Diversity, Equity, and Inclusion Staff Experience Survey

Participant Report

for

Sample Org

Survey taken Sep 2019

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Table of Contents

	Page
About this report	3
Survey response highlights	5
Section 1: Demographics	6
Section 2: Survey section summaries	10
Section 3: Gap analysis	15
Section 4: Staff advocate ratings	22
Section 5: Respondent profiles	23
APPENDICES	
The study and the survey instruments	25
Study contributors	29

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About This Report

This report shows your organization's responses to the Diversity, Equity, and Inclusion (DEI) Staff Experience Survey - an all-staff survey to capture your people's perceptions and experiences around DEI at your organization - and how they compare with the responses of other organizations doing similar work.

Your organization's data is only visible to you and to the survey administrator (Promise54); all others - including our foundation partners - are only able to view the data in aggregate. In addition, any data view with an identifiable respondent category (e.g., age, race/ethnicity, gender) with fewer than 5 responses will be blanked out to protect respondent anonymity.

The Staff Experience Survey is one of two survey instruments that make up our "Unrealized Impact" study - a study focused on collecting and reporting data about DEI across organizations primarily in the education sector. The other survey instrument, the Organization Profile Survey, is designed to capture data on organizational demographic diversity as well as policies, systems, and practices that organizations are currently using to promote DEI. If your organization completed the Organization Profile Survey, you will receive a separate participant report showing results from that survey.

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Reading Your Report

Report date Sep 2019

The Staff Experience Survey for Sample Org has 158 responses.

The following benchmark group will be provided as a reference to compare survey results from Sample Org.

Organization Type: Ed support org, n=8627 staff responses

In order to aggregate response data and compare organizations, we grouped several related questions into three indices, referred to in the report as the *Diversity Index*, the *Inclusion Index* and the *Equity Index*. See the Appendix for lists of the questions that comprise each index.

Any data view with an identifiable respondent category (e.g., age, race/ethnicity, gender) with fewer than 5 responses will be blanked out to protect respondent anonymity. Your organization's data is only visible to you and to the survey administrator (Promise54); all others - including our foundation partners - are only able to view the data in aggregate.

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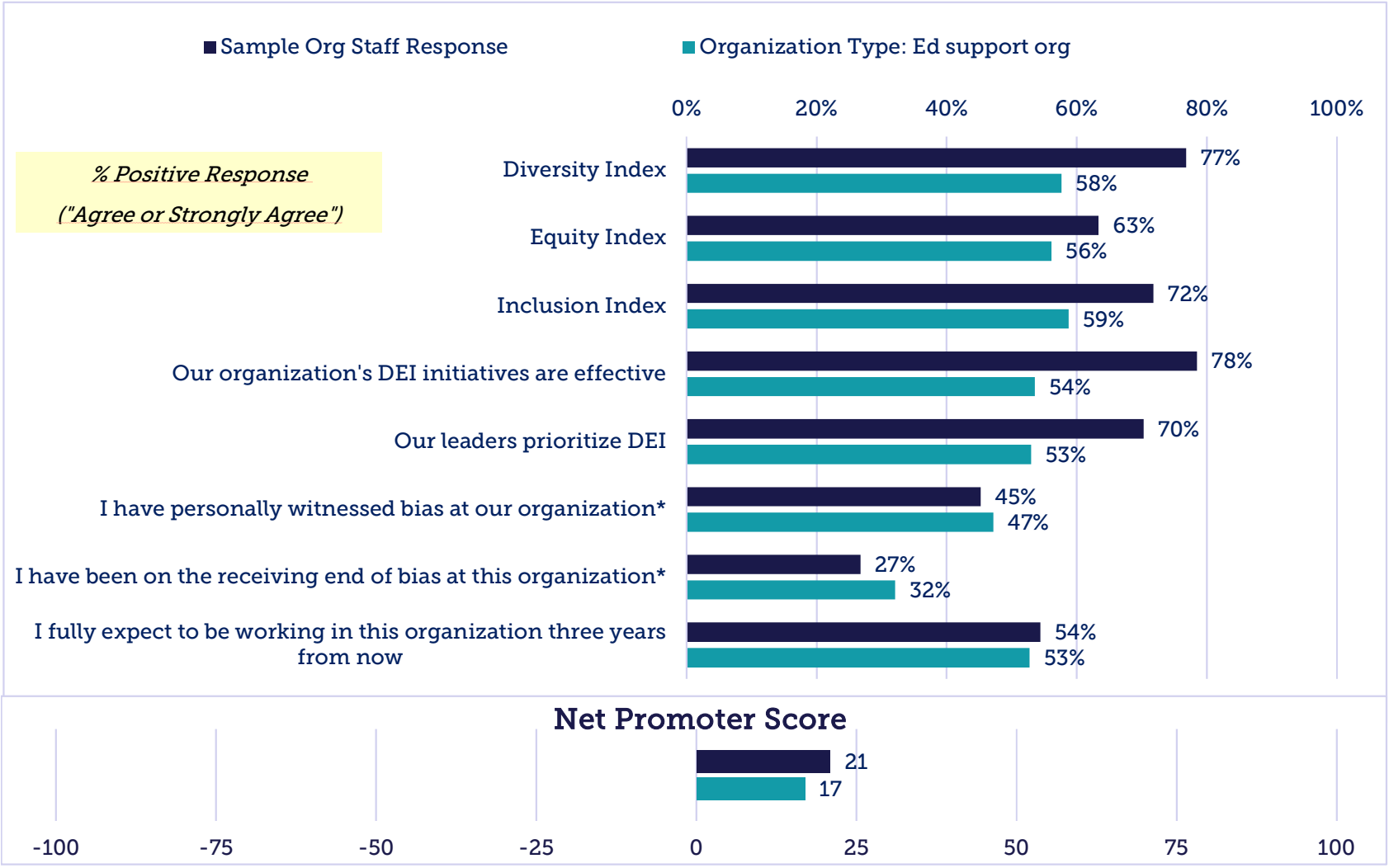
Survey Response Highlights

On this page you can see how responses from the Sample Org survey compare with other similar organizations on key indices and select high-leverage individual questions. See a full explanation of the indices and the Net Promoter Score in the Appendix of this report.



* Note: we changed the wording to these questions in Aug 2018. Responses prior to that date are not shown.

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Section 1: Demographics

One of the goals of the study is to establish a baseline of relevant demographic data. We collect representation data by race/ethnicity and gender at various levels in each organization: boards, CEO, executive team, and staff.

We recognize that race is a social construct and that survey questions that ask respondents to check boxes are inherently reductionist. We trust that our selection of the following categories illustrates an earnest attempt to collect data at scale while also respecting individuals' identities:

- **American Indian, Native American, or Alaskan Native** (For example, Aztec, Blackfeet Tribe, Mayan, Navajo Nation, Nome Eskimo Community, etc.)
- **Asian, Native Hawaiian, or Pacific Islander** (For example, Asian Indian, Chamorro, Chinese, Fijian, Filipino, Japanese, Korean, Marshallese, Samoan, Tongan, Vietnamese, etc.)
- **Black or African American** (For example, Ethiopian, Haitian, Jamaican, Nigerian, Somalian, etc.)
- **Latino or Hispanic** (For example, Colombian, Dominican, Mexican, Peruvian, Puerto Rican, etc.)
- **White** (For example, Algerian, Egyptian, English, French, German, Iranian, Irish, Italian, Lebanese, Moroccan, Polish, Syrian, etc.)
- **Multiple or some other race, ethnicity, or origin**

