

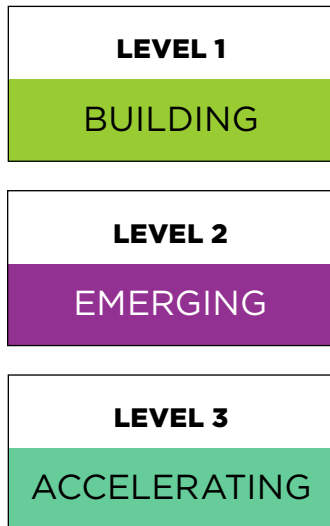
SPIE.

Equity, Diversity,
& Inclusion

FRAMEWORK

Invest in your future

About the Framework



There has never been a more important time to think about equity, diversity and inclusion (EDI).

Companies that actively integrate EDI into their talent strategies may create goodwill and trust with the increasingly diverse talent pool and customer base that will be critical to success.

This framework has been organized into three strategic areas of focus, with a variety of supporting tactics. Building (level 1), Emerging (level 2), and Accelerating (level 3).

SPIE Industry affiliates can use the framework to evaluate the maturity of their equity, diversity and inclusion practices and identify opportunities for improvement.

The following pages will provide you with actionable strategies regardless of where you are in the process of creating a more equal, diverse, and welcoming corporate culture.

Invest in your future.

AS WITH ALL HIRING PRACTICES, PLEASE REVIEW YOUR STATE AND NATIONAL LAWS.

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ACTIONS FOR SMALL BUSINESSES

Small business with limited staff and resources may benefit from starting with a focused set of initiatives. Read on to discover steps you can take to promote equity, diversity, and inclusion in your workplace.

Look for items in this framework identified with an asterisk (*).

ALSO CHECK OUT:

<https://business.linkedin.com/talent-solutions/blog/small-business/2018/small-business-diverse-inclusive-hiring>



SPIE Equity, Diversity, & Inclusion

Mission

SPIE, its volunteers, and staff work to encourage and promote diversity at our events and within our profession. We believe that bringing together people from different backgrounds, experiences, and perspectives will support innovation through a diversity of ideas and solve challenges faced by our world. We also believe in the development of collaborative environments that value participation from individuals with different ideas and perspectives, that ultimately have a positive impact on the science and engineering of light. It is our aim that our programs reflect these core values.



Purpose of this Framework

The purpose of the framework is to raise awareness, increase engagement and drive measurable results toward equity, diversity, and inclusion outcomes across the optics and photonics industry. This framework will enable SPIE affiliates to evaluate and adopt leading practices and build actionable strategies to advance equality, diversity, and belonging within their organizations.

This framework can be used to assess your organizations stage of adoption and to plan next steps.

DIMENSIONS OF DIVERSITY

Gender Identity

Race

National Origin

Diverse Ability

Neurodiversity

Parental Status

Military / Veteran Status

Sexual Orientation

Generation

Socioeconomic Status

And many more



RECRUITMENT

DIVERSE TALENT POOLS

LEVEL 1—BUILDING	LEVEL 2—EMERGING	LEVEL 3—ACCELERATING
The organization identifies and documents problems to address within its current recruiting strategy.	The organization identifies and documents measurable goals for its future diversity recruiting strategy.	The organization designates specific talent acquisition individuals or teams to be dedicated to various diverse talent pools (i.e. military sourcing, women in technology sourcing, etc.).
The organization identifies outcomes and aspirations to pursue with a diverse recruiting strategy.*	The organization builds a recruiting / talent acquisition team of diverse professionals.	Hiring managers and senior leaders attend diversity recruiting events to support communication about the importance of diverse talent pools within the organization.
The organization evaluates the current state of its talent pool metrics such as: diversity of applicants applying for open positions, diversity among candidates offered positions, diversity among candidates of accepted positions.	The organization outlines roles and responsibilities in diversity recruiting among Recruiters, EDI team, Learning & Development / Training team, Legal team, etc.	The organization builds diverse interview and selection panels to drive diverse hiring decisions.
The organization posts its positions on job boards and / or job sites targeting diverse talent.	The organization builds partnerships with diverse recruiting organizations and / or attends diverse talent recruiting events.	

*An area for small organizations to consider in their early stages of building EDI strategies.

RESOURCES

Forbes article:

5 Things Companies Can Do to Attract Diverse Talent

<https://www.forbes.com/sites/laurencebradford/2018/01/24/5-things-companies-can-do-to-attract-diverse-talent/#671e36e66f1a>

Forbes Coaches Council Post:

10 Ways to Attract More Diverse Talent

<https://www.forbes.com/sites/laurencebradford/2018/01/24/5-things-companies-can-do-to-attract-diverse-talent/#671e36e66f1a>

Harvard Business Review article:

Why Your Organization Isn't Hiring Diverse Talent

<https://www.hbr.org/2019/12/why-isnt-your-organization-isnt-hiring-diverse-talent>

List of diversity job boards and companies that can connect your organization to diverse talent pools:

Diverse talent pool sources

<https://www.medium.com/aleria/these-19-companies-are-connecting-employers-to-diverse-pools-of-talent-3e902c7d9208>

Diversity statistics for business cases:

Diversity statistics from SeekOut Diversity statistics from Oleeo

<https://www.blog.oleeo.com/mind-blowing-diversity-recruitment-stats>

Anita B.Org resource:

Gender Partnership Program overview

<https://www.anitab.org/empower-workforce/gender-partnership>



RECRUITMENT

JOB POSTINGS

LEVEL 1—BUILDING	LEVEL 2—EMERGING	LEVEL 3—ACCELERATING
The organization writes job postings that are compliant with laws and regulations.*	The job postings suggest measures of success and / or performance objectives for the role.	The organization reviews its job postings to ensure inclusive wording (i.e., remove gender biased wording).
The job postings identify the primary responsibilities of the role and qualifications sought.	Job postings are reviewed to remove organization specific language that applicants outside of the organization or industry would not understand.	The job postings describe the broader team or department.
The job postings include tangible work examples (projects, initiatives).	In addition to skills, the job postings identify competencies and / or behaviors of desired candidates.	The job postings articulate how the roles connect with the broader organization's purpose or mission.
Care is taken in documenting which qualifications are required versus preferred.		The job postings identify less attractive and / or challenging aspects of the roles in addition to the positive aspects.
The job postings provide information on the reporting structure of the role.		The organization considers utilizing software (e.g., Textio) that reviews job postings for potentially biased language.
(*) An area for small organizations to consider in their early stages of building EDI strategies.		

RESOURCES

Forbes article:

How to Take Gender Bias Out of Your Job Ads

<https://www.forbes.com/sites/laurencebradford/2018/01/24/5-things-companies-can-do-to-attract-diverse-talent/#671e36e66f1a>

Gender decoder tool based on research from the *Journal of Personality and Social Psychology*:

Gender Decoder for Job Ads

<http://gender-decoder.katmatfield.com>

LinkedIn article:

Writing Job Descriptions: 6 Common Mistakes and How to Avoid Them

<https://www.business.linkedin.com/talent-solutions/blog/job-descriptions/2018/writing-job-descriptions-6-common-mistakes-and-how-to-avoid-them>

SHRM article:

5 Ways to Improve Your Job Descriptions

<https://www.blog.shrm.org/blog/5-ways-to-improve-your-job-descriptions>

Fast Company article:

How to Write a Job Description that Attracts Better Candidates

<https://www.fastcompany.com/90405991/how-to-write-a-job-description-that-attracts-better-candidates>

LinkedIn statistics:

Stats that will change the way you write job postings

<https://www.business.linkedin.com/talent-solutions/blog/job-descriptions/2019/stats-that-will-change-the-way-you-write-job-posts>



RECRUITMENT

INTERVIEW GUIDELINES

LEVEL 1—BUILDING	LEVEL 2—EMERGING	LEVEL 3—ACCELERATING
Interviewers describe the position.	Interviewers describe types of experiences that will be built, and can articulate development opportunities and potential future career paths from the role.	The organization divides competency assessment across multiple interviewers, allowing those most qualified to assess for each component.
Interviewers describe the organization.	Interviewers describe key stakeholders and team interactions within the role.	All candidates are assessed for certain organization values and / or competencies.
Interviewers invite and allow time for the candidate to ask questions during the interview.	Clear, consistent approaches are utilized in assessing technical competence.	The organization uses technology to supplement its assessment approaches, including tools such as: skills testing, technical ability testing, job simulations.
Interviewers describe the organizational culture.	Interviewers assess competencies using behavioral interviewing techniques (i.e. "Please describe a time when).	The organization provides standardized training to all hiring managers and interview panel participants to ensure a consistent experience for candidates.
Interviewers can describe success measures for the role.	The organization has standard guidelines for interviewer behavior.	Interview activities are coordinated to ensure that each interviewer provides unique input to the hiring decision.
		The organization uses a standardized interview feedback form. All candidates receive a form of feedback from the interview process.
		The organization builds interview accommodations broadly into its practices.

RESOURCES

SHRM toolkit:

Interviewing Candidates for Employment

<https://www.login.shrm.org>

SHRM toolkit:

Interview and Employment Application Questions

<https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/interviewandemploymentapplicationquestions.aspx>

Harvard Business Review article:

How to Conduct an Effective Job Interview Glassdoor article:

<https://hbr.org/2015/01/how-to-conduct-an-effective-job-interview>

Glassdoor article:

How to Improve Your Interview Process

<https://www.glassdoor.com/employers/blog/improve-interview-proces>

Mindtools article:

How to Run Competency Based Interviews

<https://www.mindtools.com/pages/article/competency-based-interviews.htm>



RECRUITMENT

HIRING PRACTICES

LEVEL 1—BUILDING	LEVEL 2—EMERGING	LEVEL 3—ACCELERATING
HR and hiring managers co-create job descriptions and postings.	HR uses analytics (such as labor market reporting) to inform hiring strategies across the organization.	HR and hiring managers challenge presumptions, exploring true linkages between selection criteria and specific outcomes desired.
The organization evaluates its current state of diverse candidate sourcing, selection, and conversion to hire.	HR and hiring managers discuss whether requirements for roles can be expanded to diversify the candidate pool.	The organization considers reducing conventional requirements (i.e., tenure, education, GPA, location) to broaden and diversify the candidate pool.
The organization establishes partnerships with universities and diverse talent sources to build a pipeline of future talent.	The organizations engages with diverse student clubs and associations through university recruiting.	The organization identifies adjacent degrees, experiences, sectors and certifications sought in aggregate to expand its candidate pools.
	The hiring process involves a group of assessors, including the hiring manager, HR representation, and others to bring diverse perspectives.	The organization encourages diversity in its selection panels.
	Hiring managers receiving training and resources on proper interviewing techniques, i.e. including diverse hiring panels of interviewers, risk of biases during interviewing, illegal questions.	The organization develops resources available to candidates and hiring managers highlighting diversity considerations (i.e. work life practices, organization culture, EDI webpage).
	The organization reviews tendencies around likelihood to negotiate pay and builds fair and consistent offer practices.	Candidates have ambassadors from ERGs available to answer questions throughout the hiring process.
	The organization explores offering diversity referral programs.	The organization analyzes offer and pay practices in aggregate to review for pay inequity.

RESOURCES

Forbes article:

How to Alter Your Hiring Practices to Increase Diversity

<https://www.forbes.com/sites/maynardwebb/2017/10/29/how-to-alter-your-hiring-practices-to-increase-diversity/#4d4eb8392029>

Wall Street Journal article:

How to Increase Workplace Diversity

<https://guides.wsj.com/management/building-a-workplace-culture/how-to-increase-workplace-diversity>

CIO article:

Hiring for Diversity: 9 Ways to Retool Your Process

<https://www.cio.com/article/3321459/hiring-for-diversity-9-ways-to-retool-your-process.html>

CareerBuilder survey:

Job Offer Negotiation

<https://www.prnewswire.com/news-releases/more-than-half-of-workers-do-not-negotiate-job-offers-according-to-new-careerbuilder-survey-300541177.html>



RETENTION

MANAGING UNCONSCIOUS BIAS

LEVEL 1—BUILDING	LEVEL 2—EMERGING	LEVEL 3—ACCELERATING
The organization encourages employees and leaders to be aware of unconscious bias.*	Employees and leaders celebrate differences among people.	The organization tracks talent analytics, such as diversity measures, measurement of leaders' inclusive behaviors, team Employee Resource Group participation, etc.
Individuals in the organization lead scope dedicated to diversity & inclusion practices.	The organization has defined precise criteria and examples for evaluating performance, promotion, talent review and succession.	The organization has included measures specific to cultural sensitivity and positive behaviors to mitigate bias as a formal component of the performance, promotion, talent review and succession evaluation processes.
	The organization submits talent decisions to HR for review before being finalized (for example, performance reviews are reviewed in aggregate by HR reviewing EDI data before finalized; promotion decisions are reviewed in aggregate before finalized).	The organizations performs analytics on which areas in its existing talent processes are undermining the organization's inclusion efforts (i.e., hiring decisions, promotion decisions, succession planning, performance reviews, pay decisions, development program decisions).
	The organization holds regular formal and informal diversity & inclusion updates, such as webinars, team discussions, training etc.	The organization considers utilizing a third party during talent review, succession or calibration sessions who is present specifically to analyze and call out biases during the sessions.

*An area for small organizations to consider in their early stages of building EDI strategies

RESOURCES

LinkedIn article:

Unconscious Bias Training is Hot, But the Outcome is Not:

So What to Do About It?

https://www.linkedin.com/pulse/unconscious-bias-awareness-training-hot-outcome-so-what-lisa-kepinski/?trk=aff_src.aff-lilpar_c.partners_learning&irgwc=1

Harvard Implicit Association Tests:

Project Implicit Resources

<https://implicit.harvard.edu/implicit>

Neuroleadership Institute article:

Here's Why Having a Brain Means You Have Bias

<https://neuroleadership.com/your-brain-at-work/unconscious-bias-in-brain>

Inclusion Nudges resources:

Inclusion guidebook, writings, podcasts, videos

<https://inclusion-nudges.org>



RETENTION

INCLUSIVE CULTURE & BELONGING

LEVEL 1—BUILDING	LEVEL 2—EMERGING	LEVEL 3—ACCELERATING
The organization communicates its diversity and inclusion strategy broadly across the organization to promote an inclusive culture.*	Diversity & inclusion goals and progress on those goals are communicated to all employees. The organization creates formal processes to celebrate and recognize employees and their accomplishments.	The organization uses broad means to communicate about EDI across the organization, including all organization meetings, newsletters, town hall meetings, intranet.
The organization communicates messaging that the EDI strategy is owned by the full organization, not just leadership in senior positions.	Actionable behaviors are identified to engage all employees in inclusive culture and practices (valuing others' stories and experiences, asking everyone to participate in discussions, speaking up for yourself and others).	Managers and senior leadership have specific goals and measures within engagement surveys and / or performance reviews tied to inclusion objectives across the organization.
The organization offers training on inclusion and belonging.	The organization offers development such as inclusive leadership training, mentoring programs, cultural sensitivity training, unconscious bias training.	The organization offers internship and leadership development programs dedicated to underrepresented employees.
The organization evaluates its benefits offerings for inclusivity.	The organization issues statements internally on its commitments to EDI (supplier diversity statement, intranet statement, CEO pledge).	The organization formalizes forums to discuss trust, candid conversations, feedback, voicing opinions, transparency, collaboration, etc.
The organization explores topics such as psychological safety, trust, fair practices, allyship to evaluate its current state of promoting inclusion and belonging.	The organization offers inclusive benefits such as: flexible schedules, remote work, wellness programs, maternity & paternity leave, primary caregiver leave, tuition assistance, student loan reimbursement, gender change, traveling parent, elder care, disability, adoption, fertility, commuter benefits.	The organization issues statements and reporting externally on its commitments to diversity and inclusion (diversity metrics published externally, partnerships with diverse organizations, philanthropic donations to EDI causes, awards for EDI achievements).

*An area for small organizations to consider in their early stages of building EDI strategies

RESOURCES

Forbes article:

The Business Case for Belonging

<https://www.forbes.com/sites/rebekahbastian/2019/04/10/the-business-case-for-belonging/#6f48723d5f6d>

Harvard Business Review article:

The Value of Belonging at Work

<https://hbr.org/2019/12/the-value-of-belonging-at-work>

SHRM article:

Why Does Belonging Matter at Work

<https://blog.shrm.org/blog/why-does-belonging-matter-at-work>

LinkedIn article:

Employees Share What Give Them a Sense of Belonging at Work

<https://business.linkedin.com/talent-solutions/blog/company-culture/2017/employees-share-what-gives-them-a-sense-of-belonging-at-work>

Wharton article:

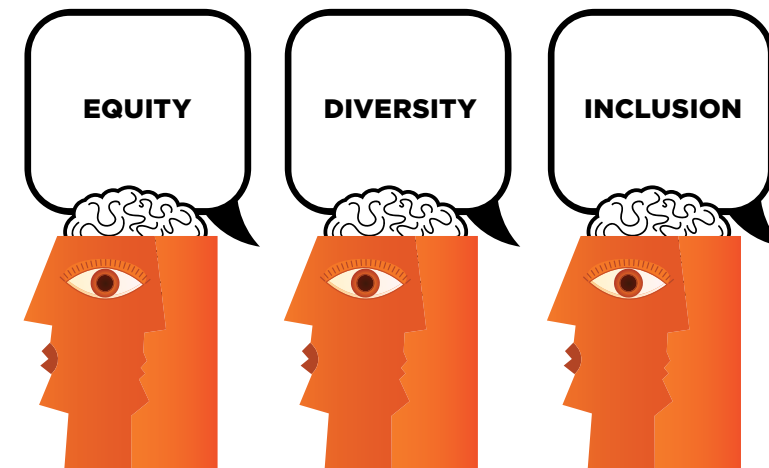
How Firms are Cultivating a Sense of Belonging

<https://knowledge.wharton.upenn.edu/article/belonging-at-work>

Thrive Global article:

Belonging in the Workplace How to Get Employees Feeling at Home on the Job

<https://thriveglobal.com/stories/belonging-in-the-workplace-how-to-get-employees-feeling-at-home-on-the-job>





RETENTION

EMPLOYEE RESOURCE GROUPS (ERGS)

LEVEL 1—BUILDING	LEVEL 2—EMERGING	LEVEL 3—ACCELERATING
At least one ERG is established, representing at least one employee community.	A strategy and action plan is established for each ERG.	The organization embraces a nomination / selection process for its ERG leaders.
The ERG(s) communicate, host and celebrate associated cultural events in support of diversity awareness.	An ERG governance structure exists.	Inclusion councils are established, bringing together multiple ERGs to establish strategy across employee communities.
The ERG(s) provide networking opportunities to create a sense of inclusion and belonging.	ERG funding is established.	ERGs identify and support marketing, client and product or service opportunities for the organization.
The ERG(s) provide training, development and guest speaker forums.	ERGs implement metrics to track business impact.	ERGs help assess and optimize the organization's supplier diversity strategy, ensuring that the organization is using a diverse supplier base in its procurement of goods and services.
	ERGs help the organization recruit diverse candidates at recruiting events.	ERGs build partnerships and collaborations with local, regional and national affiliates. ERG representation or sponsorship exists at the senior executive level.
	ERGs support the development of the organization's external talent marketing and employer branding strategy.	ERG representation or sponsorship exists at the senior executive level.

