

# INTERNAL EQUITY ASSESSMENT

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2022

GUIDE + OVERVIEW



# Examine

YOUR WORKPLACE

DIVERSE, INCLUSIVE, + EQUITABLE

## ORGANIZATIONS

Truly transformative work environments create space where employees at all levels of the business can engage in their work and collaborate with others in authentic, transparent, and open communication. Businesses that prioritize diversity, equity, and inclusion demonstrate increased innovation, adaptability, and employee engagement and satisfaction.

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Many businesses today recognize the need to allocate time, energy, and resources to diversity, equity, and inclusion (DEI) efforts, but may still face high barriers and resistance to such initiatives when it comes time to take the work beyond one-off workshops.

It can be hard to quantify the need and articulate exactly what needs to change and how to start working on it. This is where the work of assessment can help. By identifying specific areas of challenge, we can better design strategies to address these needs.

WITHOUT ADDRESSING THE WORK ENVIRONMENT

# CHANGE WON'T HAPPEN

Intention and impact are decidedly different, and despite the best intentions, many DEI initiatives fail because they operate in isolation, far from the daily processes, routines, and relationships among employees. By starting with culture, we foster curiosity, commitment, and understanding before we start teaching DEI frameworks and concepts.

Most working in the field of DEI reinforce two points: this work is about more than numbers, and it takes time. Where experts tend to vary is on the **topics we teach**, and **in what sequence** we offer support.

“I’ve seen a ton of assessments and data come out of our workplace, but [Integrative Inquiry’s] report feels by far the most meaningful.”

- CES East

The approach Integrative Inquiry Consulting takes is to prioritize the interpersonal communication barriers that often inhibit real learning, trust, and growth.

With the information we glean from assessments, we can then train our leadership and teams to better observe and alter their behaviors, policies, and process to directly impact the culture on a wider scale.

This is a huge endeavor, but DEI must become a cornerstone of the values and ethos of the organization in order to effect lasting change.

“We now feel empowered to take clear, tangible actions on challenges we’ve felt but struggled to address directly.”

- Goodwill NNE

# CONDUCTING AN INTERNAL EQUITY ASSESSMENT

To truly impact DEI initiatives, organizations must begin with an assessment process to understand where their strengths and their gaps are inside their company. This is not about compliance requirements, good “scores,” or punitive policies. It is simply a benchmark process to help the company understand what current needs exist within their organization.

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DEI initiatives require a long, involved process that should be undertaken with intentionality, vision, and commitment.

Our Culture Map Assessment tool is actually one aspect of a multi-pronged process to better understand how your team works together.



## DEMOGRAPHIC REPORT

- » Expanded demographic information regarding race, gender, ability, religion, orientation, and language.
- » Trends of these demographics across department, location, and hierarchy.
- » Trends of these demographics across a 5 year period to better understand turnover and promotion rates within these periods.
- » Comparison to regional statistics and factors that impact demographics.



## POLICY ANALYSIS

- » Review of hiring, onboarding, exiting processes in place.
- » Examination of functionality and use of feedback mechanisms.
- » Documentation of decision-making processes and trends.
- » Review of professional development and promotional practices.



## CULTURE MAP

- » Online custom-built survey translated into required languages and distributed to entire staff.
- » Aggregated report generated highlighting the areas of strength and opportunities to improve in the 5 key culture domains.
- » Optional: Departmental/branch reports generated for companies larger than 100 employees.



## FOCUS GROUPS

- » Smaller focus groups conducted by identity group, role, or department in order to address barriers from online survey platform.
- » Qualitative reporting documenting key takeaways from feedback collected will be added to the overall report.



MORE THAN  
JUST "CHECKING  
A BOX."

BUILD EQUITY  
& INCLUSION  
PRACTICES  
INTO THE  
FOUNDATION OF  
YOUR BUSINESS.







# Metrics

M E A S U R I N G   S U C C E S S

Our **Organizational Culture Map** assesses your workplace culture by the five categories you see to the right. We are looking to understand the extent to which employees feel able to raise and discuss challenges and make the changes needed to foster more inclusive and equitable practices.

