

DE&I ORGANIZATION OPPORTUNITY Assessment Guide

Sample Report

Thursday, August 11, 2022

ITN, LLC

Assessment Report

INTRODUCTION

DE&I programs and initiatives offer many advantages and as such, have become a strategic priority for many organizations. When developing or implementing a DE&I program, the question becomes, "Where should our efforts be focused?" The **ITN Diversity, Equity & Inclusion Scorecard** is a self-reported review of your programs compared to best-in-class practices. The assessments give you a simple yet highly effective tool to help identify areas in your organization where DE&I development efforts can be focused.

DE&I Development Categories




HOW TO USE THIS REPORT

The DE&I Scorecard report is organized to provide you with an overview of your organization's competencies related to your DE&I programs and development efforts. The detailed insights given below help you to understand your organization's inherent strengths, as well as areas you might consider expanding and sharpening. Be sure to read the report with an open mind focused on continuous improvement. Additionally, you'll find specific program suggestions for continued organizational growth. Use the thoughts and insights given to consider how you might develop your specific strategic plans and resulting targeted action plans.

COMPETENCY LIST

The DE&I assessment is divided into five sections. Each section has three associated competencies as shown below.

 Talent Process	Candidate Sourcing	Applicant Screening	Structured Interviews
 DE&I Training	Compliance Training	DE&I Implementation	Continuous Learning
 Employee Experience	Workforce Engagement	Manager Development	Belonging
 C-Suite Commitment	DE&I Vision	Values	DE&I Practices
 Accountability	Performance Metrics	Organization Measures	Employee Feedback

SCORES AND RANKINGS

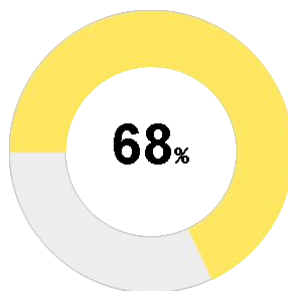
Based on your responses to the questionnaire, your report indicates your organization's level of overall development along with competency scores in each of the five sections. The report also provides a ranking of the competencies found within each skill area.

Scores for Overall Rating, each Section, and individual Competencies are categorized into three levels:

1. **Well Developed** – Denoted in **green**, indicates an above-average score or top percentile of benchmarked scores.
2. **Moderately Developed** – Denoted in **yellow**, indicates a score in the middle percentile of benchmarked scores.
3. **Needs Development** – Denoted in **red**, indicates a competency that you might consider for further improvement. This score falls in the bottom range of benchmarked scores.

OVERALL SCORE

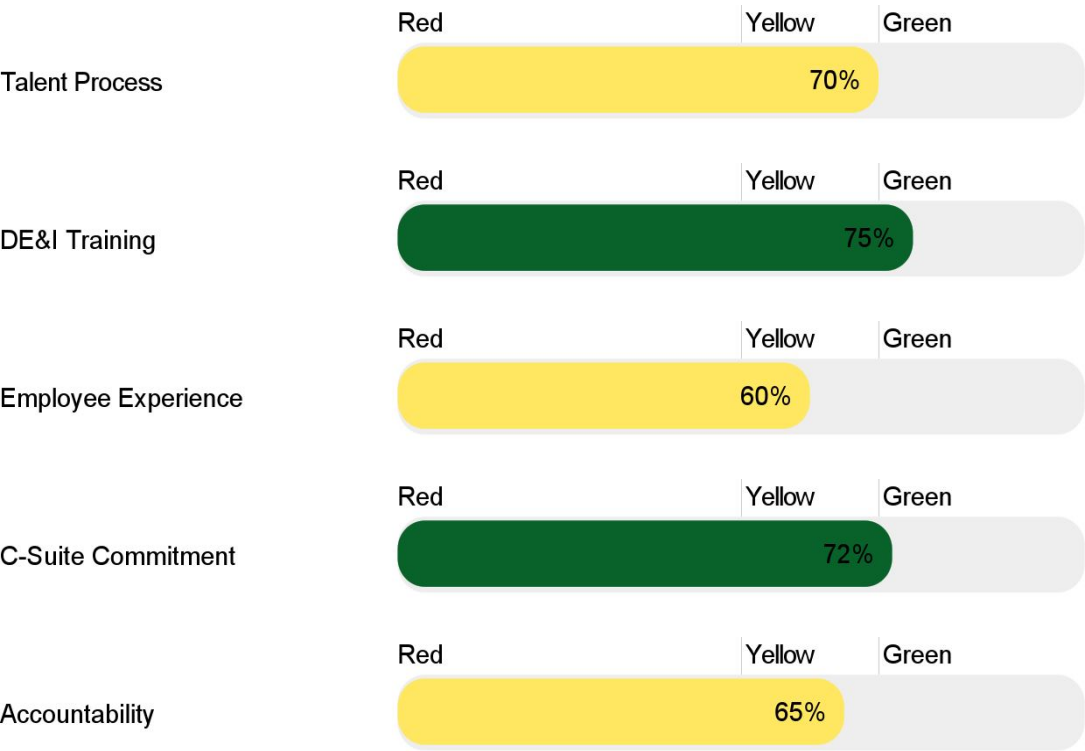
A composite score for each of the five sections assessed and expressed as a percentage of the total possible points is given in the graph below.



Assessment

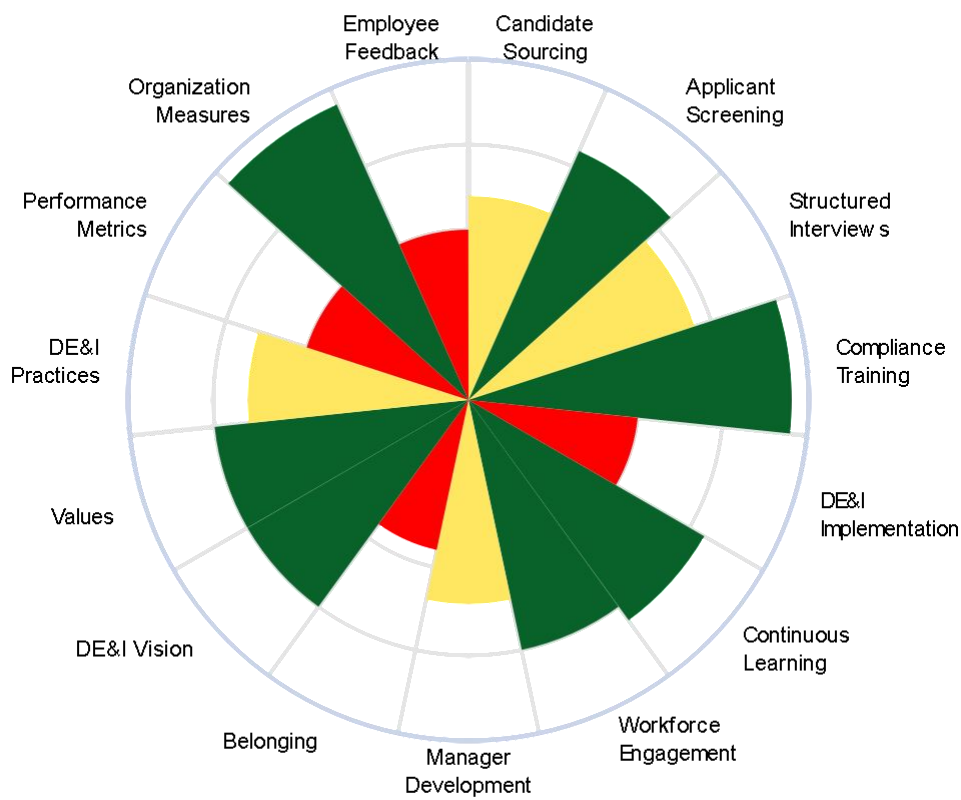
DE&I SECTION SCORES

Looking in more detail, the report that follows depicts a summary of scores generated from the answers provided in each of the sections and specific competencies that make up the assessment.



RANK OF COMPETENCIES

Below is a polar graph summary of each of the competencies evaluated in the five sections of the assessment. Percentile scores for each of the ratings indicate your organization's current level of development for that competency. Competencies with a green color show a highly developed ability while those competencies highlighted in yellow or red suggest the possible need for further improvement.



TALENT PROCESS

This section of the report shows your organization's DE&I competency level related to objective "skills-first" hiring and selection processes. The breakout of responses in the report is categorized into 3 groups as follows:

CANDIDATE SOURCING

The organization has a defined process for identifying top talent that matches the required skills and qualifications for open positions.

