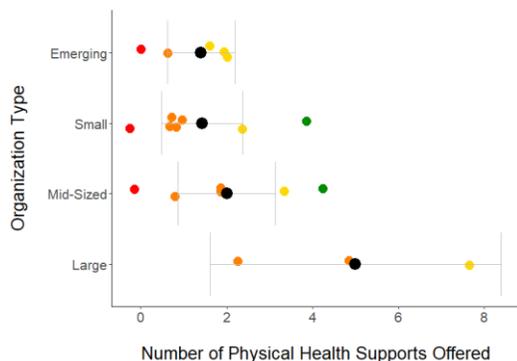
Preliminary Recommendations: Organizations should review the individual policy items in the CODE assessment. If dress code policies are present, they should be gender-neutral and accommodate different religious beliefs and gender identities. Procedures for reporting harassment and discrimination and dealing with conflict should be well-defined, as should policies regarding the use of minority-owned businesses.

Number of Mental Health, Physical Health, and Physical Resources Supports Provided to Employees

The graphs in this section depict the number of mental health supports (seven items; e.g., employee assistance plan), physical health (eight items; e.g., on-site gym), and physical resources (five items; e.g., Braille signage) that organizations provided to employees. We do not provide recommendations, because some supports (e.g., on-site gym) require resources that may not be available to smaller organizations.



Findings: Large organizations were more likely to provide mental and physical health supports. Mid-Sized organizations were most likely to provide physical supports.

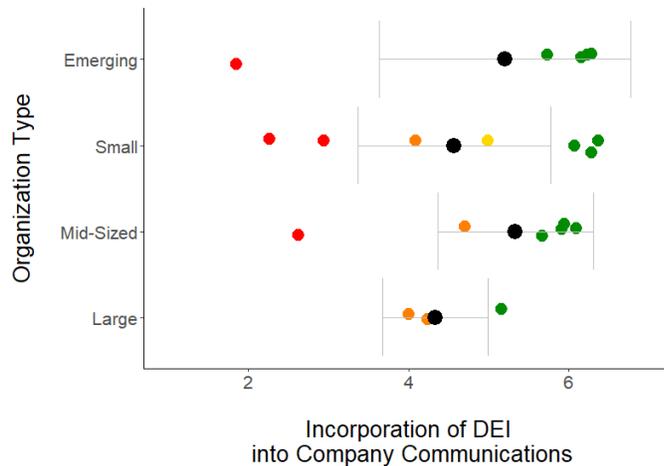


Communications

The Extent to which DEI is incorporated into Corporate Communications

This graph depicts the extent to which DEI is incorporated into corporate communications. We summed across six questions about incorporating DEI into corporate communications. The highest possible score was six, and higher values indicate that DEI is incorporated into a greater number of corporate communications.

Findings: Emerging, Small, and Mid-Sized organizations were most likely to incorporate DEI into



corporate communications, although there was considerable variability across organizations of similar size.

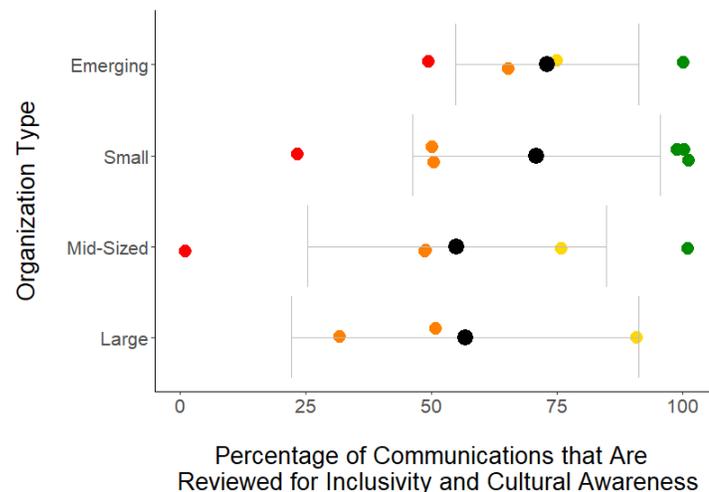
Preliminary Recommendations: DEI should be incorporated into everything that the organization does, including its messages to the public and internal messaging to employees.

Percentage of Corporate Communications Evaluated for Inclusivity and Cultural Awareness

This graph depicts the percentage of corporate communications evaluated for inclusivity and cultural awareness.