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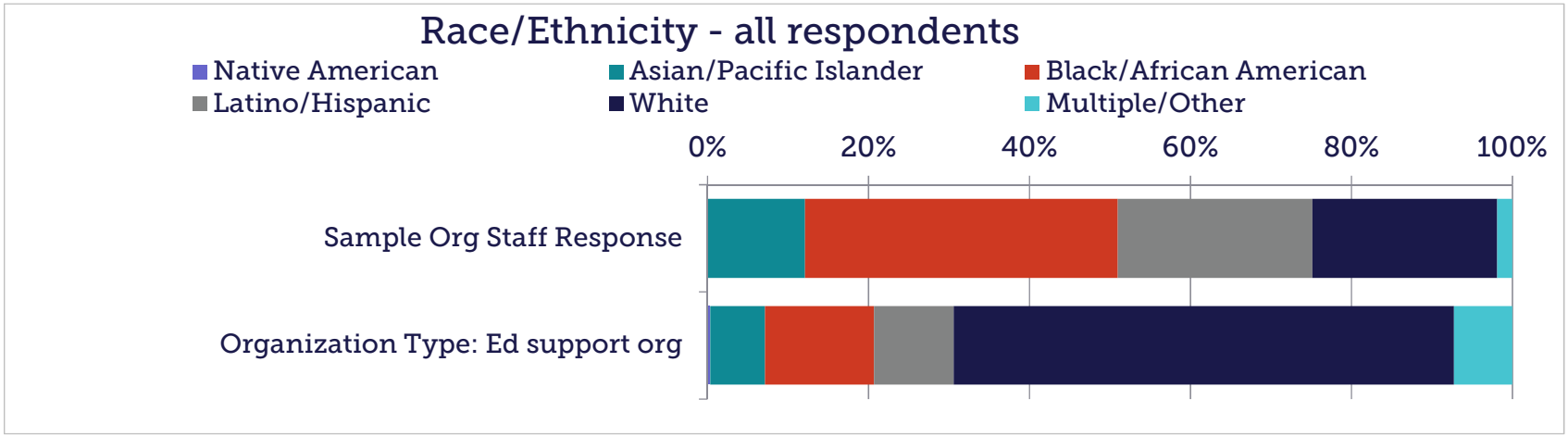
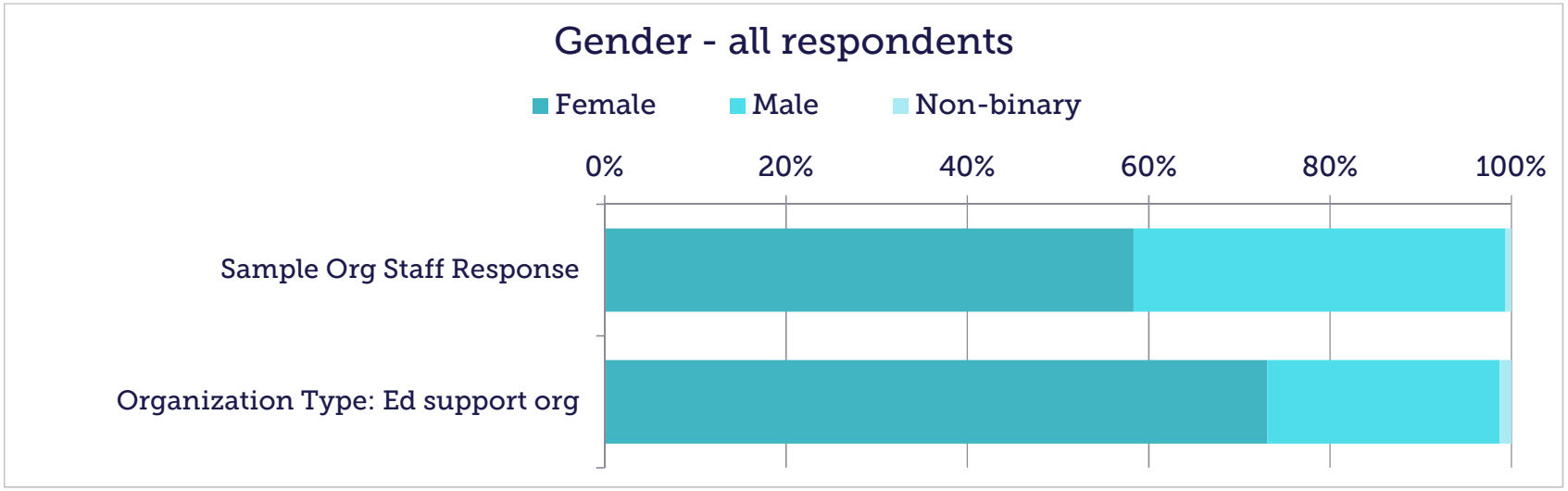
Section 1: Demographics (cont.)

The charts on this page show how staff in this organization identify and how that mix compares with representation of the comparison group.





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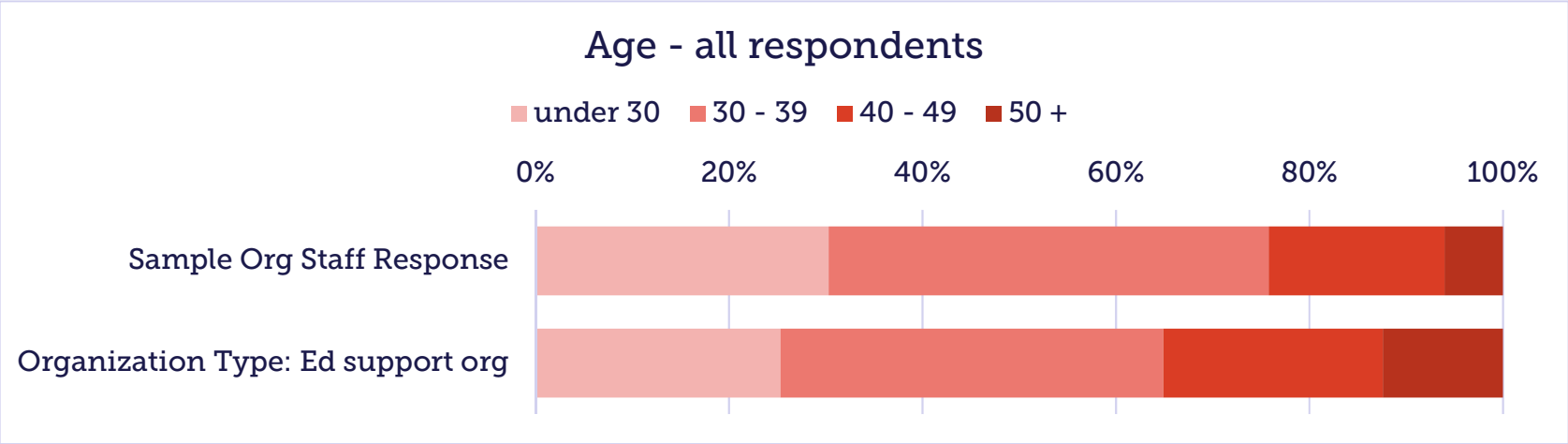
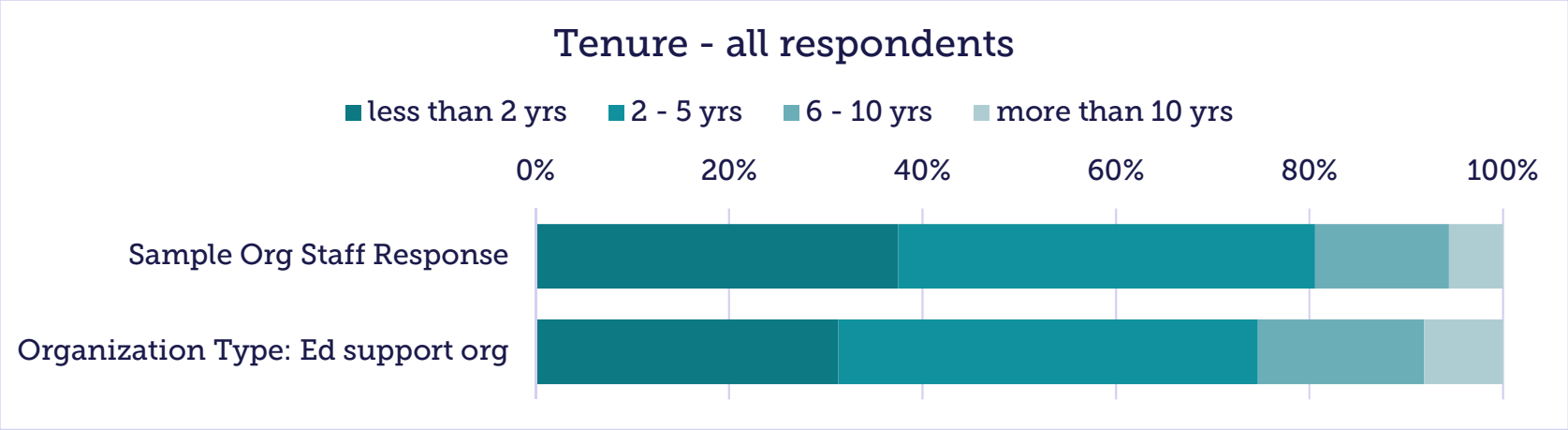
Section 1: Demographics (cont.)

The charts on this page show this organization's employees by age and tenure with the organization. The data for tenure is sparse as it was only recently added to the survey.





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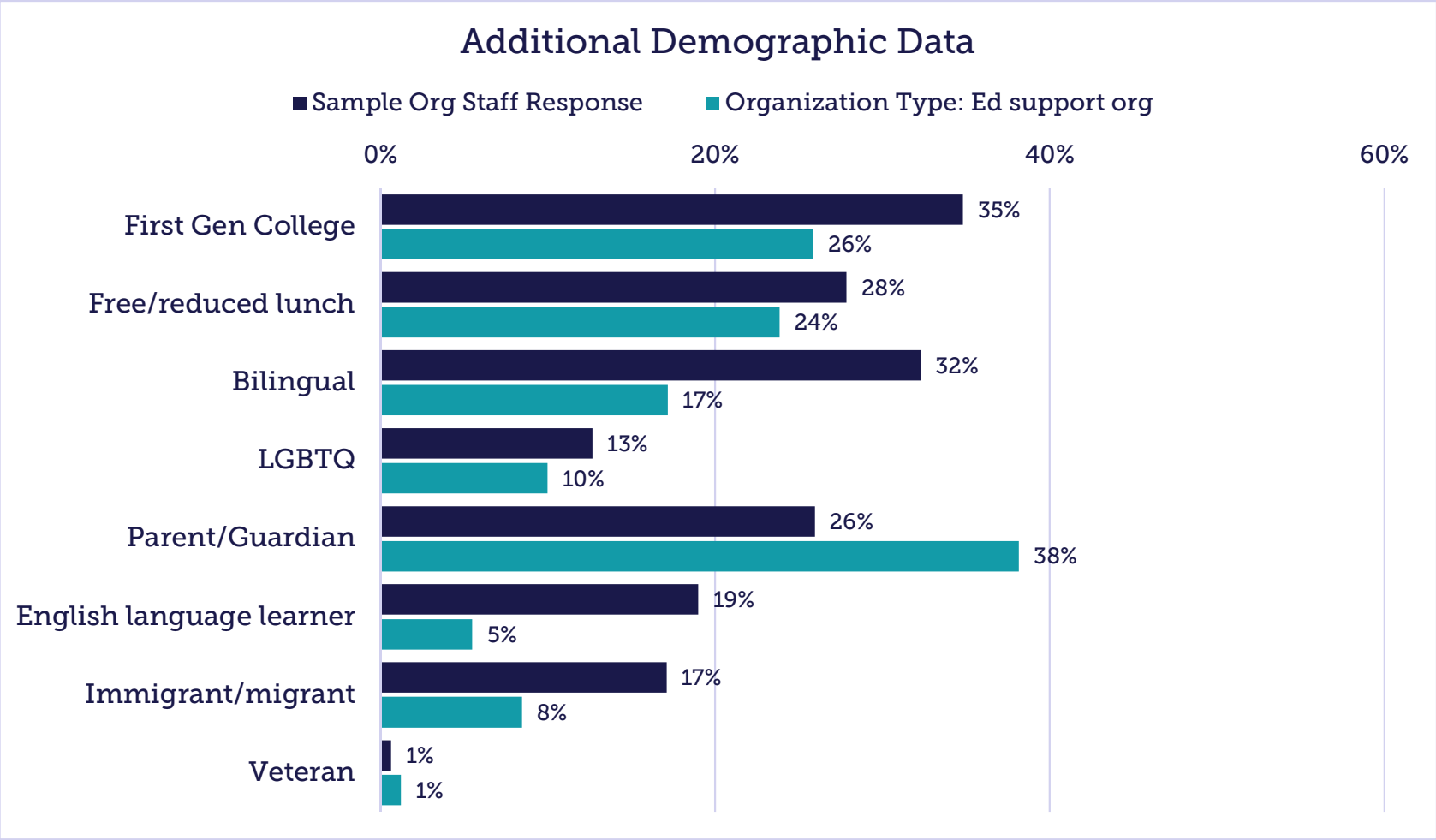
Section 1: Demographics (cont.)