APPLICANT SCREENING

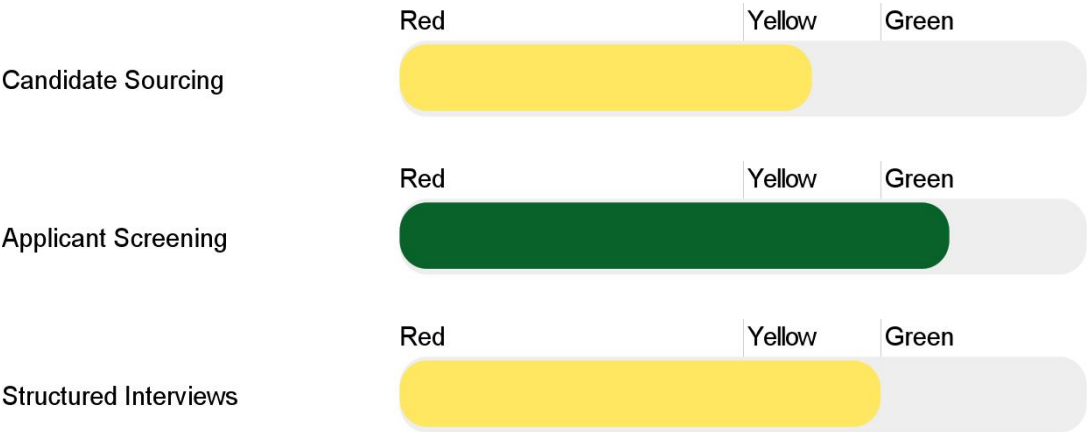
A formal and objective method is used to evaluate job applicants and prioritize them for interviews.

STRUCTURED INTERVIEWS

A standardized interview process is used to compare and score all job candidates.

TALENT PROCESS

This section of your report shows development levels of competencies associated with DE&I hiring practices used throughout the organization.



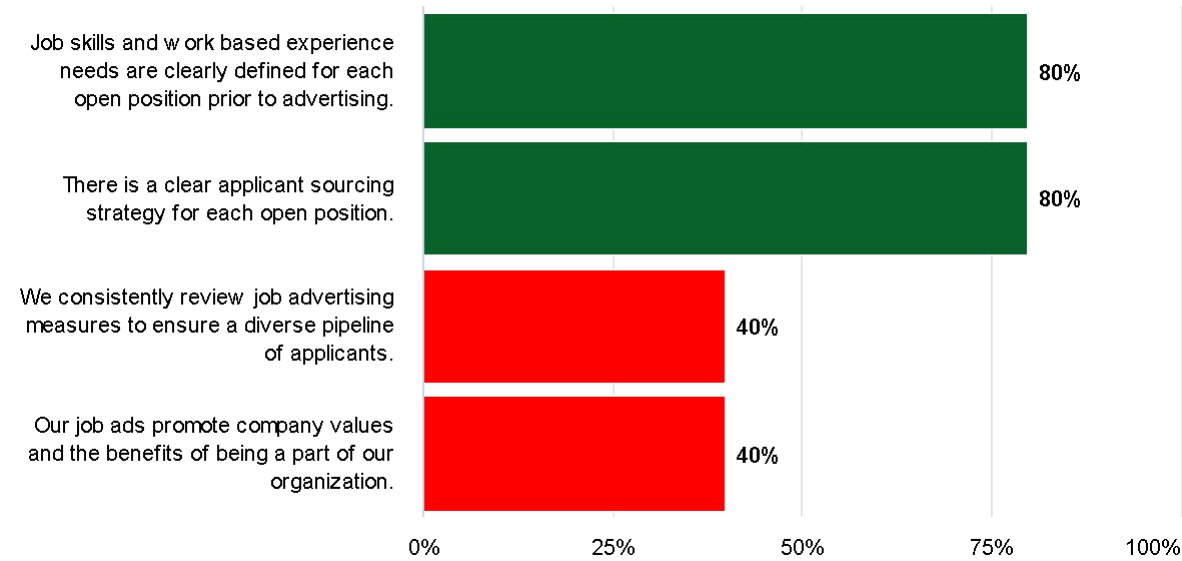
CANDIDATE SOURCING

The Candidate Sourcing questions module measures the effectiveness and efficiency of your efforts to maximize a diverse applicant flow.

OVERALL SCORE

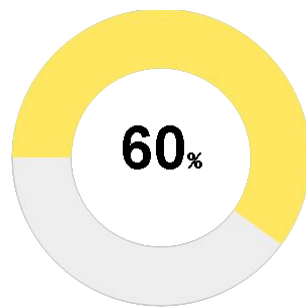


QUESTION SCORE RANK



CANDIDATE SOURCING RATING

Your organization's competency score falls within the **Moderate Range** of the sample population. While some organizations that score in this range have an acceptable level of competency, others (particularly those who score at the low end of the range), at times, may not demonstrate these competencies. More in-depth understanding and continued development are encouraged.



Candidate Sourcing

HOW TO IMPROVE - If you are looking to improve your proficiency in this competency, below are some suggested actions to consider.

- **Workforce Selection Factors** – Use ITN databases in combination with our subject matter experts to define a list of skills, knowledge, and attributes required for each job. [Learn More](#).
- **Job Advertising** – Let the ITN marketing team help you develop compelling ads that will attract a diverse range of job applicants.
- **Ad Placement** – Use the ITN partnership with Talroo to maximize applicant flow and manage advertising costs using AI algorithms that optimize internet search locations. [Learn More](#).

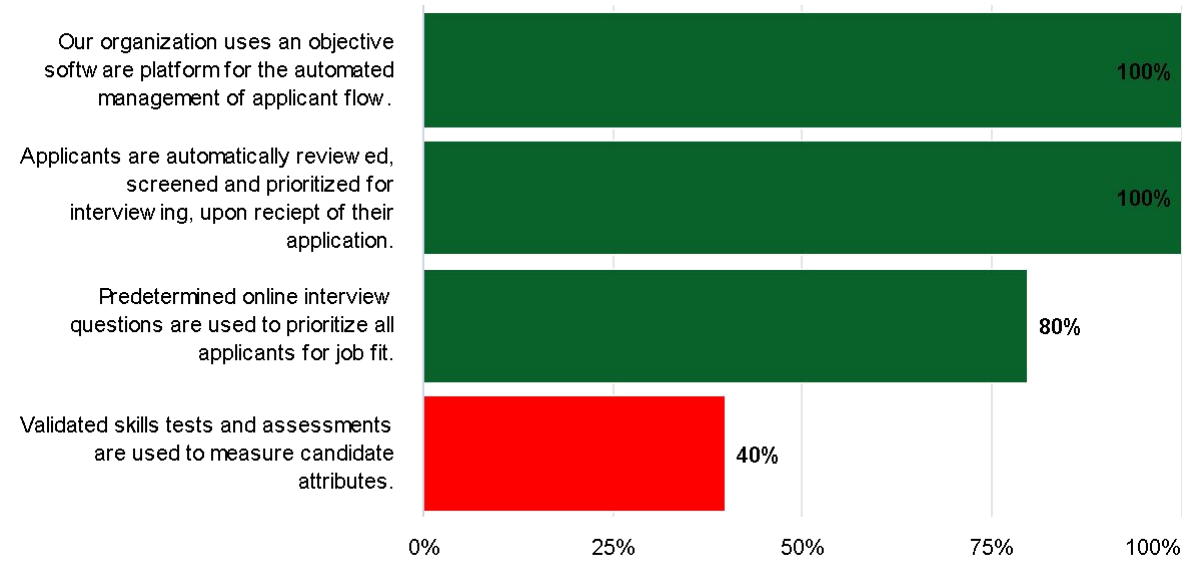
APPLICANT SCREENING

The Applicant Screening questions module measures the effectiveness of your organization's processes for using objective methods to prioritize job candidates for interviews.

OVERALL SCORE

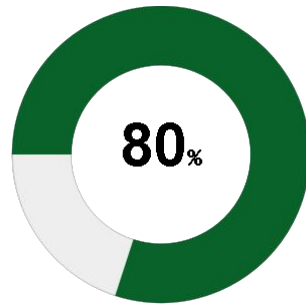


QUESTION SCORE RANK



APPLICANT SCREENING RATING

Your organization's competency score falls within the **High Range** of the sample population. As a result, there is a higher probability that this area of organization competency is more developed than those organizations scoring lower. This is an area of strength for the organization.



Applicant Screening

HOW TO IMPROVE - If you are looking to improve your proficiency in this competency, below are some suggested actions to consider.

- **Workforce Selection Factors** – Use ITN databases in combination with our subject matter experts to define a list of skills, knowledge, and attributes required for each job.
- **Online Prioritization of Applicants** – Let the ITN HR team help you with prioritizing applicants for review using our online interview questions and assessments.
- **Job Applicant Tracking** – Use the ITN Hire applicant tracking features to automatically capture, evaluate and track all applicant information including the text-based correspondence.
- **ITN Assessments and Skills Testing** – Use data-based, objective measures to evaluate the capabilities of job applicants and employees considered for promotion.

