

CATEGORY 4: RECRUITMENT, RETENTION, DEVELOPMENT, AND ADVANCEMENT

Instructions for completing this Checklist:

Incorporating the information provided by your Assessment Leader,

1. Please fill in the square () for ALL items you agree are mostly true in your organization. No organization is perfect. Therefore, fill in the square if you agree that the item is generally true.
2. If you are confused or are uncertain, place a question mark (?) in the square.
3. If you believe the item is untrue or mostly untrue, do not fill in the square; leave it open.

We estimate this Checklist will take you approximately 5 minutes to complete.

LEVEL 5: BEST PRACTICE

- 4.1** The organization's talent development processes have resulted in equitable and accessible recruitment, retention, and advancement and a pervasive feeling of inclusion.
- 4.2** The workforce across all levels and functions is generally representative of the organization's labor markets.
- 4.3** The organization's reputation for quality D&I efforts enhances its ability to attract and retain employees who contribute to outstanding organizational results.
- 4.4** Turnover of members of underrepresented groups is in parity with that of the majority group.

LEVEL 4: PROGRESSIVE

- 4.5** Recruitment includes advertising on diversity-focused career websites, using social media, and networking with internal and external diversity groups.
- 4.6** Recruitment and selection panels understand how bias enters into recruiting and therefore include members knowledgeable about the diverse population the organization wants to attract and advance.
- 4.7** Special efforts are made to place members of underrepresented groups in positions that serve as succession pools for future promotion.
- 4.8** Employees are encouraged to consider development opportunities and positions outside their current functional, technical, or professional area.
- 4.9** Development through self-assessment, coaching, mentoring, and participating in projects where accomplishments can become known is open and encouraged.
- 4.10** Employees are exposed to a variety of cultures, markets, values, and practices as part of development and retention.
- 4.11** High potential talent is provided with internal coaches, mentors, and external coaching opportunities to maximize performance and develop advanced careers.

See Page 2 of Category 4 Checklist. →

LEVEL 3: PROACTIVE

- 4.12** The workforce is beginning to reflect the diversity found in the organization's qualified labor market, but there is still underutilization of certain groups in mid-level and senior-level positions and some functions.
- 4.13** Managers are educated in understanding differences and the impact their biases may have on selection, development, and advancement decisions.
- 4.14** External search firms are selected based in part on their expertise in diversity recruiting.
- 4.15** The organization offers a variety of development programs and encourages employees to take advantage of them.
- 4.16** The organization attempts to remove biases based on personality type; for example, showing or restraining emotions won't be seen as a barrier.

LEVEL 2: REACTIVE

- 4.17** The hiring focus is based primarily on representation to meet diversity or equity goals or targets.
- 4.18** Recruitment practices do not include diverse candidates as a matter of procedure for all positions.
- 4.19** Development and advancement systems do not focus on including diverse candidates.
- 4.20** Recruitment and development systems do not take into account how people from different cultures and backgrounds may respond to interview questions.

LEVEL 1: INACTIVE

- 4.21** There is no effort to recruit, select, advance, or retain employees from diverse underrepresented groups at any level.
- 4.22** Other than a short statement that the organization has an equal opportunity or similar policy, there is no mention of D&I in the organization's public messaging.

SCORING

Based on your responses above, please *make a judgement* as to which level you believe your organization generally operates. There is no mathematical calculation to use to determine this. Generally, the level to state is where you have filled in most of the squares. If that is Level 3, then chose that one. If it is half Level 4 and half Level 5, then indicate 4.5 in the choices below.

_____ 1.0 _____ 2.0 _____ 3.0 _____ 4.0 _____ 5.0
_____ 1.5 _____ 2.5 _____ 3.5 _____ 4.5

Your Assessment Leader may have given you additional instructions. If so, follow those instructions.

Complete, if requested by your Assessment Leader:

Name _____

Group Identifier/Code _____

Date _____

Thank you for your participation. Please contact your Assessment Leader if you have questions.