The charts on this page show how respondents at this organization identify with the following groups, as well as the representation of organizations doing similar work.



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Section 2: Staff Experience Summaries

An important goal of the study is to shed light on staff perspectives and experiences. We collect staff input on their perception of the effectiveness of organizational DEI practices (with special focus on recruitment, selection, and training) and the diversity, equity, and inclusiveness of the organization and its culture.

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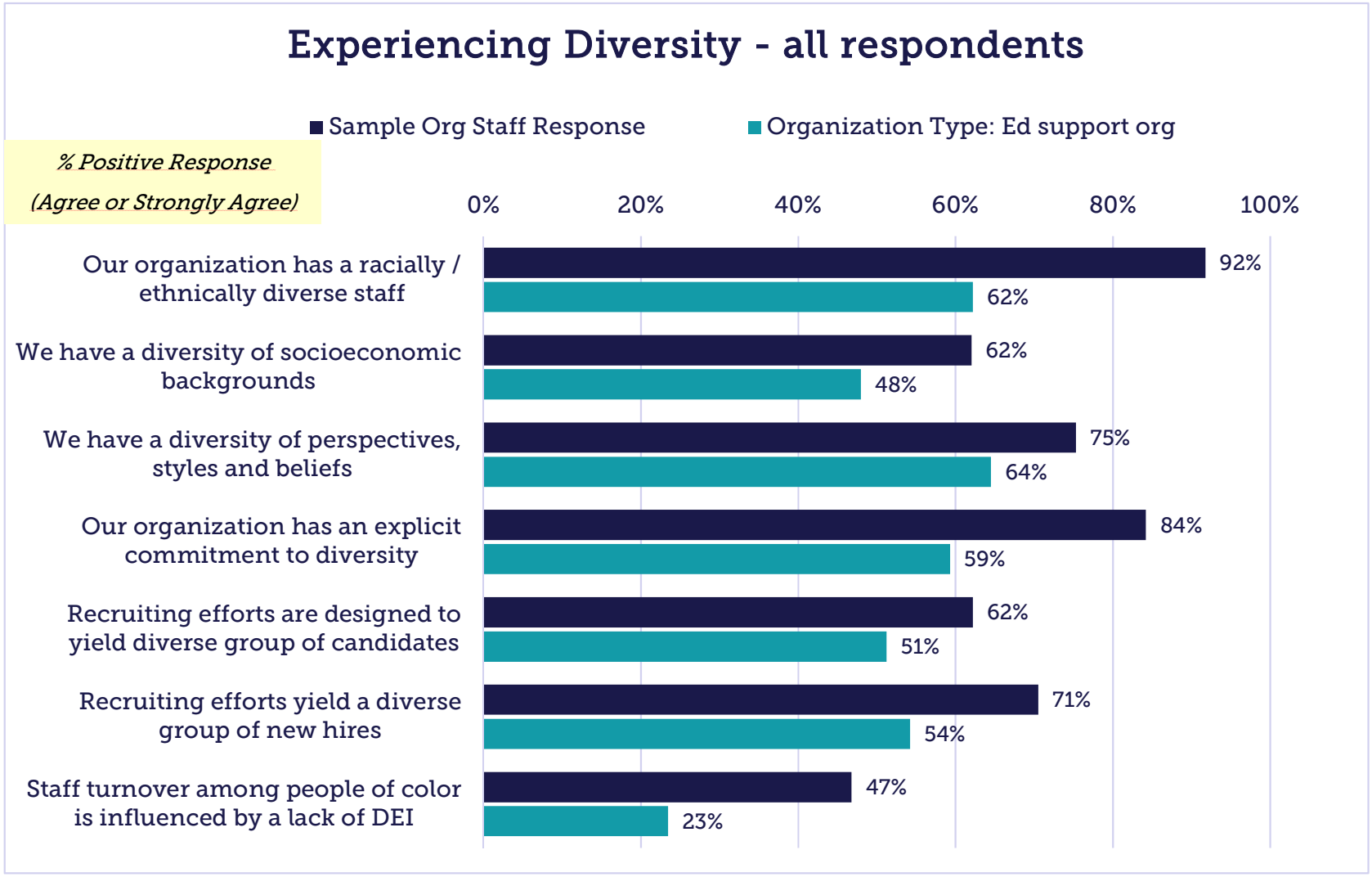
The chart below shows how respondents rated their agreement with the statements shown.
The bars show positive response % compared with the ratings of the comparison group.



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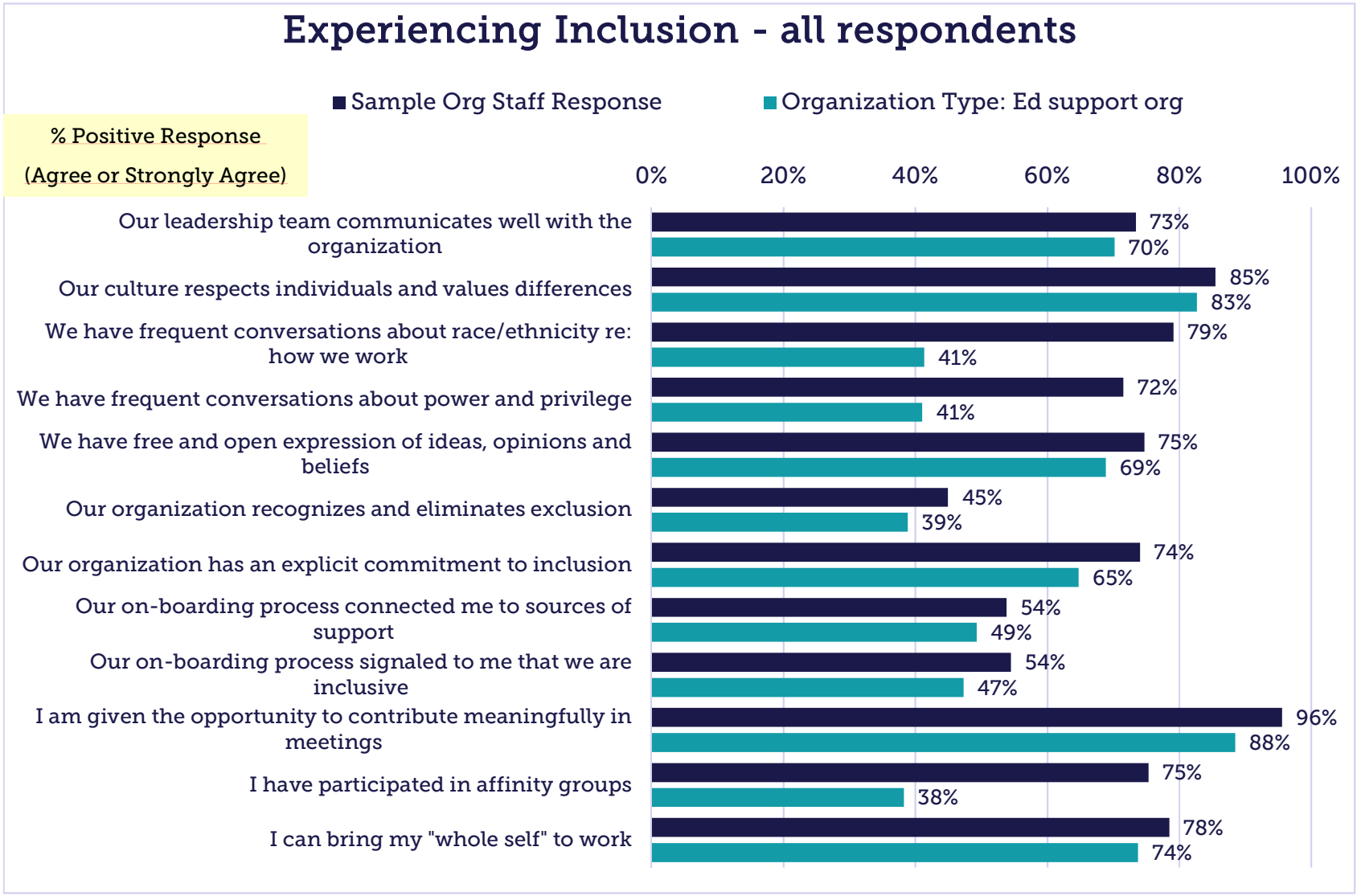
The bars show positive response % compared with the ratings of the comparison group.