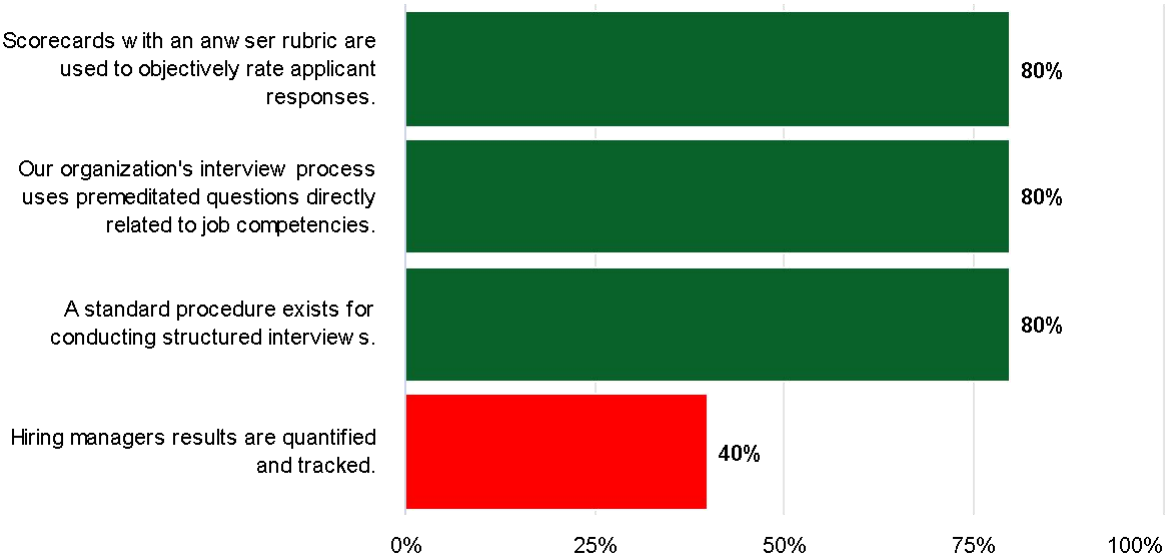
STRUCTURED INTERVIEWS

The Structured Interviews questions module measures the degree to which a standardized and EEOC-compliant interview process is used.

OVERALL SCORE

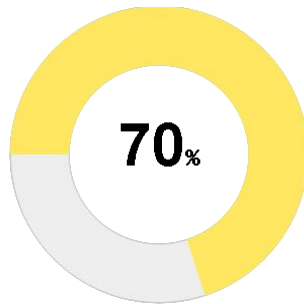


QUESTION SCORE RANK



STRUCTURED INTERVIEW RATING

Your organization's competency score falls within the **Moderate Range** of the sample population. While some organizations that score in this range have an acceptable level of competency, others (particularly those who score at the low end of the range), at times, may not demonstrate these competencies. More in-depth understanding and continued development are encouraged.



Structured Interviews

HOW TO IMPROVE - If you are looking to improve your proficiency in this competency, below are some suggested actions to consider.

- **Scorecards** – Use ITN HR experts and Workforce Selection Factors to help develop an interview scorecard and answer rubric.
- **Hiring Metrics** – Evaluate and benchmark current employees to establish work practice standards that can be used to score job applicant interview question responses.
- **Hiring Manager Training** - Use ITN training experts to teach your hiring managers effective hiring practices that comply with EEOC guidelines.

DE&I TRAINING

This section of the report shows your organization's level of development as related to workforce training. DE&I training along with continuous learning is critical to maintaining organizational skills as well as enhancing employee engagement and on-the-job performance capabilities.



COMPLIANCE

Compliance training ensures that employees understand all the relevant laws, regulations, and internal policies that govern the organization.



DE&I IMPLEMENTATION

Create a more harmonious workplace by increasing employee's knowledge and awareness of cultural, religious, and racial differences.

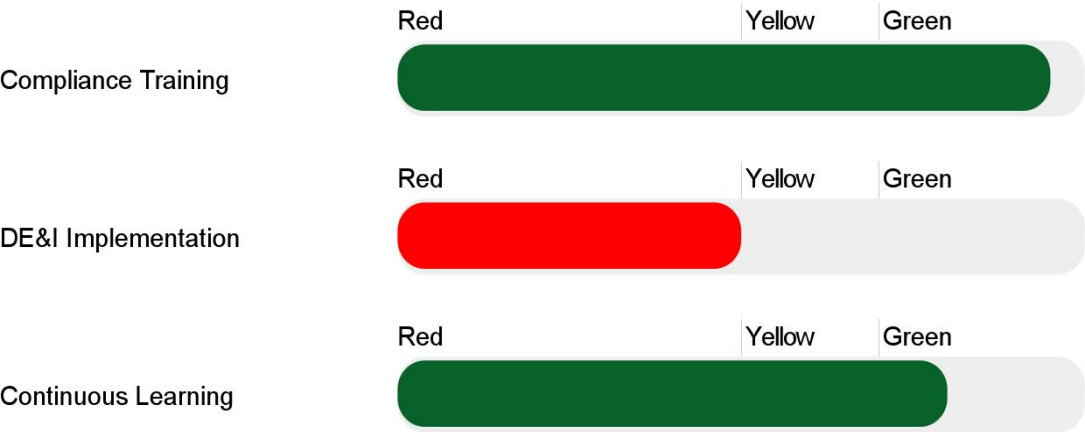


CONTINUOUS LEARNING

A set of learning principles and practices that empower employees to meet both personal career goals and organizational needs.

DE&I TRAINING

This section of your report shows development levels of competencies associated with DE&I training practices throughout the organization.



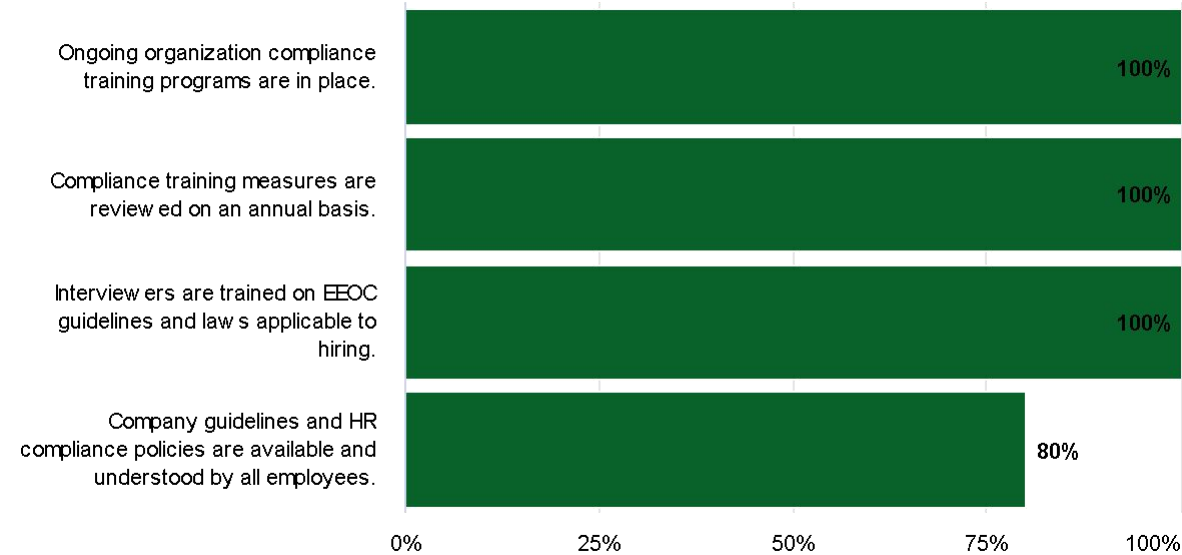
COMPLIANCE TRAINING

The Compliance Training questions module measures your organization's practices to ensure that training related to important policies that govern your organization is clearly understood by all employees.

OVERALL SCORE

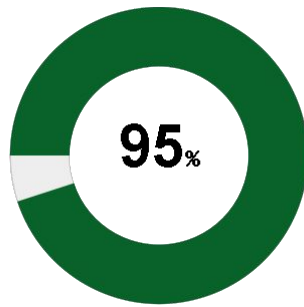


QUESTION SCORE RANK



COMPLIANCE TRAINING RATING

Your organization's competency score falls within the **High Range** of the sample population. As a result, there is a higher probability that this area of organization competency is more developed than those organizations scoring lower. This is an area of strength for the organization.



Compliance Training

HOW TO IMPROVE - If you are looking to improve your proficiency in this competency, below are some suggested actions to consider.

- **Enterprise Learning Platform** – Use the [ITN Enterprise Learning Platform](#) to ensure that all employees receive the information they need to be compliant.
- **ITN Training** – Engage ITN to provide DE&I, EEOC guidelines, safety, and/or regulatory compliance training to your organization.
- **Disparate Impact Analysis** – Conduct data analysis to compare organization practices and results as segmented by EEOC-protected classifications.

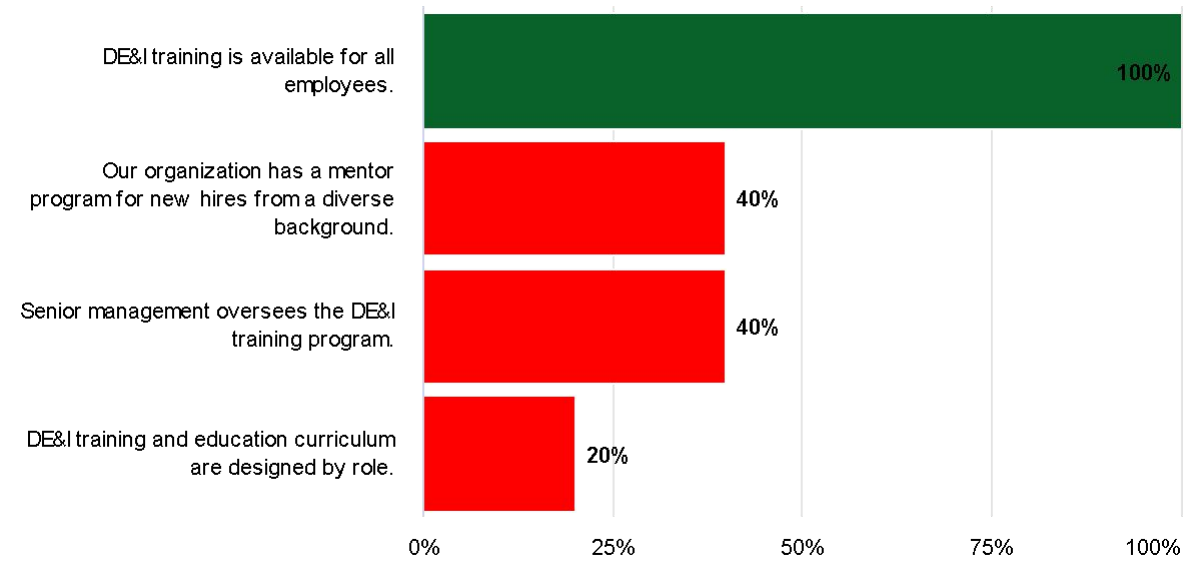
DE&I IMPLEMENTATION

The DE&I Implementation questions module measures the process by which employees acquire the skills, knowledge, and behaviors needed to create a more inclusive and harmonious workplace.