RESOURCES

Forbes article:
7 Ways to Enable Your Employee Resource Groups into a Powerful Advancement Platform
<https://www.forbes.com/sites/glennlopis/2012/06/18/7-ways-to-enable-your-employee-resource-groups-into-a-powerful-advancement-platform/#72922400524f>

DiversityInc article:
Best Practices on Effective Utilization of Employee Resource Groups
<https://www.diversityinc.com/best-practices-effective-utilization-employee-resource-groups>

Diversity Best Practices article:
Best of Both: ERGs and Inclusion
<https://www.diversitybestpractices.com/best-both-ergs-and-inclusion>

Recruiting Daily article:
How to Utilize Employee Resource Groups for Diversity Inclusion Efforts
<https://recruitingdaily.com/how-to-utilize-employee-resource-groups-for-diversity-inclusion-efforts>

Association of ERGs and Councils:
Articles, white papers and additional resources
<https://www.ergcouncil.com/educate/white-papers.html>



RETENTION

WORKPLACE FLEXIBILITY

LEVEL 1—BUILDING	LEVEL 2—EMERGING	LEVEL 3—ACCELERATING
The organization offers at least one form of flexible work arrangement (remote work, flexible hours, job sharing, part time arrangement).*	The organization offers multiple forms of flexible work arrangement (remote work, flexible hours, job sharing, part time arrangements).	Job postings specify availability of flexible work arrangement (remote work, flexible hours, job sharing, part time arrangements).
Flexible work arrangements are permitted, and the specific arrangement must be documented, signed by the manager and retained by HR.	Candidates and employees can speak with recruiters or HR about hours and other flexible arrangements when considering jobs.	Employee performance is measured less on input (effort, hours dedicated) than on measurable outcomes.
The workplace design reflects common spaces to encourage more flexible ways of working.	Employees and managers have some training and / or resources available to them regarding how to effectively manage flexible work arrangements.	Candidates and employees can search for jobs based on arrangement type or hours.
	Flexible work arrangements are permitted, however the manager and employee must document the agreement.	Employees and managers are encouraged to complete training and review resources to effectively manage flexible work arrangements.
	The workplace design incorporates flexible work locations such as hot desks, open conference rooms, common spaces, travel offices, etc.	Flexible work arrangements are permitted and may change over time as long as the employee and manager informally agree to the changes.
		The workplace incorporates modern flexible design and also recognizes home or alternate locations (coffee shops, coworking spaces) as viable for work.
		People managers are encouraged to participate in flexible arrangements to demonstrate adoption as common practice within the workplace.

*An area for small organizations to consider in their early stages of building EDI strategies

RESOURCES

SHRM resources:
Workplace flexibility practice articles, studies, checklists, tools
<https://www.shrm.org/resourcesandtools/hr-topics/benefits/pages/wl-policies.aspx>

EARN resources:
Workplace flexibility resources
<https://askearn.org/topics/retention-advancement/workplace-flexibility>

U.S. Dept. of Labor resources:
Workplace Flexibility Toolkit
<https://www.dol.gov/odep/workplaceflexibility>

Entrepreneur article:
Workplace Flexibility Can Impact How You Attract, Hire and Retain Talent
<https://www.entrepreneur.com/article/315325>

HBR article:
What PWC Learned from Its Policy of Flexible Work for Everyone
<https://hbr.org/2019/01/what-pwc-learned-from-its-policy-of-flexible-work-for-everyone>



ADVANCEMENT

LEADERSHIP DEVELOPMENT

LEVEL 1—BUILDING	LEVEL 2—EMERGING	LEVEL 3—ACCELERATING
The organization offers leadership skills training.	The organization builds a strategy for leadership development: current state, prioritizing future investments for critical roles, levels, functions, and building programs for the future.	The organization facilitates leadership development opportunities outside of the organization and develops leaders for multiple future paths (multiple roles, functions).
The organization identifies critical leadership positions.	The organization identifies critical leadership capabilities based on strategic priorities.	The organization identifies “build vs. buy” approaches to development for critical roles and competencies.
The organization offers classroom training such as: functional training, manager skills training, external training.	The organization identifies, documents and communicates the competencies required for effective leadership within its organization.	The organization builds programs to support key leadership transition stages (first time people leader, leader of individual contributors, leader of leaders, leader of senior leaders).
The organization explores leadership assessment tools.	The organization offers tools such as: 360 assessments, individual development planning, career discussions, performance discussions, coaching, mentoring, networking.	Leaders are engaged as trainers, facilitators, teachers, rather than HR or external partners only leading the programs.
	The organization identifies leaders across functions.	The organization identifies leaders across the organization and industry.
	The organization emphasizes developmental assignments (launching a new product or service; improving a function, product line; working in a different location or function).	The organization offers development experiences (job rotations, corporate committees, board placements, ERG roles, rotational programs, leadership development programs).
	The organization tracks outcomes (performance, promotion, retention, succession).	Leadership development outcomes are factored into leaders’ performance metrics and compensation / rewards within the workplace.