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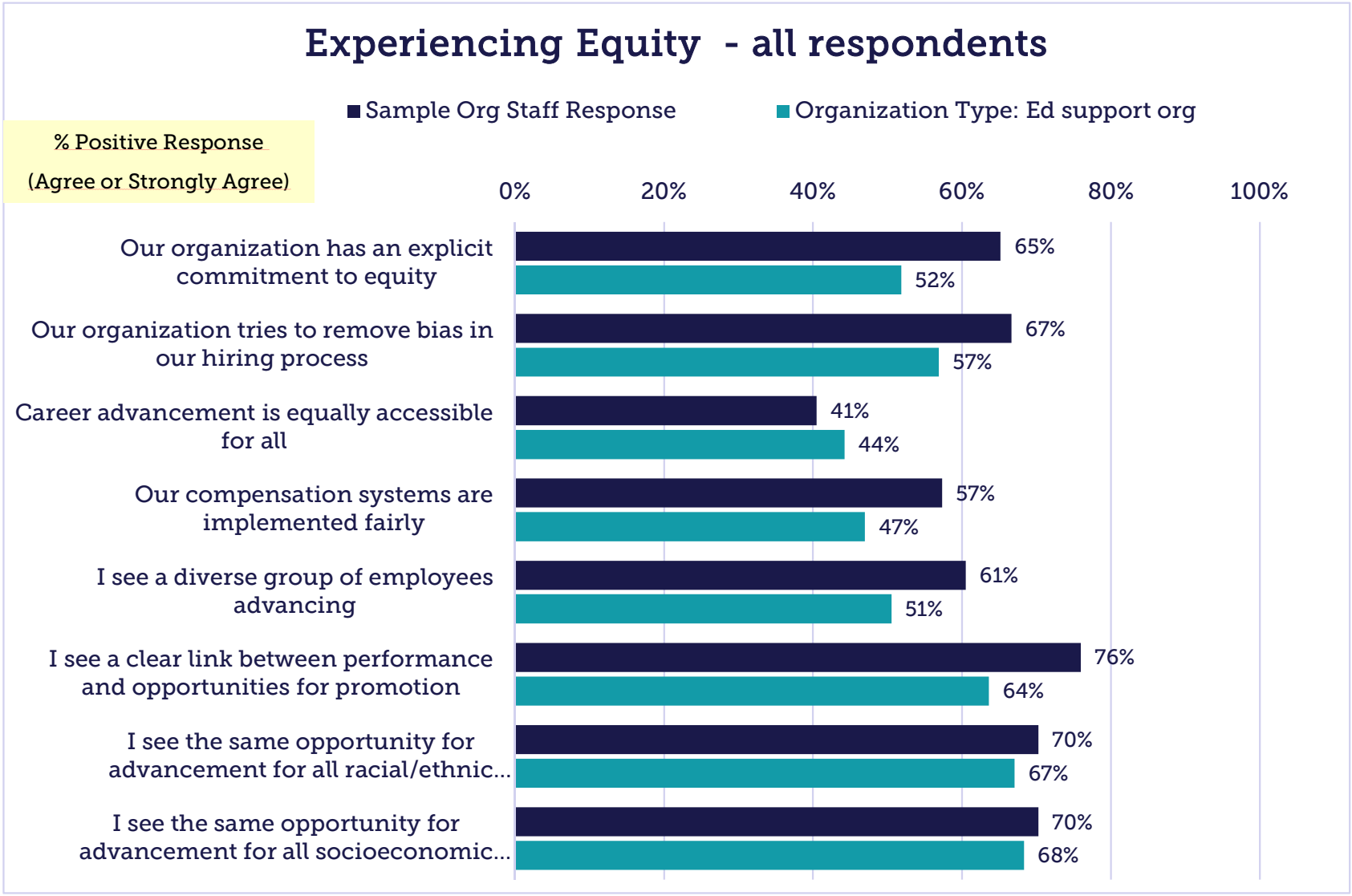
The bars show positive response % compared with the ratings of the comparison group.



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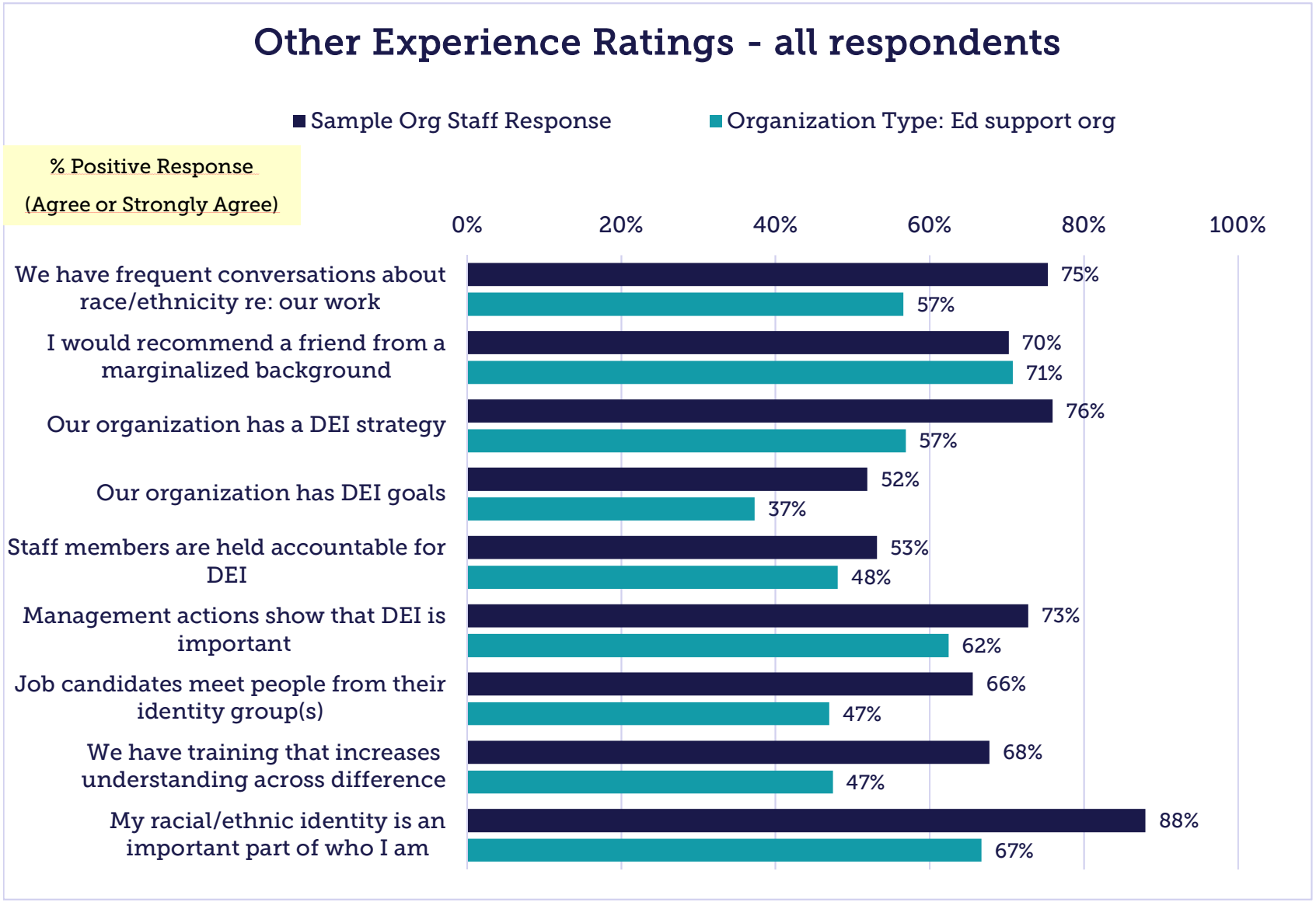
The chart below shows how respondents rated their agreement with the statements shown.
The bars show positive response % compared with the ratings of the comparison group.



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Section 3: Gap Analysis

This study also seeks to understand how different groups within your organization might have different experiences related to DEI. Each of the charts in this section presents a different comparison of how two groups' answers differed. Charts display only the questions with the largest gaps between respondent groups.

Note: any data view with an identifiable respondent category (e.g., age, race/ethnicity, gender) with fewer than 5 responses will be blanked out to protect respondent anonymity.