OVERALL SCORE

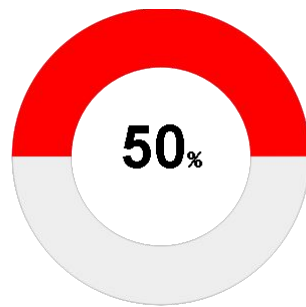


QUESTION SCORE RANK



DE&I IMPLEMENTATION RATING

Your organization's competency score is in the **Low Range** of the sample population. There is a higher probability that organizations that score in this range may be less capable than peer companies that score higher. This low score may be a concern for some organizations. More in-depth understanding and continued development in the areas of concern are highly recommended.



DE&I Implementation

HOW TO IMPROVE - If you are looking to improve your organization's proficiency in this competency, below are some suggested actions to consider.

- **Workplace Diversity** -Use ITN online training courses and instructors to break down barriers to a more inclusive workplace.
- **DE&I Curriculum Design** – Use the ITN DE&I experts to help design a training program that can meet your organization's development needs.
- **Assign a Mentor** – Create a formal mentor program designed to teach both soft and hard skills to new employees.

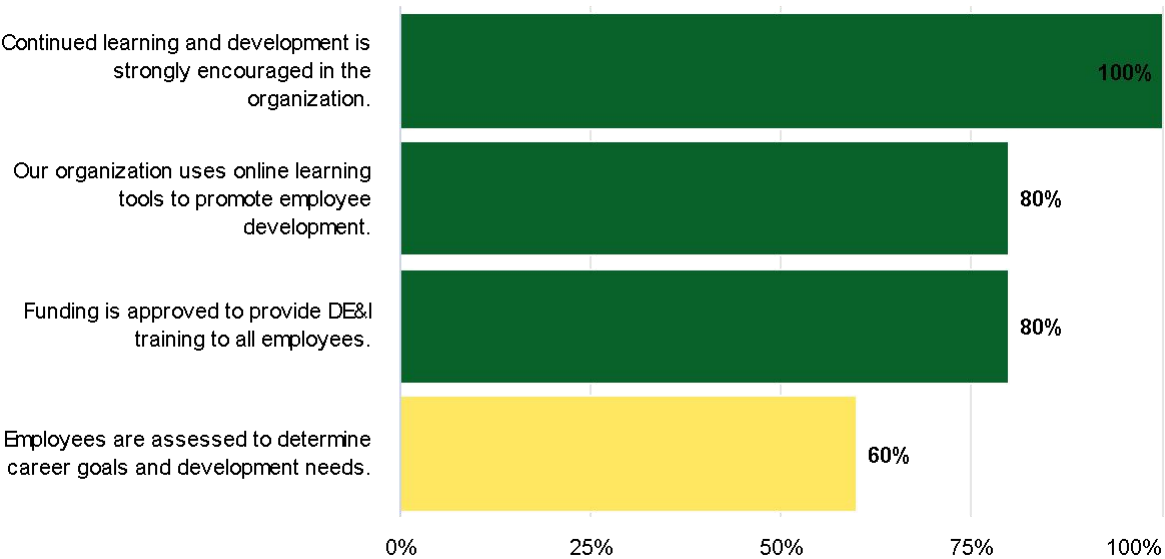
CONTINUOUS LEARNING

The Continuous Learning questions module measures the extent to which you have established a formal program to develop and train employees.

OVERALL SCORE

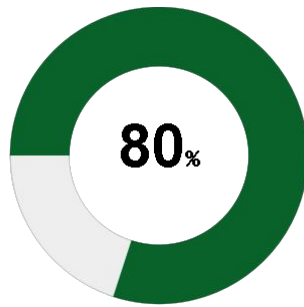


QUESTION SCORE RANK



CONTINUOUS LEARNING RATING

Your organization's competency score falls within the **High Range** of the sample population. As a result, there is a higher probability that this area of organization competency is more developed than those organizations scoring lower. This is an area of strength for the organization.



Continuous Learning

HOW TO IMPROVE - If you are looking to improve your proficiency in this competency, below are some suggested actions to consider.

- **Enterprise Learning Platform** – the ITN [Enterprise Learning Platform](#) provides an online framework that automates all aspects of the learning process. We have over 1,000 business-related courses that are online and mobile-friendly.
- **Instructor-Led Training** – Use ITN trainers to facilitate course design and increase the engagement of course participants.
- **Work Skills Self-Development Guide** – The ITN Work Skills Self-Development Guide helps employees identify their unique competency strengths, weaknesses, and areas of interest for continued development.

EMPLOYEE EXPERIENCE

This section of the report shows the level of organizational development related to how it motivates employees, of all demographics, to feel excited and energized to contribute at a high level.

ENGAGEMENT

Workforce Engagement describes the level of enthusiasm and dedication employees feel toward their job. High levels of engagement lead to high levels of retention and productivity.

MANAGER DEVELOPMENT

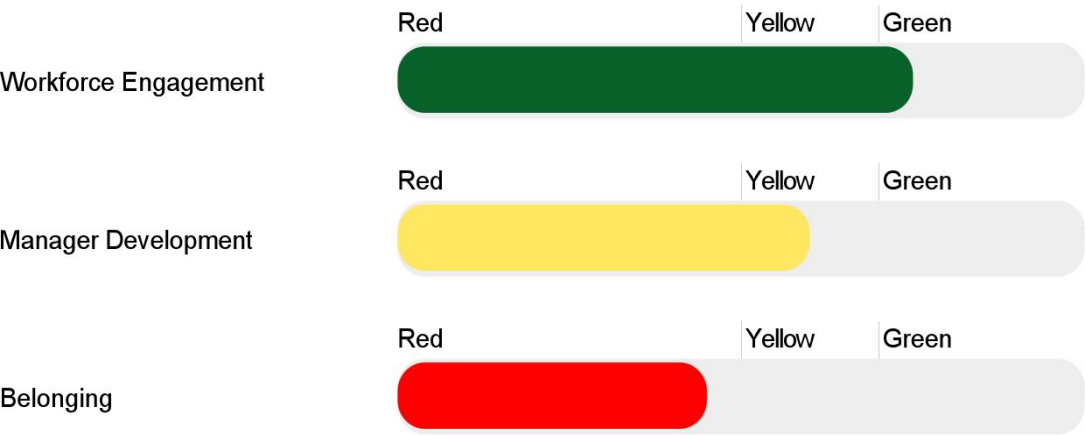
A systematic process for measuring and addressing the development needs of managers to improve their effectiveness.

BELONGING

Belonging ensures the feeling of security and support regardless of background. It establishes a sense of acceptance, inclusion, and identity for all members of the organization.

EMPLOYEE EXPERIENCE

This section of your report shows development levels of competencies associated with employee sense of belonging, well-being and management experience.



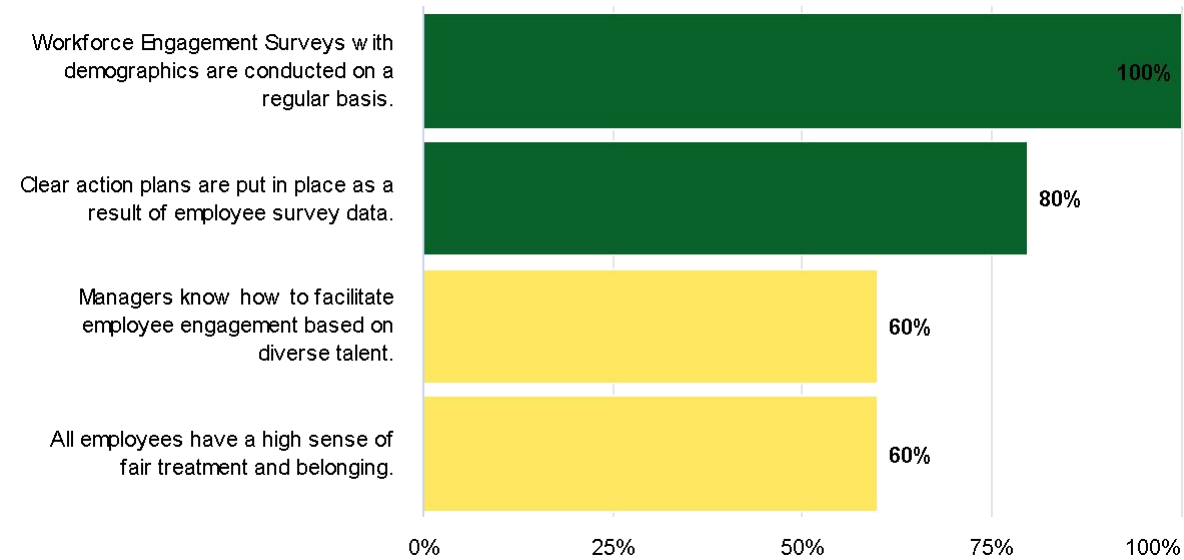
EMPLOYEE ENGAGEMENT

This section of your report shows development levels of competencies associated with the level of inclusion, commitment, and enthusiasm that employees have towards their jobs.