RESOURCES

Forbes Coaches Council post:

What Makes a Leadership Development Strategy Successful

<https://www.forbes.com/sites/forbescoachescouncil/2016/10/28/what-makes-a-leadership-development-strategy-successful/#4fc83c9c48f3>

Bersin article:

Leadership Development: The Six Best Practices

<https://joshbersin.com/2008/01/leadership-development-the-six-best-practices>

Harvard Business Review article:

Educating the Next Generation of Leaders

<https://hbr.org/2019/12/the-value-of-belonging-at-work>

Diversity Best Practices article:

The Importance of Targeted Leadership Development Programs

<https://www.diversitybestpractices.com/importance-targeted-leadership-development-programs>

Center for Creative Leadership roadmap:

A Guide for Developing Successful Leaders at All Levels

<https://www.ccl.org/wp-content/uploads/2016/08/leadership-development-roadmap-center-for-creative-leadership.pdf>

Bersin by Deloitte presentation:

High Impact Leadership

<https://www2.deloitte.com/content/dam/Deloitte/ca/Documents/audit/ca-audit-abm-scotia-high-impact-leadership.pdf>

Harvard Business Review topic center:

Leadership Development

<https://hbr.org/topic/leadership-development>





ADVANCEMENT GROWTH MINDSET

LEVEL 1—BUILDING	LEVEL 2—EMERGING	LEVEL 3—ACCELERATING
Leaders and managers actively coach and mentor employees.	The organization considers potential, not just performance, as a factor in reviews of employees.	The organization minimizes focus on traditional credentials and places more focus on potential, competency and capability.
The organization places value on learning, growth and development.	A healthy balance exists between internal promotion and external hiring, suggesting that internal employees can develop the skills needed in the future to help advance the organization.	Managers listen for language from employees such as “I’m not good at...” or “I can’t...” and coach toward “I’m struggling with...” or “I’m learning to...”
	Managers and leaders share examples of mistakes and learning to encourage the value of development through improvement over time.	Leaders and managers are encouraged to believe in their employees’ ability to develop through learning. As a result, assignments, experiences and positions are offered to employees to experiment, focus on progress over time, and learn from others.
*An area for small organizations to consider in their early stages of building EDI strategies		

RESOURCES

Harvard Business Review article:

What Having a Growth Mindset Actually Means

<https://hbr.org/2016/01/what-having-a-growth-mindset-actually-means>

Harvard Business Review article:

How Companies Can Profit from a Growth Mindset

<https://hbr.org/2014/11/how-companies-can-profit-from-a-growth-mindset>

YouTube video:

Developing a Growth Mindset with Carol Dweck

<https://www.youtube.com/watch?v=hiiEeMN7vbQ>

Education Week article:

Carol Dweck Revisits Growth Mindset

<https://www.edweek.org/ew/articles/2015/09/23/carol-dweck-revisits-the-growth-mindset.html>

Neuroleadership Institute article:

What Exactly is a Growth Mindset, Anyway?

<https://neuroleadership.com/your-brain-at-work/what-is-growth-mindset>

Neuroleadership Institute webinar:

Create a Growth Mindset Culture

<https://neuroleadership.com/portfolio-items/create-growth-mindset>

Neuroleadership Institute article:

How to Give Feedback with a Growth Mindset Approach

<https://neuroleadership.com/your-brain-at-work/feedback-strategies-growth-mindset>

HP Case Study:

HP Finds Its Growth Mindset and Reignites a Culture

<https://neuroleadership.com/hp-case-study-growth-mindset-culture-change>



ADVANCEMENT NETWORKING

LEVEL 1—BUILDING	LEVEL 2—EMERGING	LEVEL 3—ACCELERATING
The organization aims to build communities for employees to meet one another and interact with leadership to help them develop.	Formal events are hosted across the organization to encourage networking (such as ERG events, cross ERG events, cross functional events, virtual events).	Managers work with employees to build networking objectives into their individual development plans.
The organization introduces new hires to their projects and stakeholders before their start date with the organization or a new department.	Managers help employees focus network building on supporting their 1-2 most critical development needs.	Managers work with employees to identify network partners to support their growth and development, and facilitate introductions to them.
The organization explores factors that impact networking within its current culture (chat, internal website, internal social media platforms, email, phone, video, etc., work hour implications, etc.)	The organization raises awareness around types of network that employees can be working on building (network across teams, levels, job locations, departments, functions, companies, industries)	Employees document their progress with networking tied to development objectives (such as who have they met with or spoken with, what development needs have they discussed, how will they learn from this connection, how will they apply their learning to their current role or experiences).
	Managers help define employees most critical network categories, such as local colleagues, remote colleagues, customers, suppliers, stakeholders, external partners.	The organization completes network analysis in aggregate to determine findings and areas of opportunity across the organization.
	The organization creates and provides hiring managers with onboarding and networking toolkits to facilitate building connections for their employees.	Managers create specific goals for onboarding into the organization that measure networking objectives as tied to work related outcomes.