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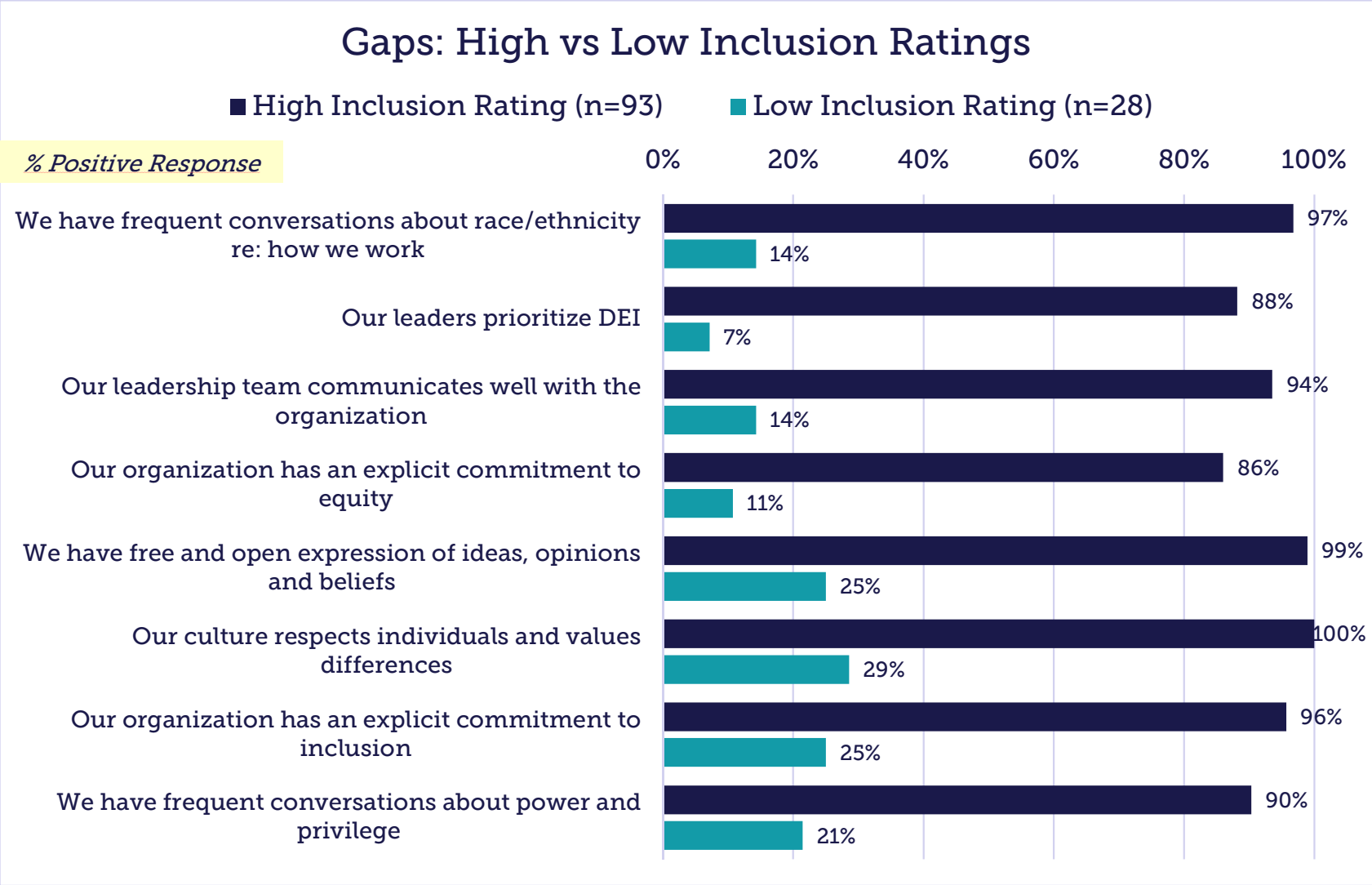
This chart compares scores from two groups of respondents at this organization. The bars show how respondents with the most positive Inclusion Index ratings answered survey questions vs. how those with less positive ratings answered the same questions. Each chart shows questions with the largest gaps between the two groups' answers.



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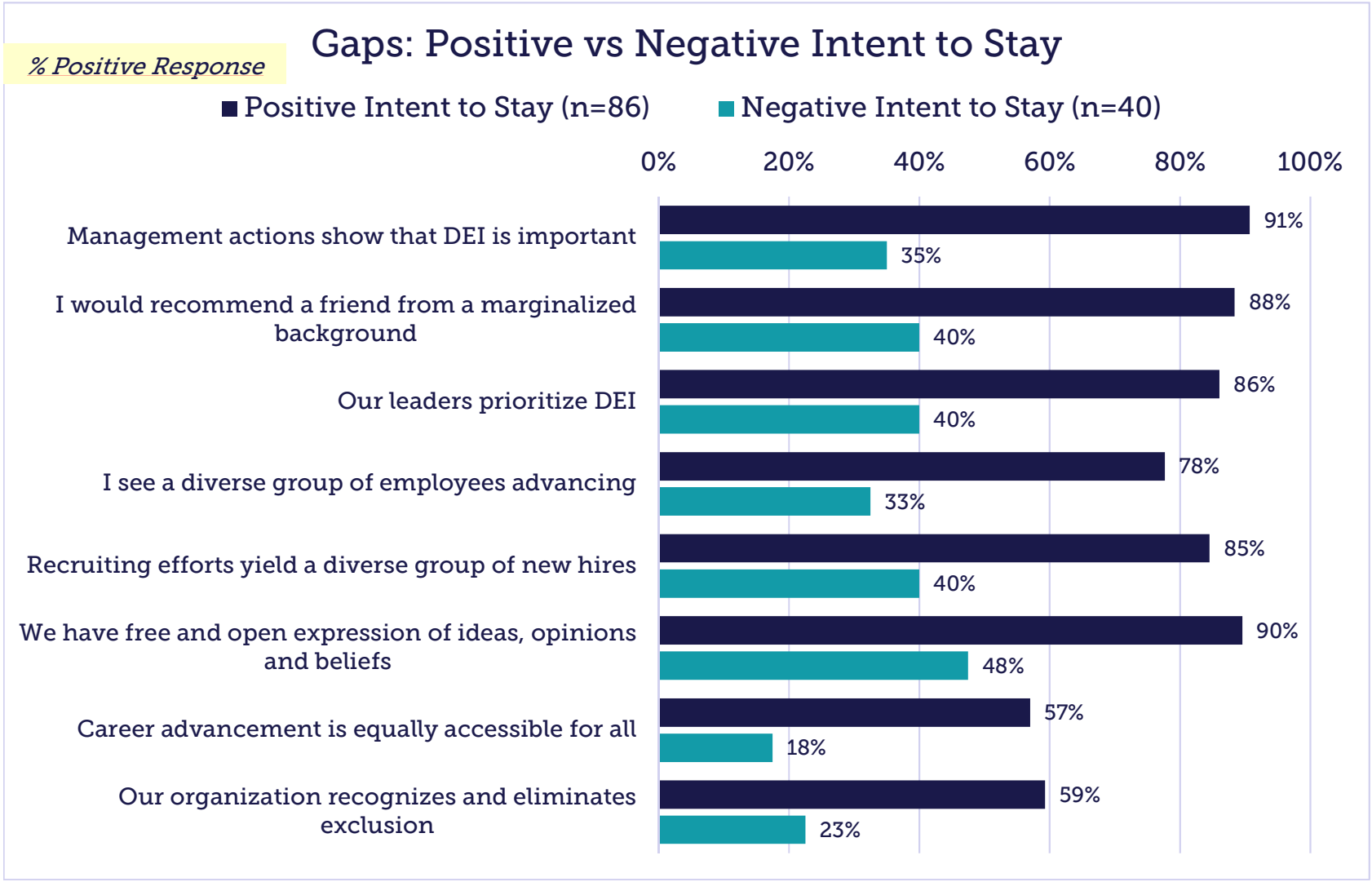
This chart compares scores from two groups of respondents at this organization. The bars show how respondents with positive Intent to Stay ratings answered survey questions vs. those with negative ratings answered (neutral responses are not shown). Each chart shows the questions with the largest gaps between the two groups' answers.



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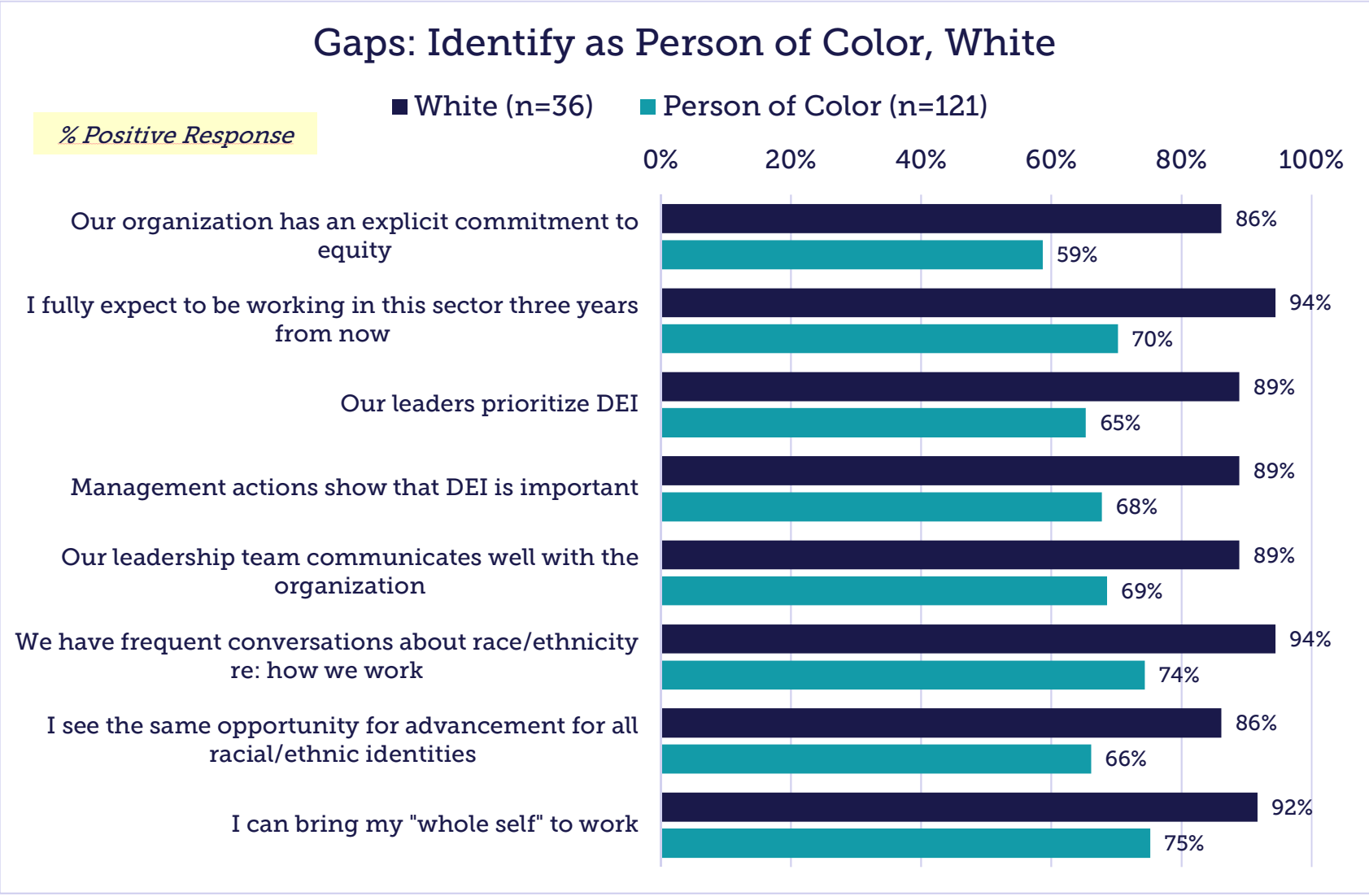
This chart compares scores from two groups of respondents at this organization. The bars show how respondents who identify as People of Color answered survey questions vs. how those who identify as White answered that same question. Each chart shows the questions with the largest gaps. We do also want to point out that significant gaps exist **within** each of these groups as well as between them.