OVERALL SCORE

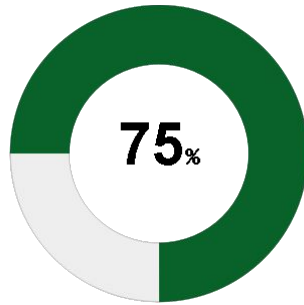


QUESTION SCORE RANK



EMPLOYEE ENGAGEMENT RATING

Your organization's competency score falls within the **High Range** of the sample population. As a result, there is a higher probability that this area of organization competency is more developed than those organizations scoring lower. This is an area of strength for the organization.



Workforce Engagement

HOW TO IMPROVE - If you are looking to improve your proficiency in this competency, below are some suggested actions to consider.

- **Workforce Engagement Survey** - Conduct an [ITN Workforce Engagement Survey](#) to gain insights into your employees' attitudes and needs. The ITN surveys use descriptive, diagnostic, and predictive analytics to understand the implication of engagement scores as related to their job, team, manager, and organizational practices.
- **Engagement Coaching** – Use ITN expert engagement coaches to teach managers the importance of and how to treat all employees with care and respect.
- **Frontline Leadership Training** – Learn from the best. Let our leadership experts teach your supervisors and managers how to create an environment that inspires your employees.

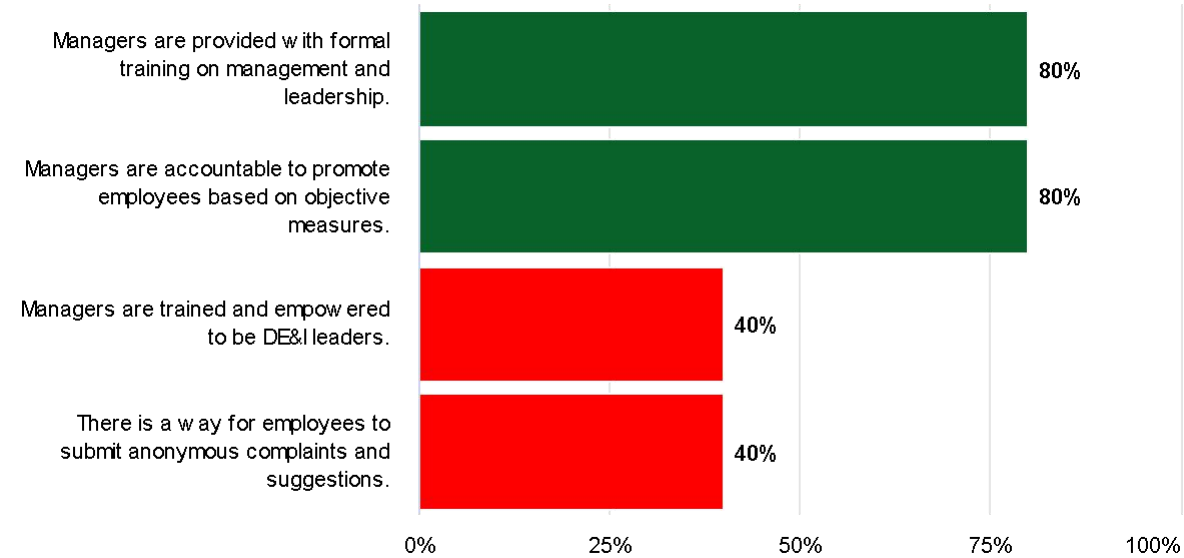
MANAGER DEVELOPMENT

The Manager Development questions module measures the organization's commitment and efforts to ensure the competencies of managers using structured evaluation and development programs.

OVERALL SCORE

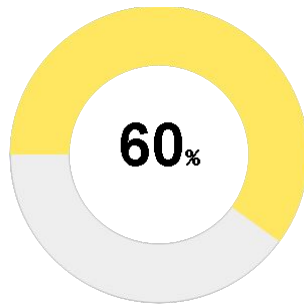


QUESTION SCORE RANK



MANAGER DEVELOPMENT RATING

Your organization's competency score falls within the **Moderate Range** of the sample population. While some organizations that score in this range have an acceptable level of competency, others (particularly those who score at the low end of the range), at times, may not demonstrate these competencies. More in-depth understanding and continued development are encouraged.



Manager Development

HOW TO IMPROVE - If you are looking to improve your proficiency in this competency, below are some suggested actions to consider.

- **Frontline Leadership Training** – Provide managers with access to the ITN Enterprise Learning Platform using a blended learning approach that holds managers accountable. Our instructors and library of courses let you [create custom content](#) that meets your unique needs.
- **Supervisor Assessment** – Identify the specific skills your frontline managers and leaders may be needing and align with training opportunities both by learning and doing.
- **Employee Suggestions - QR Code** – Use ITN ("Let Us Hear From You") posters with URL links and QR codes to receive anonymous reports for suggestions and reports from the [InformUs Platform](#).

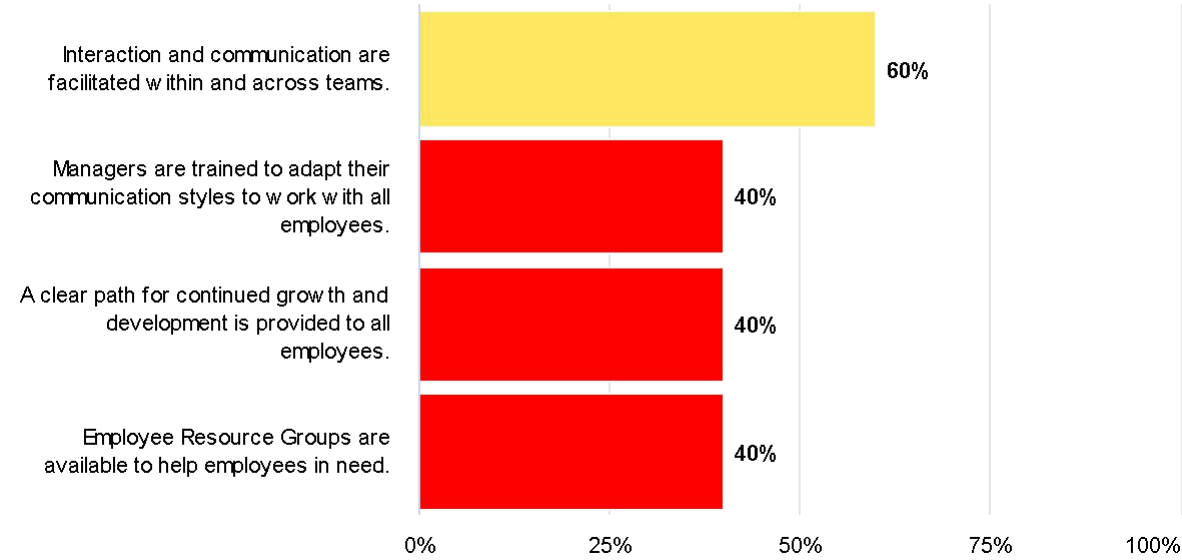
BELONGING

The Belonging questions module measures the degree to which your organization fosters an environment where people of different backgrounds are accepted, work together cohesively towards a common goal, and support each other.

OVERALL SCORE

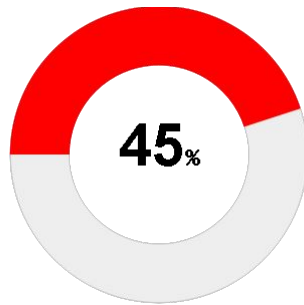


QUESTION SCORE RANK



BELONGING RATING

Your organization's competency score is in the **Low Range** of the sample population. There is a higher probability that organizations that score in this range may be less capable than peer companies that score higher. This low score may be a concern for some organizations. More in-depth understanding and continued development in the areas of concern are highly recommended.



Belonging

HOW TO IMPROVE - If you are looking to improve your proficiency in this competency, below are some suggested actions to consider.

- **DISC Team Communication** – Use [iTN DISC Assessments](#) and training to increase employee self-awareness and improve their communication skills. We teach personality styles and adaptability to the needs of others.
- **DE&I Awareness Training**- Implement ITN training that focuses on making employees and employers aware of their attitudes, behaviors, and their impact on themselves and others. These courses promote social sensitivity and behavioral flexibility that ensures better individual and group dynamics.
- **Employee Resource Groups** – Let ITN experts assist with establishing effective Employee Resource Groups (ERGs) to build connections and collaboration across the company.