RESOURCES

Harvard Business Review article:

7 Ways to Set Up a New Hire for Success

<https://hbr.org/2019/05/7-ways-to-set-up-a-new-hire-for-success>

Harvard Business Review article:

Every New Employee Needs an Onboarding Buddy

<https://hbr.org/2019/06/every-new-employee-needs-an-onboarding-buddy>

SHRM resource:

New Employee Onboarding Guide

<https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/new-employee-onboarding-guide.aspx>

Entrepreneur article:

How to Encourage Networking that Boosts organization Culture

<https://www.entrepreneur.com/article/287768>

Business News Daily article:

Employees Who Network Together, Stay Together

<https://www.businessnewsdaily.com/9486-internal-networking-benefits.html>

Strategy + Business article:

What You Can Learn from Your Employee Networks

<https://www.strategy-business.com/article/What-You-Can-Learn-from-Your-Employee-Networks?gko=3101d>

Getting Started

Identify an individual (HR leader and / or business executive sponsor) to complete a self-assessment of the organization by identifying at which level the organization is operating for each of the EDI strategies within the framework. The framework is not intended to serve as a check list nor a cumulative requirement, but rather a guide to help an organization identify where it may be building basic processes, emerging toward more strategic processes, or accelerating toward best practice.

Next Steps

- Gain / confirm support across your organization's leadership team for focus on EDI.
- Develop your business case for an EDI strategy. Objectives may include: accessing and retaining top talent, gaining market insight, developing innovative products and services, creating a more vibrant and engaged culture, promoting a more positive work environment, building external relationships, boosting brand loyalty, driving greater customer satisfaction.
- Create a comprehensive plan to integrate EDI into your core values, mission, business plans, policies, programs and processes.

Metrics for Success

Based on the size and nature of the organization, it is important that the organization define EDI metrics that are relevant to it. Common EDI metrics may include:

- Number and percentage of diverse hires
- Number and percentage of diverse promotions and or lateral movements
- Percentage of diverse employee retention
- Diverse vs non diverse results on employee engagement surveys
- Other diversity measures incorporated into business performance data, product / service data, leadership behavior data, etc.

RESOURCES

i4cP infographic:

How High Performance Organizations Measure EDI Program Efforts

https://content.i4cp.com/images/image_uploads/0000/2681/D_I_Program_Metrics_Bundle_-_i4cp_-_2017.jpg

B Lab Best Practice Guide:

The Basics of EDI in Your Workplace

https://jfforg-prod-prime.s3.amazonaws.com/media/documents/The_Basics_of_Diversity___Inclusion_in_Your_Workplace.pdf

Diversity Inc. Top Companies:

Diversity Inc. Top 50 Lists since 2001

<https://www.diversityinc.com/diversityinc-top-50-lists-since-2001>

Human Rights Campaign:

Corporate Equality Index

<https://www.hrc.org/campaigns/corporate-equality-index>

Fortune Best Companies:

100 Best Workplaces for Diversity

<https://fortune.com/best-workplaces-for-diversity/2019>

National Organization on Disability:

Leading Disability Employer

<https://seic.com/newsroom/national-organization-disability-leading-disability-employer>

Great Place to Work:

Best Workplaces for Diversity

<https://www.greatplacetowork.com/best-workplaces/diversity/2019>

Forbes Best Employers:

Best Employers for Diversity

<https://www.forbes.com/best-employers-diversity/#44dd7a109b9e>

Anita B.org Top Companies:

Top Companies for Women Technologists

<https://anitab.org/accountability/top-companies>

ADDITIONAL RESOURCES TO RESEARCH COMPANIES RECOGNIZED FOR EDI EXCELLENCE:

- Diversity Inc.
- Human Rights Campaign Corporate Equality Index
- Fortune Best Companies for Diversity
- National Organization on Disability
- Great Place to Work
- Forbes Best Employers for Diversity
- Anita B.org Top Companies for Women Technologists

VIRTUAL WORK RESOURCES**For individuals:**

Neuroleadership Institute article:

8 Essential Habits for Leading Inclusive Virtual Meetings

<https://neuroleadership.com/your-brain-at-work/leading-inclusive-virtual-meetings>

DisabilityIN resources:

Digital Accessibility and Other Best Practices for Remote Work

<https://disabilityin.org/resource/covid-19-response-accessible-tools-and-content>

LinkedIn:

Learning courses for remote workers

<https://learning.linkedin.com/blog/productivity-tips/new-to-working-remotely--these-resources-can-help>

Microsoft:

Remote work checklist:

https://www.microsoft.com/en-us/microsoft-365/blog/wp-content/uploads/sites/2/2020/03/Remote-Work-Preparedness-List_infographic_V3b.pdf

Deloitte guide:

Working Virtually: How to Get the Best Out of Virtual Work

<https://www2.deloitte.com/content/dam/Deloitte/dk/Documents/human-capital/Deloitte%20-%20Virtual%20Work%20Guide%20March%202020.pdf>

For organizations:

i4cp article:

Don't Let the Shift to Remote Work Sabotage Your Inclusion Initiatives

<https://www.i4cp.com/coronavirus/dont-let-the-shift-to-remote-work-sabotage-your-inclusion-initiatives>

