



CREED

CREED C3 DEI Findings

Summary

DEI is effective in enhancing organizational performance and culture. We found, through DEI literature review, survey of organizations, and interviews, the following conditions establish an optimal environment for DEI initiatives:

★ Executive Level Buy-in:

- **8 organizations** reported buy-in (i) as a critical precondition or (ii) best practice Survey produced analogous findings
 - ▶ “Sponsorship from senior leadership is imperative.”
 - ▶ “Leaders must be at the forefront, demonstrating their commitment.”
- **Literature review** supported these findings [Creary (2020)].

★ Middle Management:

- **9 organizations** reported middle management as critical to successful DEI initiatives.
- **Literature review** supported the need for middle managers’ role in DEI [Creary, Rothbard, and Scruggs (2021)].

★ DEI Consultant:

- **58% of surveyed organizations** have hired a DEI consultant
 - ▶ Showed financial commitment to DEI

★ Transparency:

- **5 organizations** expressed active transparency measures as a best practice.

★ Staff Trainings on DEI Topics:

- **77%** of surveyed organizations are currently conducting staff trainings around important DEI topics.
- An additional **19% of organizations** have planned trainings for 2023.
- **Trainings include topics** such as unconscious bias, microaggressions, and building safe spaces in the workplace.



Further Research



As one interviewee stated, “there is no such thing as “best” practices, only better practices.” With a similar mindset of continuously improving, we identified areas for future research:

★ Field Offices:

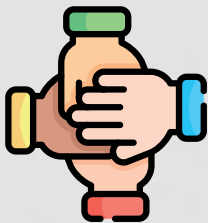
Interview data revealed, field office locations present an ongoing challenge for DEI:

- **Cultural differences** present challenges for implementation
- **DEI officers** do not want to project westernized curriculum to non-western audiences
- **DEI funding** is already marginal
 - DEI in field offices would require specialized programs and personnel, increasing costs



★ Field Offices:

Intersectionality between race and gender was mentioned several times and should also be considered (race + gender + disability + etc.)



★ Future Consideration:

How can CREED understand its mission towards ethnic and racial equity relative to gender and disability?

★ Seek Clarity & Sharpen Definitions

Launching a survey or second round of interviews to understand the following:

- **What is transparency?**
 - How is your organization actively engaging in DEI transparency?
 - Can you provide examples & documentation?
- **What are “tough” conversations?**
 - How does your organization define “tough” conversations?
 - What does this look like?
 - Can you provide examples & documentation?
- **Executive & Leadership “buy-in”**
 - How is your organization doing this?
 - Can you provide examples & documentation?
 - What actionable steps can other organizations take?
 - How expensive is the “buy”?
- **DEI Committees**
 - What are the various ways organizations are structuring their committees?
 - Pros and cons of certain structures?