Findings: Reviews of organizational communications for inclusivity and cultural awareness seem to decrease somewhat as organization size increases. However, there are some organizations within each type that review less than 50% of their messaging for inclusivity and cultural awareness.

Preliminary Recommendations: Ideally organizations should review *all* communications for inclusivity and cultural awareness, just as they would review them for spelling and grammatical errors. Organizations that do not yet have a formal process for reviewing organizational communications should begin formalizing that process.



Demographics

Turnover and Pay Equity

The Number of Emerging, Small, Medium, and Large Organizations that Track Voluntary and Involuntary Turnover as a Function of Race, Gender, Age, or Other Identities

	Race	Gender	Age	Other
Emerging (<i>n</i> = 5)	2	2	3	0
Small (<i>n</i> = 7)	3	3	3	1
Mid-Sized (<i>n</i> = 6)	2	2	2	1
Large (<i>n</i> = 3)	3	3	3	1

Findings: All organizations that tracked voluntary turnover also assessed involuntary turnover. In general, Large organizations were more likely to assess turnover as a function of race, gender, and age. Findings were more mixed for Emerging, Small, and Mid-Sized organizations.

How Often Organizations Conduct an Analysis of Wages to Ensure Equal Pay among Individuals at Equal Levels

	Biannually	Annually	About Every 3 Years	About Every 5 Years	Never
Emerging (<i>n</i> = 5)	1	4	0	0	0
Small (<i>n</i> = 3)	0	2	1	0	0
Mid-Sized (<i>n</i> = 5)	0	4	0	0	1
Large (<i>n</i> = 3)	0	2	1	0	0

Findings: Most organizations in the metro area conduct audits annually. One organization reported never conducting an equal-pay analysis, and one reported doing one biannually.

The Number of Emerging, Small, Mid-Sized and Large Organizations that Track Employees by Race/Ethnicity, Gender, and Age

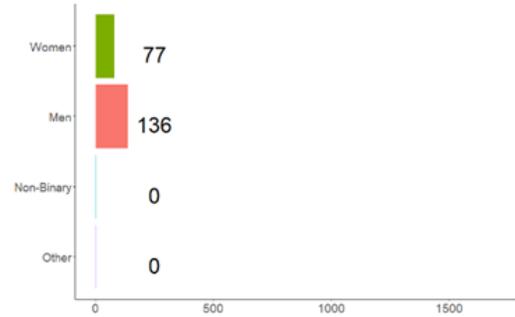
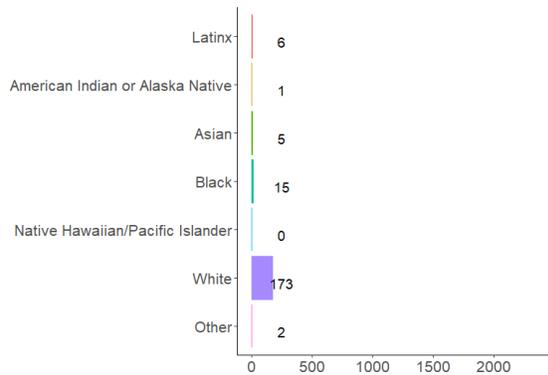
	Track Race/Ethnicity	Track Gender	Track Age
Emerging (<i>n</i> = 5)	3	4	4
Small (<i>n</i> = 7)	4	5	4
Mid-Sized (<i>n</i> = 6)	6	6	5
Large (<i>n</i> = 3)	2	2	2

Findings: Most organizations track information about employees' race/ethnicity, gender, and age

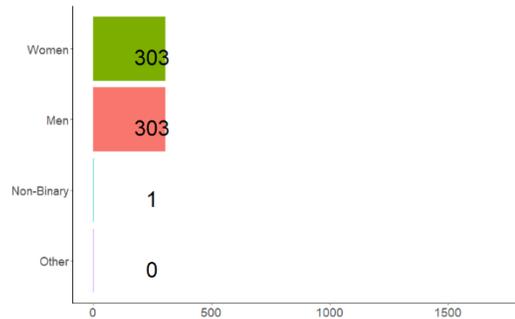
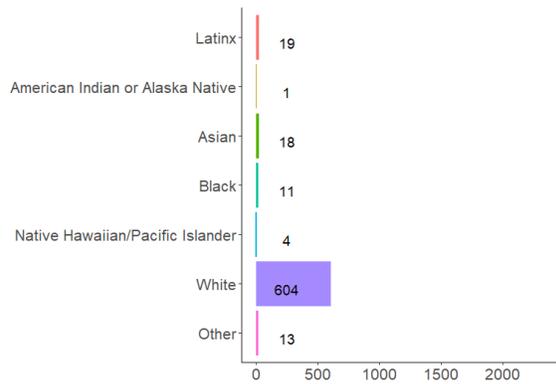
Preliminary Recommendations: Research suggests that just having information about turnover, pay equity, and progress towards diversity goals improves marginalized employees' experiences. Organizations that do not yet have these procedures in place should start formalizing them now. Organizations that are doing them on a less than annual basis should consider doing them more often.