C-SUITE COMMITMENT

This section of the report shows the alignment of senior management to work together to ensure that the organization stays true to its established DE&I goals, plans and policies.

DE&I VISION

The organization's DE&I vision statement describes, at the highest levels, what an organization hopes to be and achieve in the long term. It creates a clear sense of a higher purpose.

VALUES

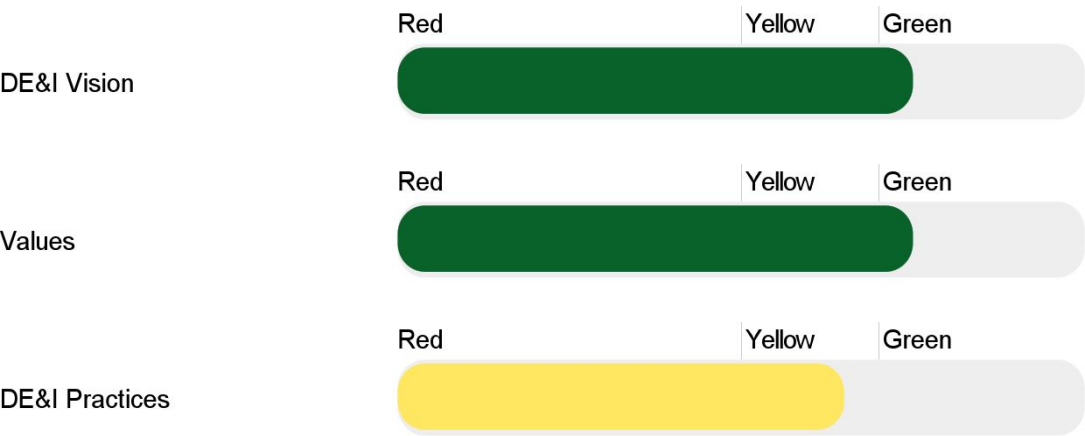
Organization values are a set of deeply ingrained principles and fundamental beliefs that guide the actions of employees.

DE&I PRACTICES

Policies, programs, and training efforts are in place to ensure that all employee's unique needs, perspectives, and potential are treated in a fair and equitable manner.

C-SUITE COMMITMENT

This section of your report shows the development levels of competencies associated with an organization's underlying beliefs, values, and ways of interacting with others.



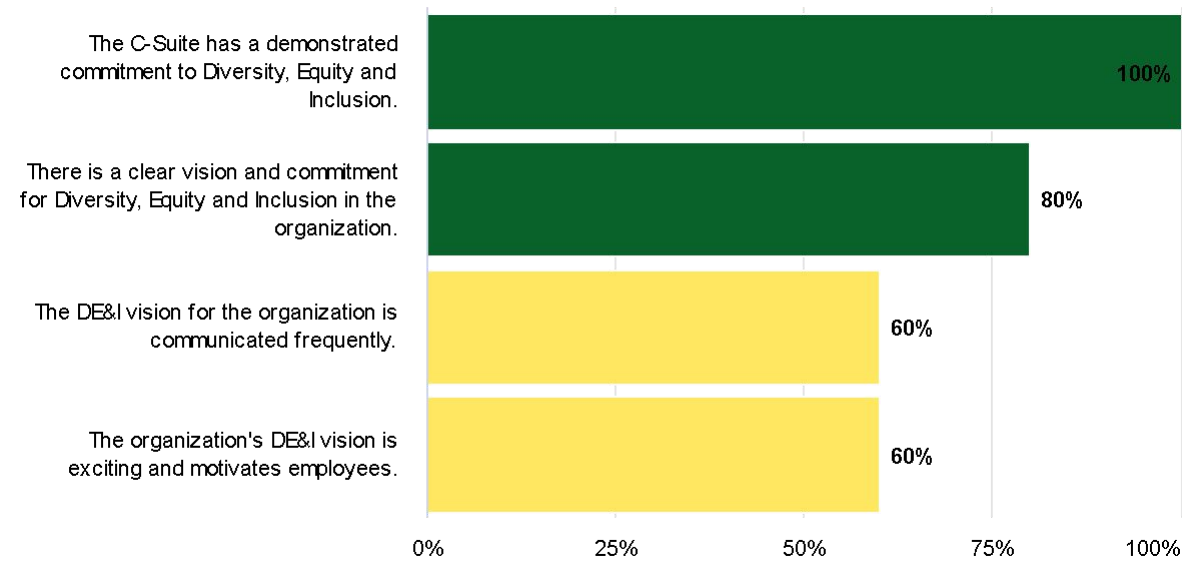
DE&I VISION

The DE&I Vision questions module measures the degree to which your organization has communicated a clear and specific roadmap to meet its objectives.

OVERALL SCORE

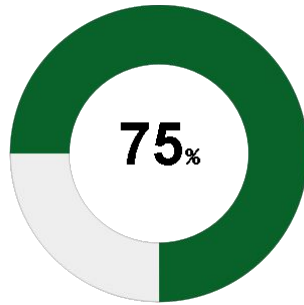


QUESTION SCORE RANK



DE&I VISION RATING

Your organization's competency score falls within the **High Range** of the sample population. As a result, there is a higher probability that this area of organization competency is more developed than those organizations scoring lower. This is an area of strength for the organization.



DE&I Vision

COURSE RECOMMENDATIONS - If you are looking to improve your proficiency in this competency, below are some suggested actions to consider.

- **DE&I Vision Statement** – Use ITN HR experts to conduct workshops that solicit input and feedback from the organization to create a shared DE&I vision.
- **ITN Workforce Survey** – Use an [ITN Workforce Survey](#) to gain key insights into employees' understandings of the company's DE&I vision and plans for the future.
- **DE&I Vision Communication** - Get employees excited about the future of the organization by working with an ITN expert to create a communication strategy to connect employees with the vision.

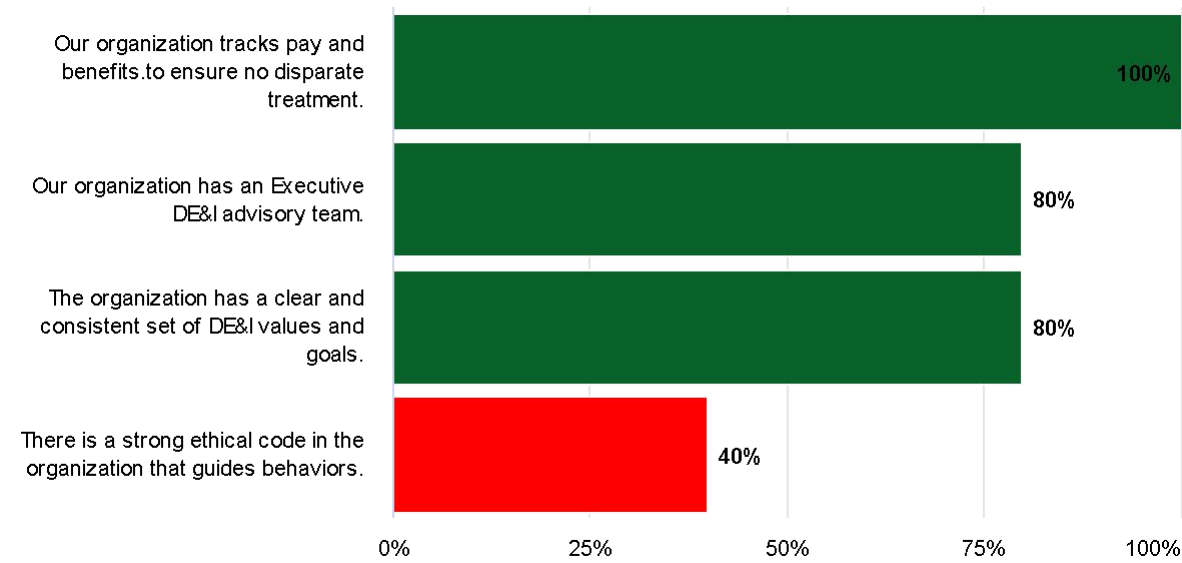
VALUES

The organization Values questions module measures the degree to which your organization sets expectations for principles that to guide actions and behaviors.

OVERALL SCORE

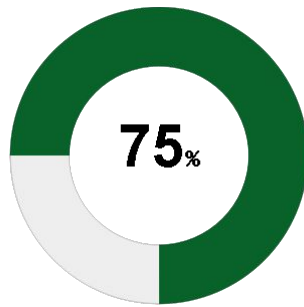


QUESTION SCORE RANK



VALUES RATING

Your organization's competency score falls within the **High Range** of the sample population. As a result, there is a higher probability that this area of organization competency is more developed than those organizations scoring lower. This is an area of strength for the organization.



Values

HOW TO IMPROVE - If you are looking to improve your proficiency in this competency, below are some suggested actions to consider.

- **Statement of Values** – Use ITN HR experts to lead workgroups that create an organizational values statement that connects employees and customers alike to your organization.
- **Communicate the Values Statement** – Create a connection between employees and organization values by using ITN experts to implement a focused communication plan that helps employees understand the organization's guiding principles.
- **Core Values Training** - Implement ITN training that focuses on what the core values of the organization mean and how they are demonstrated through actions.