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Unlike compliance audits, our process focuses on the extent to which inclusion and equity practices exist from a human perspective. The report generated provides leadership with key indicators of strengths and opportunities for creating more inclusive policies and intervention strategies.

Our five characteristics are each intrinsically tied to improving the sense of psychological safety, how employees perceive their ability to take interpersonal risks with one another. This in turn is what creates an organization's ability to hear constructive feedback and make the changes needed to truly further equity and inclusion.



# CHARACTERISTICS OF OPTIMAL WORK CULTURES



## BELONGING

The organization values input, perspectives, and contributions from all employees.

Employees report high levels of trust, strong relationships, active involvement, and a sense of community.

**Inclusion Safety:** belonging, rapport, caring (people care about my wellbeing)



## GROWTH

The organization is able to effectively adapt and change and has a fierce commitment to learning/growth.

Employees report opportunities to grow and to give and receive feedback with compassion and candor.

**Learner Safety:** vulnerability, growth, support (I can ask questions/admit mistakes)



## PURPOSE

The organization has clear vision, values, and goals that are widely understood and agreed upon by employees.

Employees report being able to see clear purpose, meaning, and impact of their efforts.

**Contributor Safety:** sharing & collaborating (my perspective/opinion is valued)



## PROCESS

The organization has clear, transparent communication with its team, and aligns procedures and policies with company values.

Employees report strong sense of responsibility, accountability, and role clarity within the organization.

**Transparency Safety:** candor, openness, truth (I can be honest and expect honesty from others)



## AGENCY

The organization supports employee independence and creates more opportunities for distributive power.

Employees at all levels report higher levels of agency and advocacy and feel that they can fight for change.

**Challenger Safety:** calling in, critiquing, questioning (I can raise concerns and disagree with others)

# ESTIMATES & QUOTES

## INTERNAL EQUITY ASSESSMENT

All quotes are done based on an intake with our team and the size and scope of the assessment process, and how much. However, we can estimate the following base fees:

**DEI Demographic Report** | \$5,000 + staff fee (\$1,000/100 employees)+ additional costs for survey development and data collection

In partnership with your HR department, we will help you collect or conduct a deeper audit of the demographics within the organization. This report will expand the current demographic data to examine:

- additional demographic information regarding race, gender, ability, religion, orientation, and language.
- trends of these demographics across department, location, and hierarchy.
- trends of these demographics across a multi-year period to better understand turnover and promotion rates within these periods.

**Organizational Culture Map** | \$10,000 + focus group fee (\$500/1-h session) + staff fee (\$1,000/100 employees) + additional costs for debrief and planning process

We custom-build a culture survey for your organization and administer it as we conduct several focus groups (translated and interpreted as needed) to understand the current climate and culture within the organization. This identifies the five characteristics of culture to assess the psychological safety within the organization.

**DEI Policy Analysis** | \$7,000 + employee fee (\$1000/100 employees) + additional costs for complex org. structure

In partnership with the HR department, we analyze current employee policies to identify key areas of opportunity:

- Hiring, onboarding, and exit practices across all departments.
- Feedback mechanisms.
- Decision-making processes.
- Professional development opportunities.
- Discipline procedures.





## WHO WE ARE

Integrative Inquiry is a Maine-based consulting firm that partners with a diverse team of specialists from across the country to create lasting, impactful change for organizations.

We focus on capacity building and agency, so that organizations can take on these principles and continue to transform and evolve the way they work together long after we part ways.

Integrative Inquiry is a firm committed to equity across all dimensions of identity, including race. Our team represents a wide spectrum of perspective and experience, and this certainly informs and strengthens all aspects of our work.

That said, the focus of our work is to develop organizational cultures where individuals have the interpersonal communication skills to help foster psychological safety. This ensures that difficult conversations can be addressed with transparency, vulnerability, and integrity.

*“We must think more holistically about change if we truly want DEI initiatives to create impactful change. We have to start with how we raise issues, solve problems, and treat one another.”*

Kate Stitham, Integrative Inquiry President & Founder

To learn more about our team and business, go to [www.integrativeinquiryllc.com](http://www.integrativeinquiryllc.com).



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