Organizational Diversity by Race and Gender

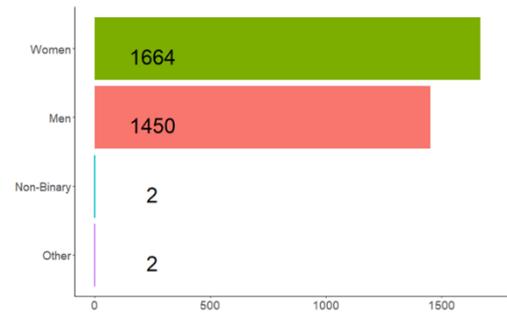
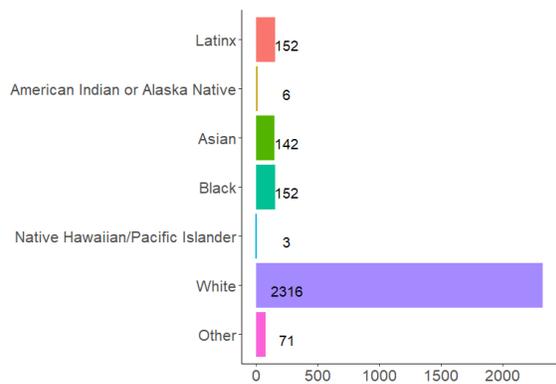
Executives/Top Leaders



Mid-Managers

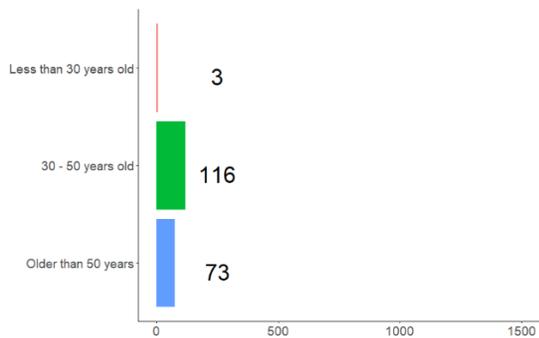


Individual Contributors

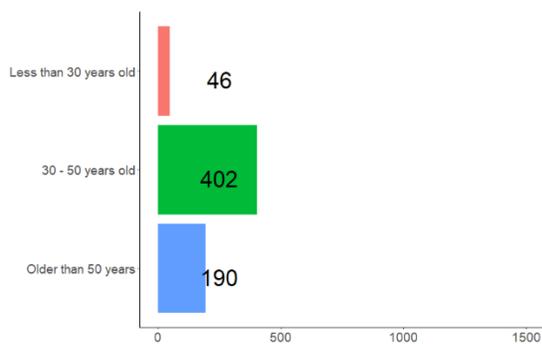


Organizational Diversity by Age

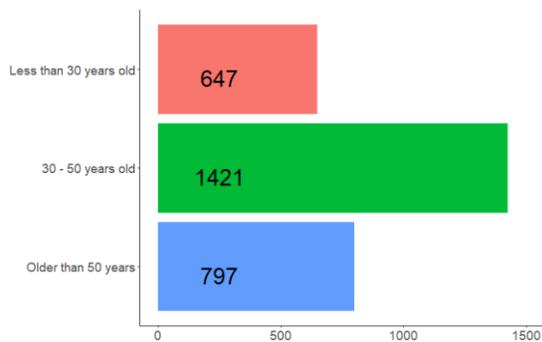
Executives/Top Leaders



Mid-Managers



Individual Contributors



Findings: There is substantially less diversity among leaders than there is among individual contributors, particularly with respect to gender and racial/ethnic group diversity. Indeed, there are more women than men among individual contributors, but about half as many women as men among top leaders and executives. Similarly, there are precipitous drops in the number of mid-managers and top executives of color.