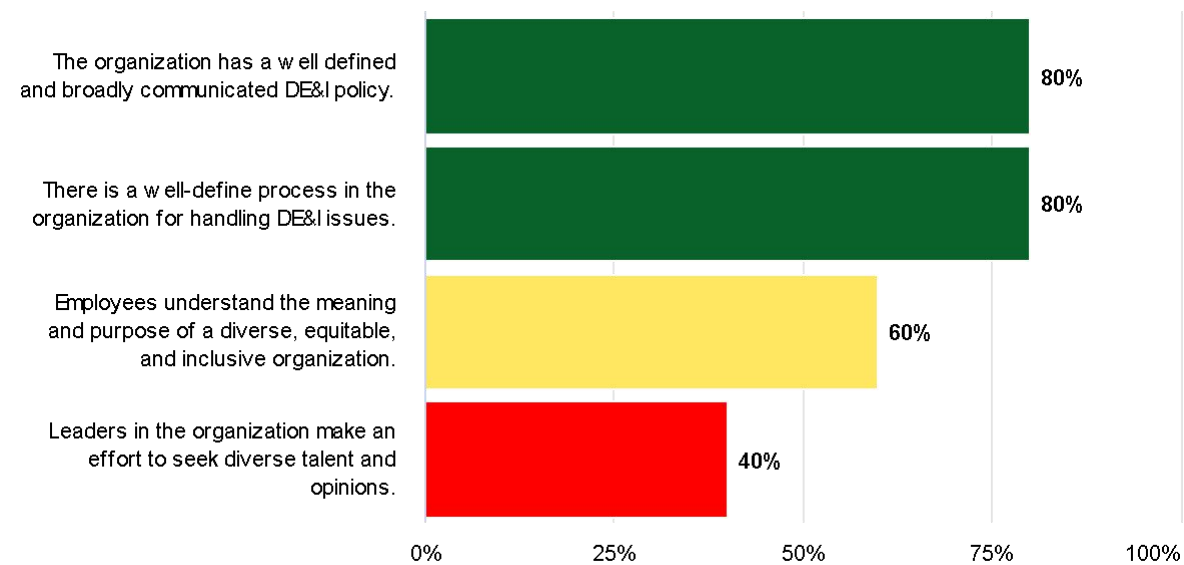
DE&I PRACTICES

The DE&I Practices questions module measures the degree to which your organization can recognize and adapt to the individual and cultural preferences of a wide range of differences represented through age, race, gender, ethnicity, or unique identity members.

OVERALL SCORE

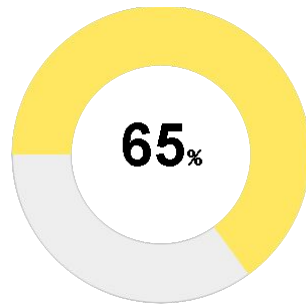


QUESTION SCORE RANK



DE&I PRACTICES RATING

Your organization's competency score falls within the **Moderate Range** of the sample population. While some organizations that score in this range have an acceptable level of competency, others (particularly those who score at the low end of the range), at times, may not demonstrate these competencies. More in-depth understanding and continued development are encouraged.



DE&I Practices

WAYS TO IMPROVE - If you are looking to improve your proficiency in this competency, below are some suggested actions to consider.

- **Diversity Training** – Use ITN partners to develop programs that teach the basic principles of Diversity, Equity, Inclusion, and Belonging.
- **Diversity & Inclusion Survey** – Use an [ITN DEI&B Survey](#) to gain key insights into employees' perceptions of equity, inclusion, and belonging.
- **Individual Training** – Use the ITN Enterprise Learning Platform to address individual learning needs and expand employees' understanding of what it means to be a contributing member of a diverse workplace.

ACCOUNTABILITY

This section of the report measures organization DE&I practices that create employee responsibility for their actions, behaviors, decisions, and performance results.

PERFORMANCE METRICS

Performance metrics are objective, data-based measures used to track progress and results towards the organization and employee goals.

ORGANIZATION MEASURES

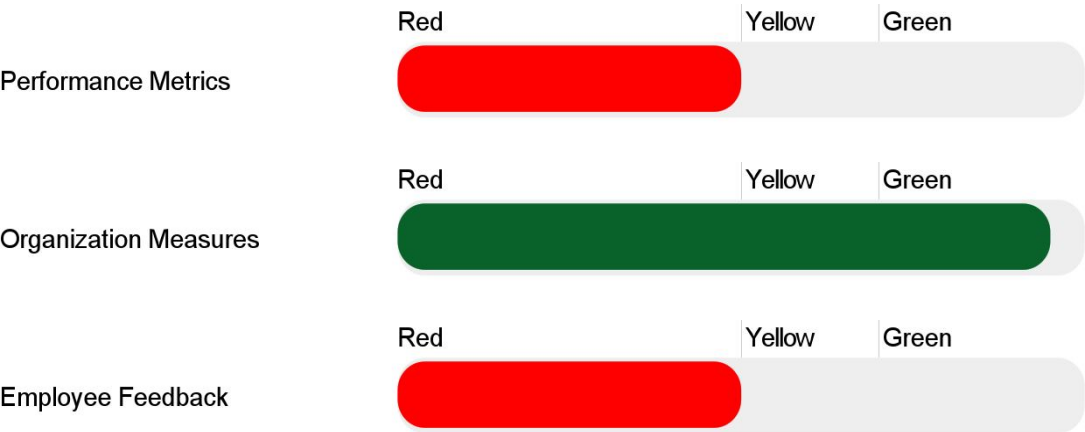
Indicators that monitor the state of diversity, equity and inclusion (and belonging) efforts in your organization. These measures help your organization directly and indirectly assess DEI progress and outcomes.

EMPLOYEE FEEDBACK

Employee measures use data-driven insights derived from employees to improve a sense of belonging and resulting productivity.

ACCOUNTABILITY

This section of your report shows development levels of competencies associated with assigning accountability to various parts of the organization.



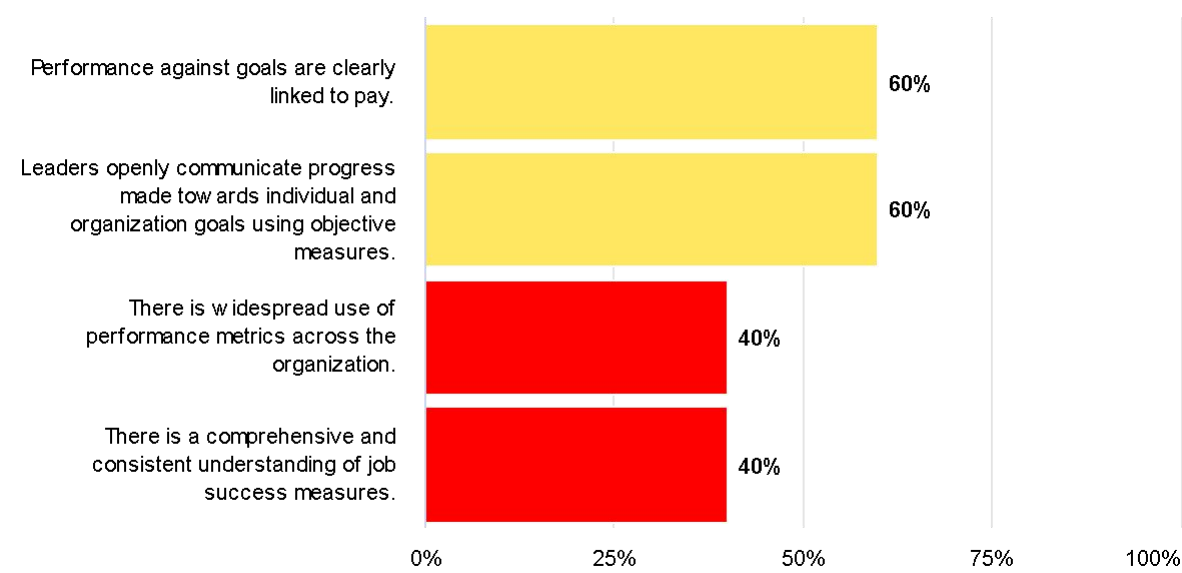
PERFORMANCE METRICS

The Performance Metrics questions module measures the degree to which your organization can objectively track and measure the many aspects of the performance of its employees.

OVERALL SCORE

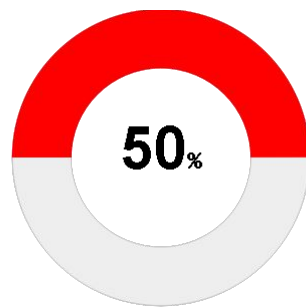


QUESTION SCORE RANK



PERFORMANCE METRICS RATING

Your organization's competency score is in the **Low Range** of the sample population. There is a higher probability that organizations that score in this range may be less capable than peer companies that score higher. This low score may be a concern for some organizations. More in-depth understanding and continued development in the areas of concern are highly recommended.



Performance Metrics

HOW TO IMPROVE - If you are looking to improve your proficiency in this competency, below are some suggested actions to consider.

- **Data Base Measures** – Use the ITN workforce database to understand job responsibilities and associated measures.
- **Benchmark Jobs** – Let ITN assess your workforce to create benchmark standards by job type using our [Assessments and Skills Testing](#).
- **Accountability Training** – Use ITN experts to train your workforce on what it means to be accountable and how to measure and monitor accountability.