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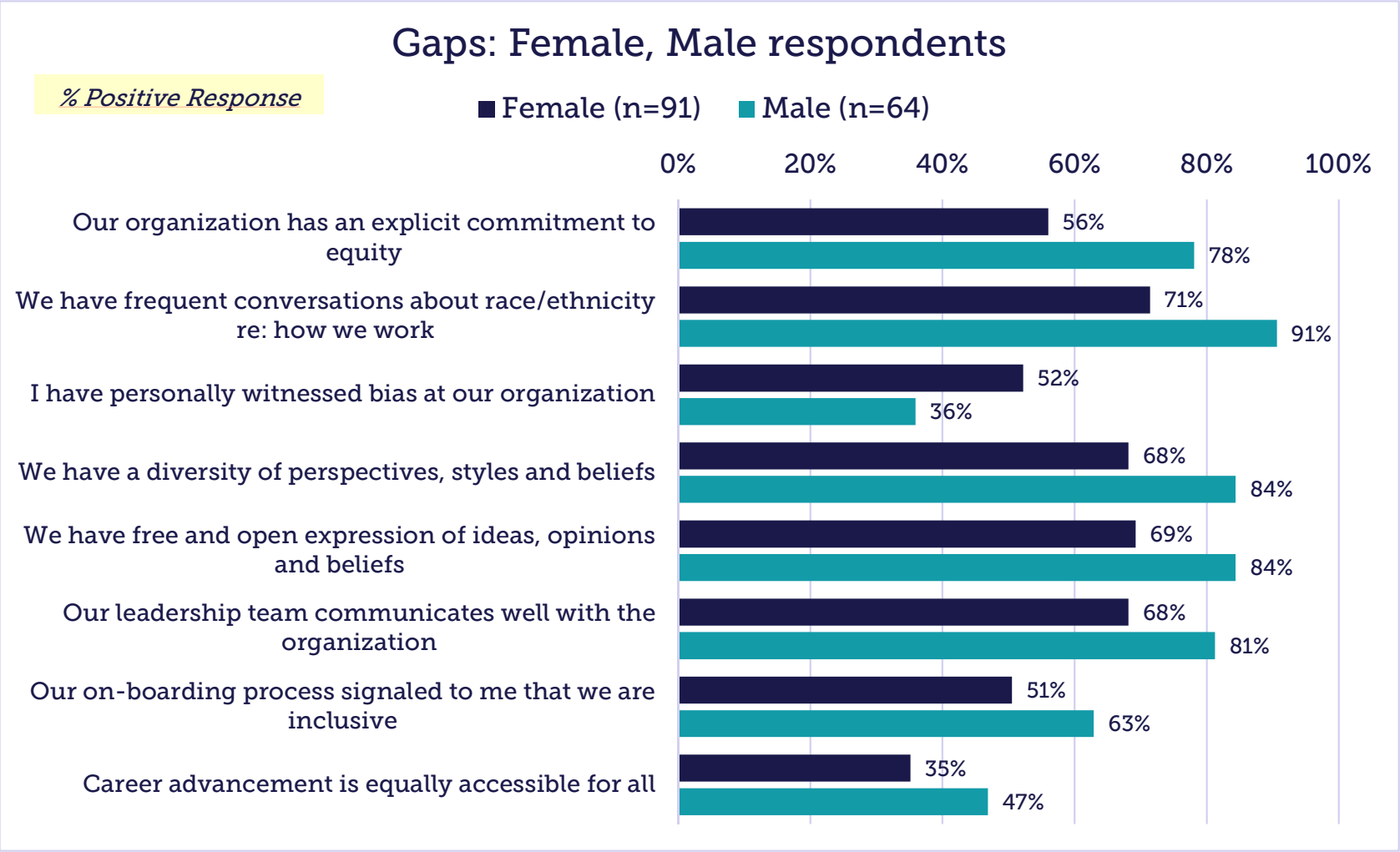
This chart compares scores from two groups of respondents at this organization. The bars show how respondents who identify as Female answered survey questions vs. how those who identify as Male answered that same question. Each chart shows the questions with the largest gaps between the two groups' answers.



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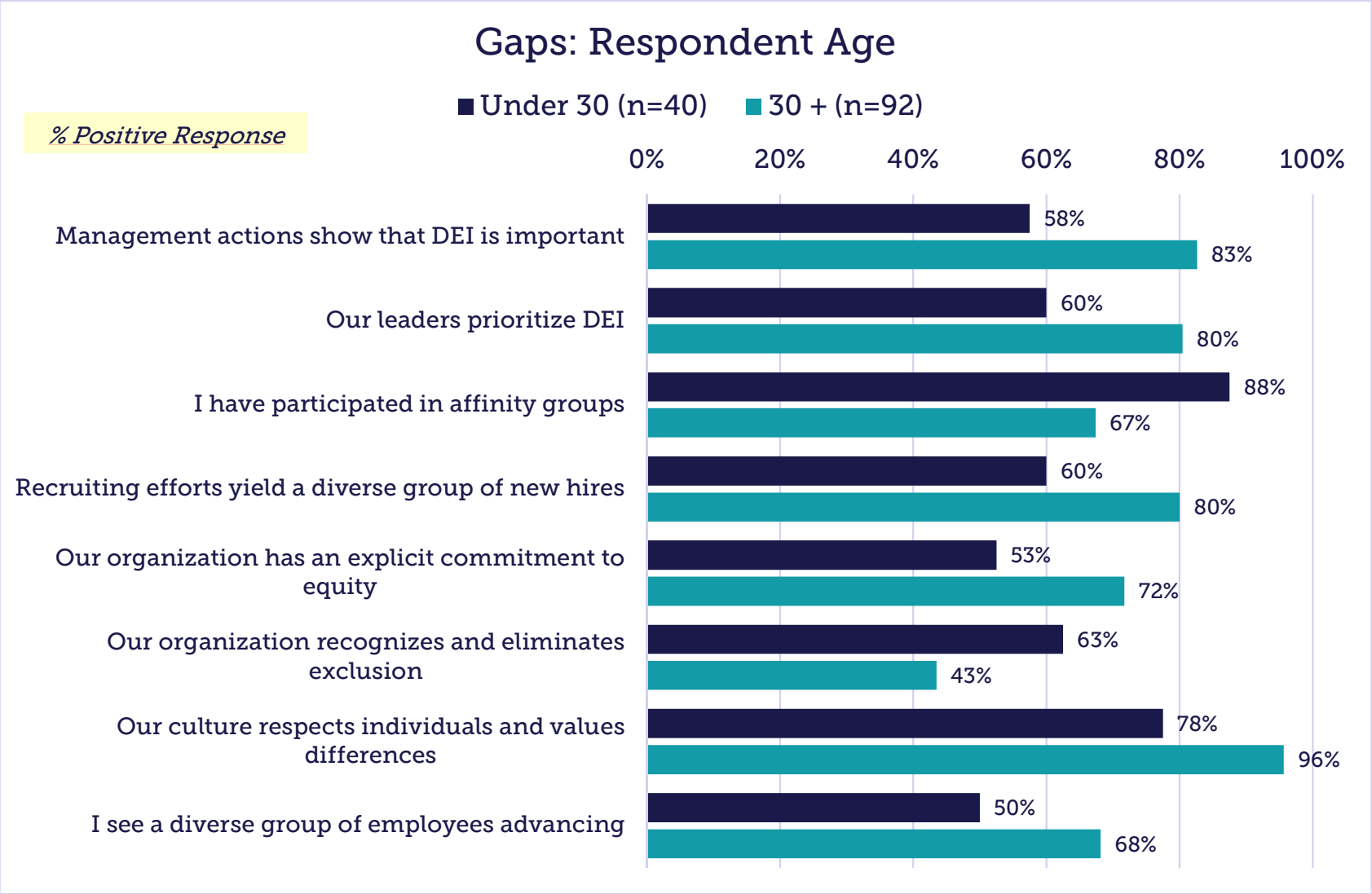
This chart compares scores from two groups of respondents at this organization. The bars show how respondents under the age of 30 answered survey questions vs. how those 30 and above answered that same question. Each chart shows the questions with the largest gaps between the two groups' answers.