Harvard Business Review article:

Make Remote Meetings Inclusive and Accessible

<https://hbr.org/tip/2020/05/make-remote-meetings-inclusive-and-accessible>

Harvard Business Review article:

A Guide to Managing Your (Newly) Remote Workers

<https://hbr.org/2020/03/a-guide-to-managing-your-newly-remote-workers>

Google Distributed Work Playbook:

A Playbook to Help with Collaboration Across Locations

<http://services.google.com/fh/files/blogs/distributedworkplaybooks.pdf>

Gartner article:

9 Tips for Managing Remote Employees

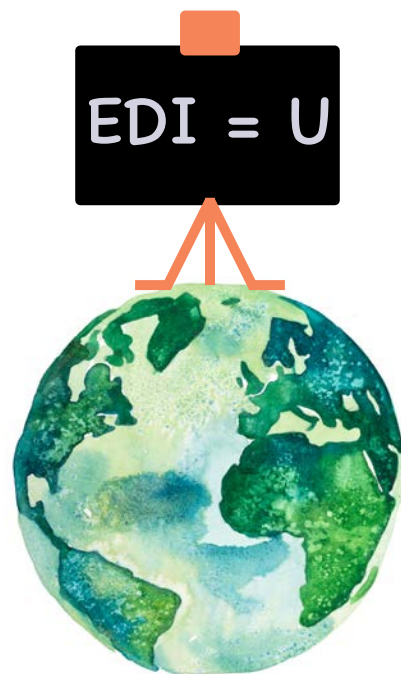
<https://www.gartner.com/smarterwithgartner/9-tips-for-managing-remote-employees>

Glossary of Terms

360 Assessment	A system or process in which employees receive confidential, anonymous feedback from the people who work with them, typically including the employee's manager, peers and direct reports.
Allyship	The state or condition of being an ally: supportive association with another person or group.
Assessment	A measure, combination of measures, or procedure used as a basis for an employment related decision.
Candidate pool	The total number of people who have applied for an open position.
Coaching	A form of development in which a coach supports a learner in achieving a specific personal or professional goal.
Conversion to hire	The process of transforming a candidate into a hired employee for a particular position.
Critical roles	Positions within a company that are critical to support the business strategy.
Development program	A program intended to build knowledge, skills and abilities to help develop an individual's full potential and capability.
Diverse interview panel	A panel of interviewers that collectively represents diverse backgrounds and experiences.
Diverse selection panel	A panel of individuals that contribute to an employment decision that collectively represents diverse backgrounds and experiences.
Employee retention	An organization's ability to keep its employees within the organization, typically measured as a percentage.
Flexible work arrangement	An arrangement that provides greater freedom in how obligations of a job are fulfilled (i.e. flexible time, place).
Growth mindset	A belief that abilities can be developed through effort.
Inclusion council	A group of employees, often including senior leaders, that provide guidance on behalf of the company to advance inclusion efforts.
Individual development plan	A tool to assist employees in professional and personal development through identifying short and long term goals.
Interview accommodations	A modification in an interview process designed to provide an equal employment opportunity to an individual with a disability.
Job boards	A website used by employers to advertise job postings to job seekers.
Job postings	An advertisement of an open position for which the organization is seeking a candidate.
Job simulations	A form of employment assessment, requesting the job prospect to perform tasks that they would be required to perform on the job.
Mentoring	A form of development in which an individual shares knowledge, skills, experience and advice to assist another in their career progression.
Network analysis	Analysis of a group of interconnected people.
Onboarding	The process of integrating an individual into a new position, team or organization.

Glossary of Terms continued

Performance	An organization's definition of the results and behaviors desired by employees.
Performance calibration	A process by which individuals discuss performance across employees and achieve agreement on compared performance ratings.
Promotion	The act of being raised in position, title or level within an organization.
Psychological safety	The ability to represent oneself through thoughts, ideas, questions without fear of negative consequences.
Quality of hire	The value a new hire adds to the organization, defined uniquely by each organization.
Sourcing	The process of finding qualified candidates.
Succession	The process of identifying employees who are ready to fill key roles when vacancy, transition or retirement occurs.
Talent pipeline	A pool of candidates who are capable of filling a position.
Talent review	The process of discussing employee performance and how employees will fit into future positions and needs within the organization.
Time to fill	The average number of days required to fill an open position, often expressed in days.
Unconscious bias	A judgment or prejudice in favor of or against a person, thing or group formed outside of one's conscious awareness.
Yield rate	A measure of the efficiency of the hiring process, measuring percentage hired out of total candidates.





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SPIE is the international society for optics and photonics

SPIE.

SPIE is the international society for optics and photonics, an educational not-for-profit organization founded in 1955 to advance light-based science, engineering, and technology. The Society serves more than 255,000 constituents from 183 countries, offering conferences and their published proceedings, continuing education, books, journals, and the SPIE Digital Library. In 2019, SPIE provided more than \$5.6 million in community support including scholarships and awards, outreach and advocacy programs, travel grants, public policy, and educational resources.

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