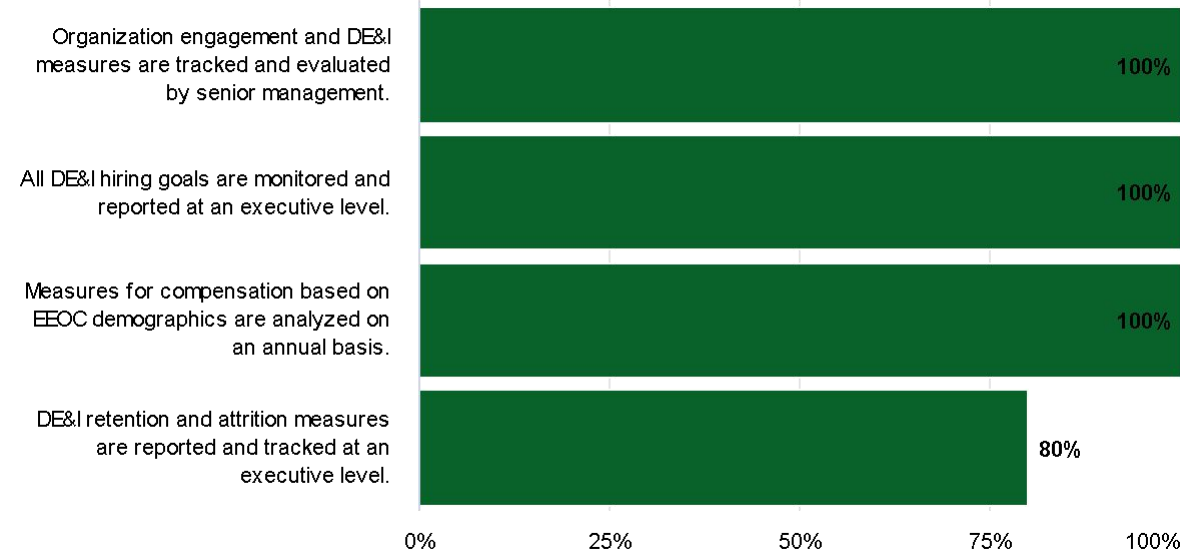
ORGANIZATION MEASURES

The Organization Measures questions module measures the degree to which you receive feedback related to DE&I programs including workforce engagement, hiring practices, DE&I initiatives, and compensation.

OVERALL SCORE

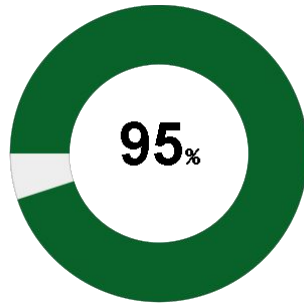


QUESTION SCORE RANK



ORGANIZATION MEASURES RATING

Your organization's competency score falls within the **High Range** of the sample population. As a result, there is a higher probability that this area of organization competency is more developed than those organizations scoring lower. This is an area of strength for the organization.



Organization Measures

HOW TO IMPROVE - If you are looking to improve your proficiency in this competency, below are some suggested online courses to consider.

- **Engagement Scores** – Use the [ITN Workforce Engagement Survey](#) on an annual basis to measure the level of employee engagement in your organization.
- **Hiring Analytics** – The ITN Hire platform provides a full range of all [Data Analytics](#) related to your hiring efforts including job effectiveness, time to hire, source of applicants, conversion rates, and quality of hires.
- **DE&I Measures** – Use the ITN training programs and workforce survey to gain numerical insights into your organization's level of understanding and current practices.

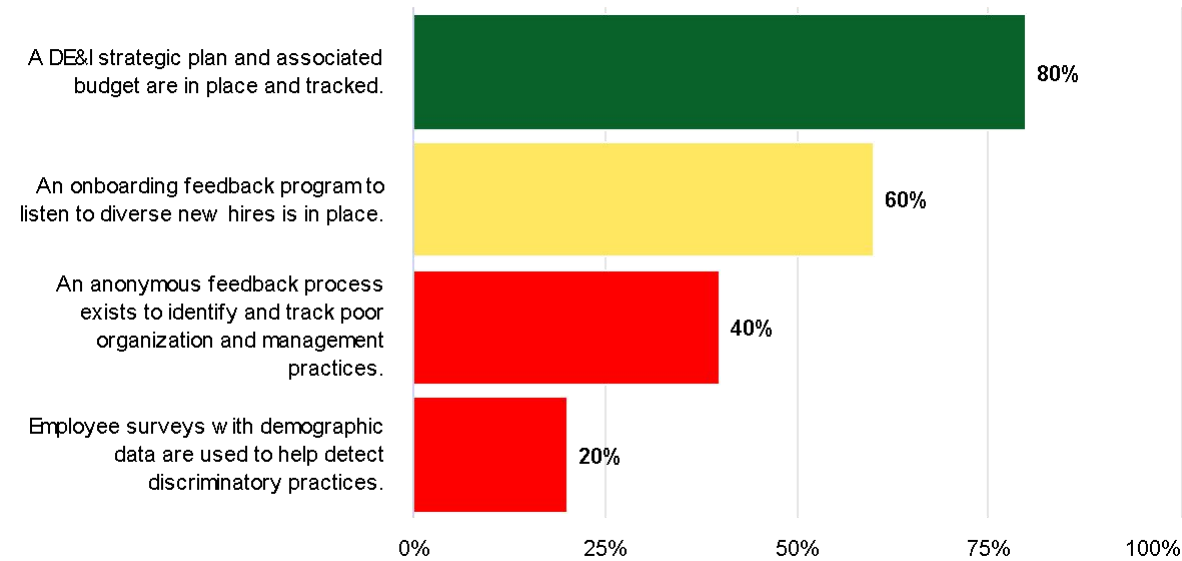
EMPLOYEE FEEDBACK

The Employee Feedback questions module measures the ability to monitor employee experiences and prevents poor management practices.

OVERALL SCORE

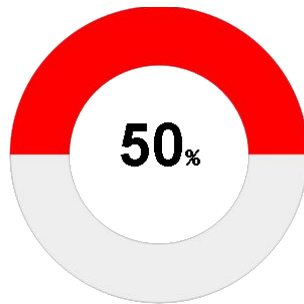


QUESTION SCORE RANK



EMPLOYEE FEEDBACK RATING

Your organization's competency score is in the **Low Range** of the sample population. There is a higher probability that organizations that score in this range may be less capable than peer companies that score higher. This low score may be a concern for some organizations. More in-depth understanding and continued development in the areas of concern are highly recommended.



Employee Feedback

HOW TO IMPROVE - If you are looking to improve your proficiency in this competency, below are some suggested actions to consider.

- **Employee Suggestions** – Use the [ITN InformUs](#) anonymous survey to track complaints and suggestions related to poor management or organization practices.
- **Workforce Survey** – Conduct an [ITN Workforce Survey](#) to solicit feedback on employee experiences. Gain insights need to improve engagement and operating efficiencies.
- **Employee Focus Groups** - Let the ITN experts facilitate employee focus groups to collect qualitative data to identify areas to improve internal communications, processes, and inclusion.

Important Note About Exploring This Report.

- Results are a snapshot in time and represent an overview of some key elements of your organization's development efforts.
- There are no good or bad scores, just a framework to establish goals to meet your organization's development needs.

The key is to identify where you are now, where you want to be, and what tools it will take to achieve your objectives.

What Works?

- Define your Organization's DE&I objectives and summarize where you are now and what competencies need to be developed.
- Create a roadmap for the competencies you want to develop including the services and support that will assist your efforts.
- Commit to your organization's development plan and act on your plan.

LET'S GET STARTED – Turn the Page

Small Steps Lead to Big Results

You are only a few small steps away from making progress.

What Organization DE&I Competencies does your organization currently excel in?

What competencies does your organization need to develop?

What programs should be put in place to achieve your organization's objectives?

To learn more, feel free to contact us at
information@itnanalytics.com or call 901.568.3569.

Disclaimer: There are no warranties, express or implied, regarding this assessment and the content provided. You assume full responsibility and hold harmless the authors and assessment company and their agents, distributors, officers, employees, representatives, related or affiliated companies, and successors, and the company requesting you to complete this Assessment (THE GROUP). THE GROUP shall not be liable for, (i) your use and application of the assessment, (ii) the adequacy, accuracy, interpretation, or usefulness of the Assessment, and (iii) the results or information developed from your use or application of the Assessment. You waive any claim or rights of recourse on account of claims against THE GROUP either in your own right or on account of claims against THE GROUP by third parties. You shall indemnify and hold THE GROUP harmless against any claims, liabilities, demands, or suits of third parties. The foregoing waiver and indemnity shall apply to any claims, rights of recourse, liability, demand, or suit for personal injury, property damage, or any other damage, loss, or liability, directly or indirectly arising out of, resulting from, or in any way connected with this Assessment, or the use, application, adequacy, accuracy, interpretation, usefulness, or management of this Assessment, or the results or information developed from any use or application of this Assessment, and whether based on contract obligation, tort liability (including negligence) or otherwise. In no event, will THE GROUP be liable for any lost profits or other consequential damages, or for any claim against you by a third party, even if one or more of THE GROUP has been advised of the possibility of such damages.