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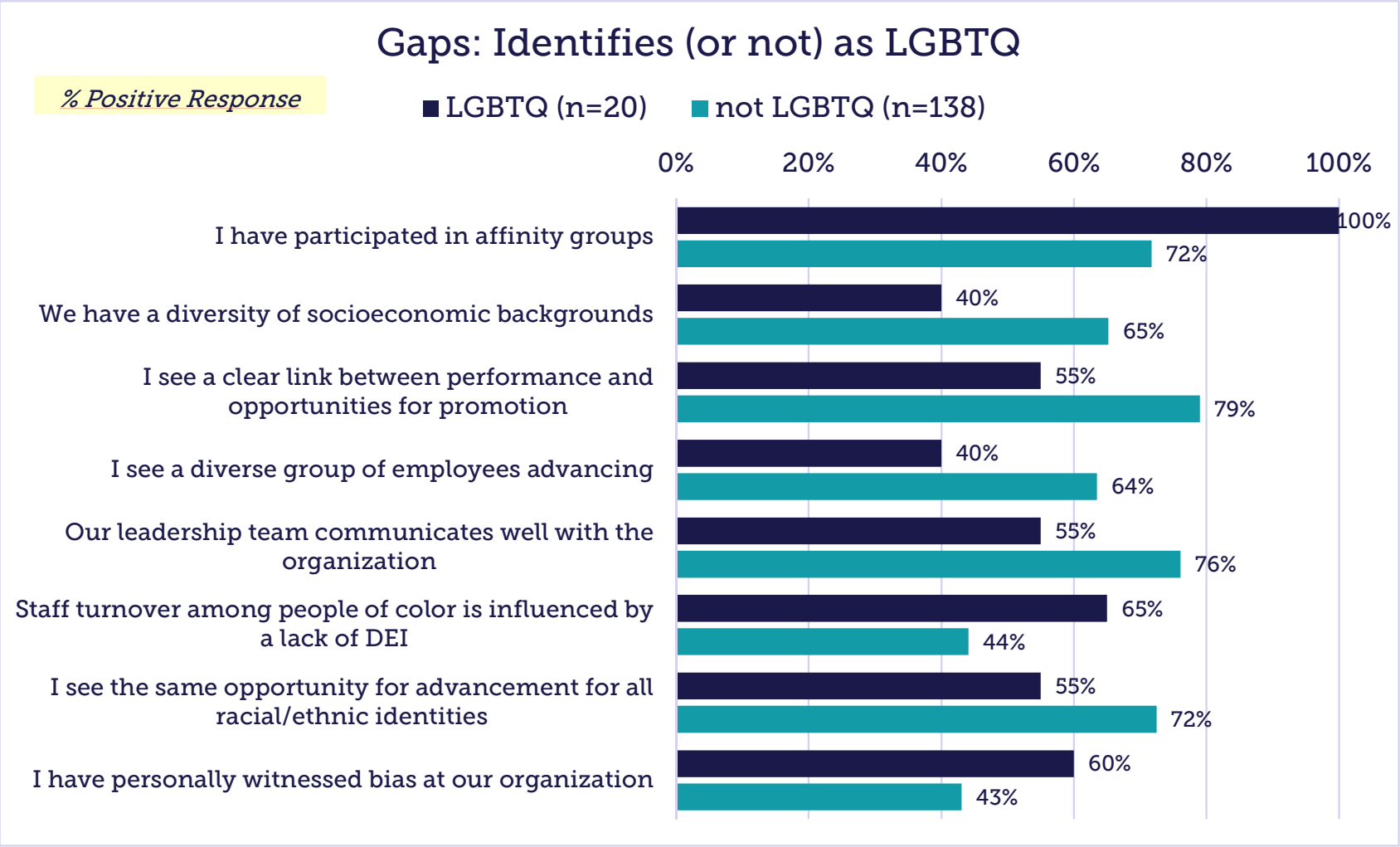
This chart compares scores from two groups of respondents at this organization. The bars show how respondents who identify as LGBTQ answered survey questions vs. how those who do not identify as LGBTQ answered that same question. Each of the gap charts shows the questions with the largest gaps between the two groups' answers.



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Section 4: Staff Advocate Ratings

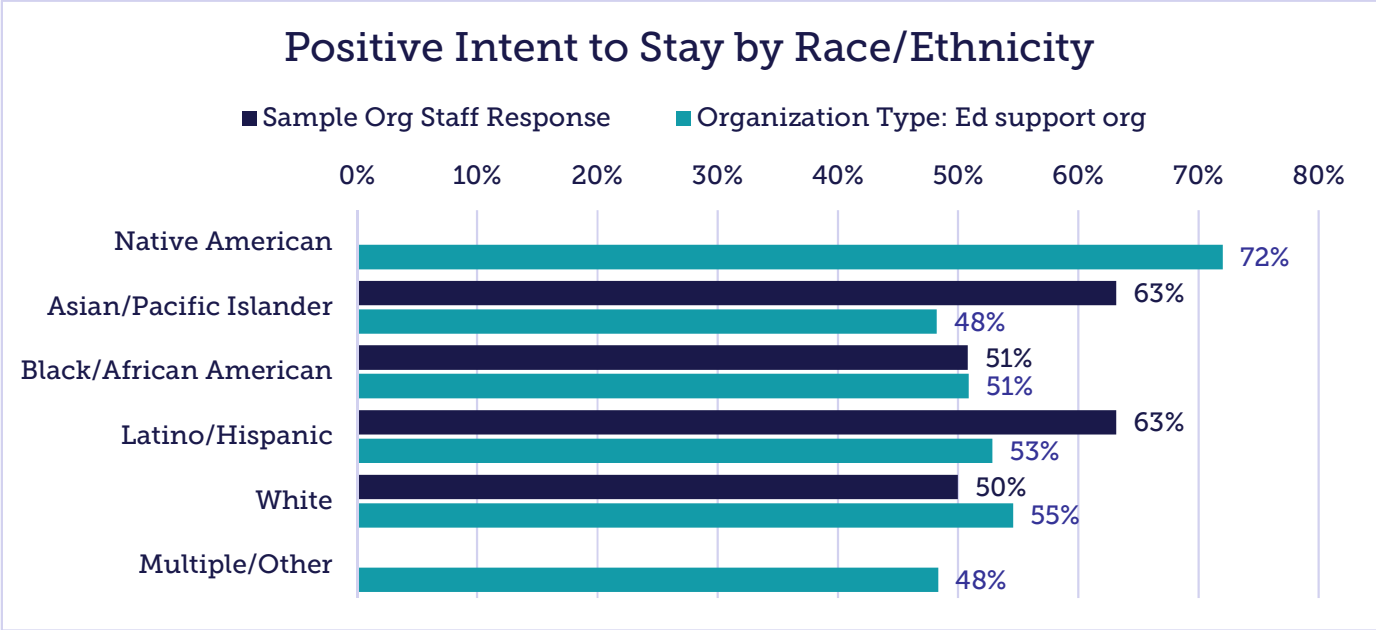
These tables use two questions to assess the degree to which staff members are **strong advocates** for the organization: "Intent to Stay" and the well-known Net Promoter Score. The tables show the percent of all respondents who indicated positive, neutral, or negative intent to stay (on the vertical dimension) and their NPS category (on the horizontal dimension).

Sample Org

	Detractors	Passives	Promoters
Positive I2S	3%	20%	31%
Neutral I2S	9%	7%	4%
Negative I2S	9%	8%	8%

Organization Type: Ed support org

	Detractors	Passives	Promoters
Positive I2S	4%	17%	32%
Neutral I2S	7%	10%	6%
Negative I2S	13%	7%	3%



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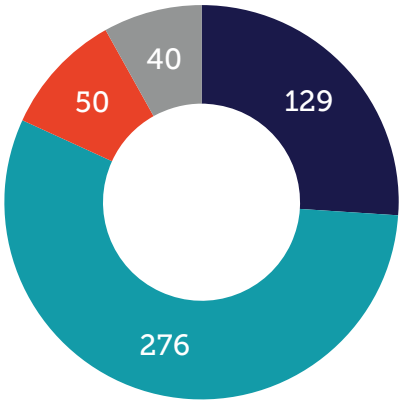
Section 5: Survey Respondent Organizations

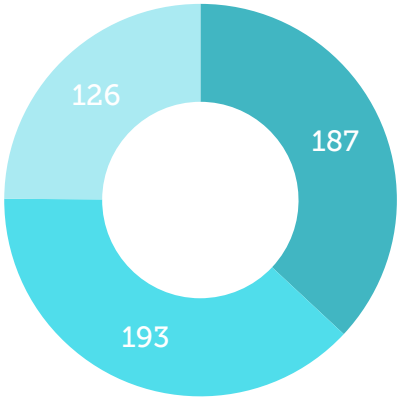
Hundreds of organizations - primarily in the education sector - have now taken one or both of the DEI surveys. These charts show the wide diversity of organization types, organization sizes, and regions represented by the respondent population. Their scores on the three survey indices are shown on the following page.

Organization Type



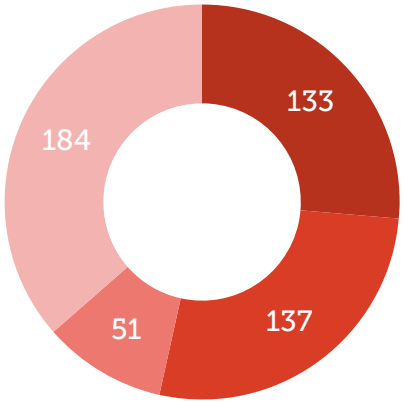
School, district, or CMO
Ed support org
Funder, donor or investor
Other

Organization Size (FTE)



0-20 21-100 100+

U.S. Region



Northeast South
Midwest West

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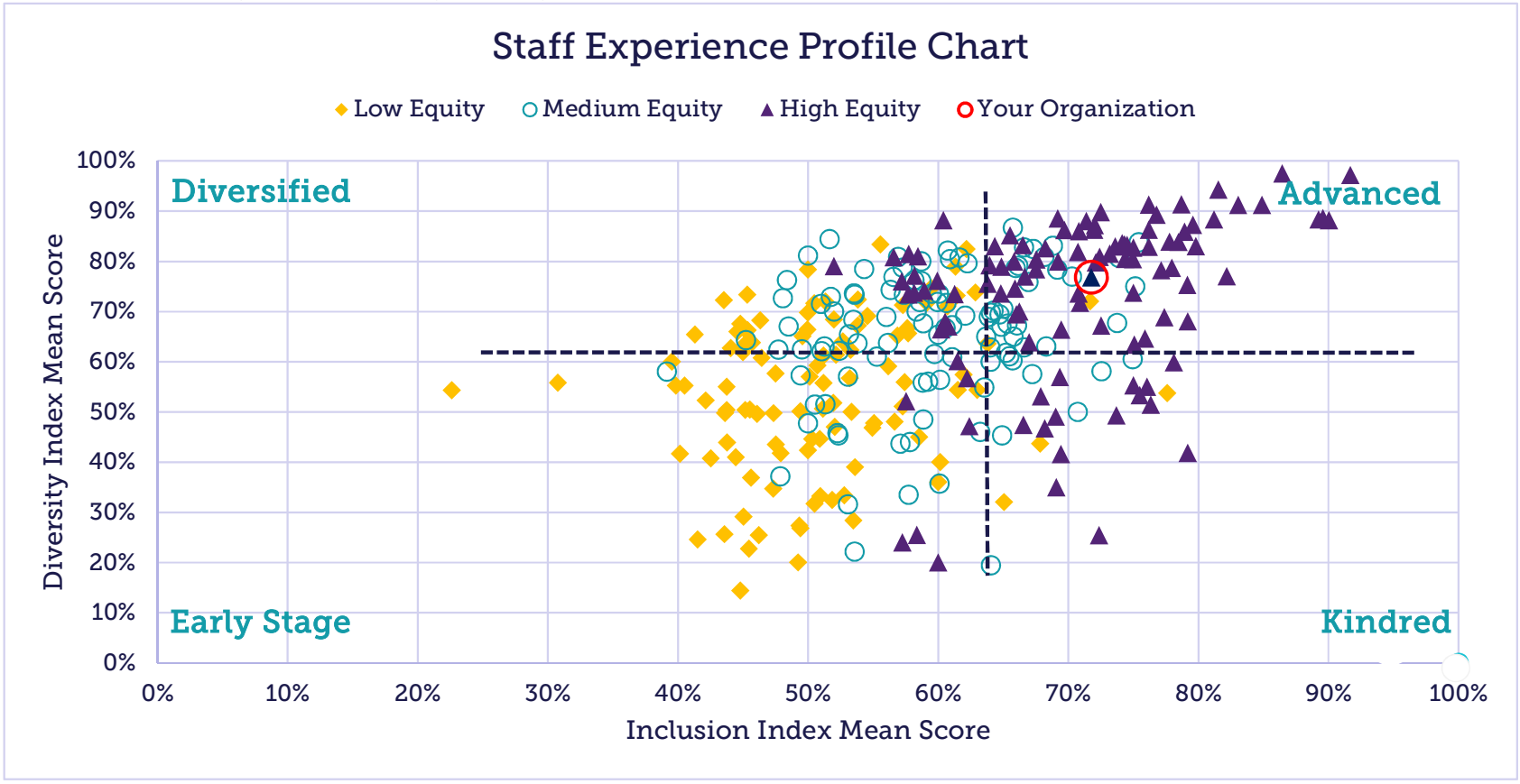
Four Organizational Profile Clusters

Utilizing the data from the Staff Experience survey, we defined four basic organizational profiles based on clusters of organizations with similar diversity, equity, and inclusion scores. The following chart shows the distribution of all surveyed organizations in these quadrants:

- **Early Stage** (limited diversity and low on equity and inclusion)
- **Diversified** (high levels of diversity but low equity and inclusion)
- **Kindred** (equitable and inclusive but not diverse)
- **Advanced** (high on diversity, equity, and inclusion)



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APPENDIX: The Study and the Survey Instruments

Overview of the DEI Study

This study focused on collecting and reporting data about diversity, equity, and inclusion (DEI) across organizations primarily in the education sector. The goals are to provide visibility into DEI work across the sector and to surface promising DEI practices that can inspire continued, bold action. Our overarching objective is to hold one another accountable to making diverse, equitable, and inclusive organizations the norm, ultimately leading to deeper, more sustained impact for communities served.

This study is unique in that it combines organization-level data on demographics, processes, systems, and structures, with the actual lived experiences of staff. Together, this data will provide meaningful insights that have not been available previously.

The study intentionally focuses on race/ethnicity and socioeconomic background; however, we acknowledge and deeply value that identity is also comprised of many other dimensions. An important feature of the Staff Experience Survey is the richness of self-reported identity data, which enables views into the survey data by variables that most organizations do not track internally.

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The Survey Instruments

The study uses two survey instruments to gather the data we are targeting:

- The **Organization Profile Survey** is designed to capture and share data on demographic diversity as well as policies, systems, and practices that many organizations are currently using to promote DEI.
- The all-staff follow-up survey which is reported on here is called the **Staff Experience Survey**. It captures staff perceptions and experiences around DEI at their organization. Organizations that participate in the surveys receive custom reports showing their organization's responses compared to other similar organizations.

Key Definitions

In the surveys we define “diversity,” “equity,” and “inclusion” in the following way:

Diversity: Having different types of people (as in people from a wide range of identities and with different perspectives, experiences, etc.) in a group or organization. (Adapted from Webster’s Dictionary)

Equity: Ensuring equally high outcomes for all, removing the predictability of success or failures that currently correlates with any social or cultural factor, examining biases, and creating inclusive environments. (Adapted from the National Equity Project)

Inclusion: Putting diversity into action by creating an environment of involvement, respect, and connection – where the richness of ideas, backgrounds, and perspectives are harnessed to create value. (Adapted from T. Hudson Jordan)

We also use the term “Diversity, Equity, and Inclusion” to refer broadly to the category.

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Survey Indices Explained

In order to aggregate response data and compare organizations, we grouped related questions into indices:

Inclusion Index: The list of survey questions below assess staff perceptions of inclusive culture; we combined them into this index.

- Our leadership team communicates well with the organization
- Our culture respects individuals and values differences
- We have frequent conversations about race/ethnicity re: how we work
- We have frequent conversations about power and privilege
- We have free and open expression of ideas, opinions and beliefs
- Our organization recognizes and eliminates exclusion
- Our organization has an explicit commitment to inclusion
- Our on-boarding process connected me to sources of support
- Our on-boarding process signaled to me that we are inclusive
- I am given the opportunity to contribute meaningfully in meetings
- I have participated in affinity groups
- I can bring my "whole self" to work

Equity Index: Most of the organizations we surveyed do not track equity of outcomes by race/ethnicity or socioeconomic background. We combined responses to the following questions on the Staff Experience Survey about perceived equity to create an Equity Index similar to the Inclusion Index.

- Our organization has an explicit commitment to equity
- Our organization tries to remove bias in our hiring process
- Career advancement is equally accessible for all
- Our compensation systems are implemented fairly
- I see a diverse group of employees advancing
- I see a clear link between performance and opportunities for promotion
- I see the same opportunity for advancement for all racial/ethnic identities
- I see the same opportunity for advancement for all socioeconomic backgrounds

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Diversity Index: The companion survey to the Staff Experience Survey is called the Organization Profile Survey. In it, we collect actual demographic data at the organizational level. In the staff survey, we want to understand how staff members experience diversity, beyond the raw numbers. We combined responses to the following questions into a Diversity Index.

Our organization has a racially / ethnically diverse staff
We have a diversity of socioeconomic backgrounds
We have a diversity of perspectives, styles and beliefs
Our organization has an explicit commitment to diversity
Recruiting efforts yield a diverse group of new hires

Net Promoter Score Explained

NPS is a measure of employee loyalty and product/service enthusiasm, first developed by Fred Reichheld, Bain & Company, and Satmetrix Systems. Respondents rate (on a scale of 0-10) how likely they are to recommend the organization to a friend. They are then categorized in three groups:

1. **Promoters (score of 9 or 10)**
2. **Passives (score of 7 or 8)**
3. **Detractors (score of 0 to 6)**

The formula to compute NPS is (Number of Promoters — Number of Detractors) / (Number of Respondents) x 100. The score is presented as an integer and can range from -100 to +100.

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Study Contributors

The organizations that partnered on this effort included Promise54, Chan Zuckerberg Initiative, Charles and Lynn Schusterman Family Foundation, NewSchools Venture Fund, Raikes Foundation, and Walton Family Foundation. We also drew in 29 field experts who served on an advisory committee.

Please direct any questions or feedback about any aspect of this initiative to Project Manager Atalie Jacobs (Promise54) at deisurvey@promise54.org.

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