

# Measuring for impact

## Handout for measuring the effectiveness of diversity and inclusion policies

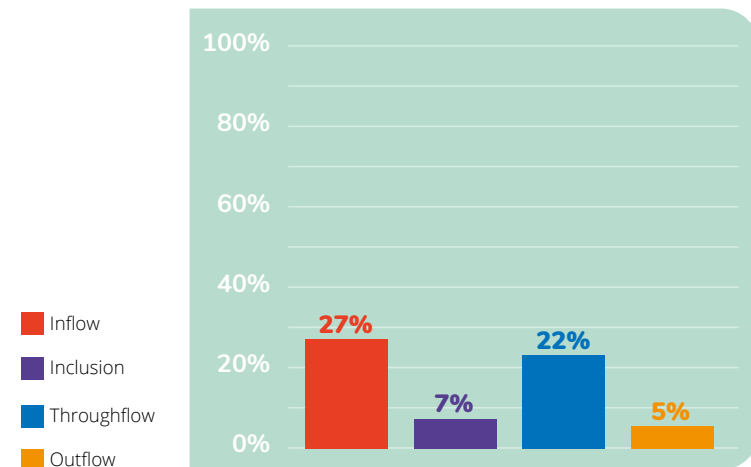
### Why this handout?

Diversity and inclusion initiatives do not always have the desired effects and can sometimes even have unintended negative effects. It is, therefore, important to determine the effectiveness of your initiatives. This handout will show you how to go about this.

### What do we see in organisations?

Only a quarter of the organisations report they measure whether their initiatives regarding employee inflow and throughflow are effective. This is even lower for employee inclusion and outflow. Thus, organisations are missing out on untapped potential within all domains.

### Few organisations measure whether their diversity and inclusion initiatives are effective



Source: Database Netherlands Inclusivity Monitor, October 2021  
The percentages are based on the total number of organisations  
N = 41 organisations

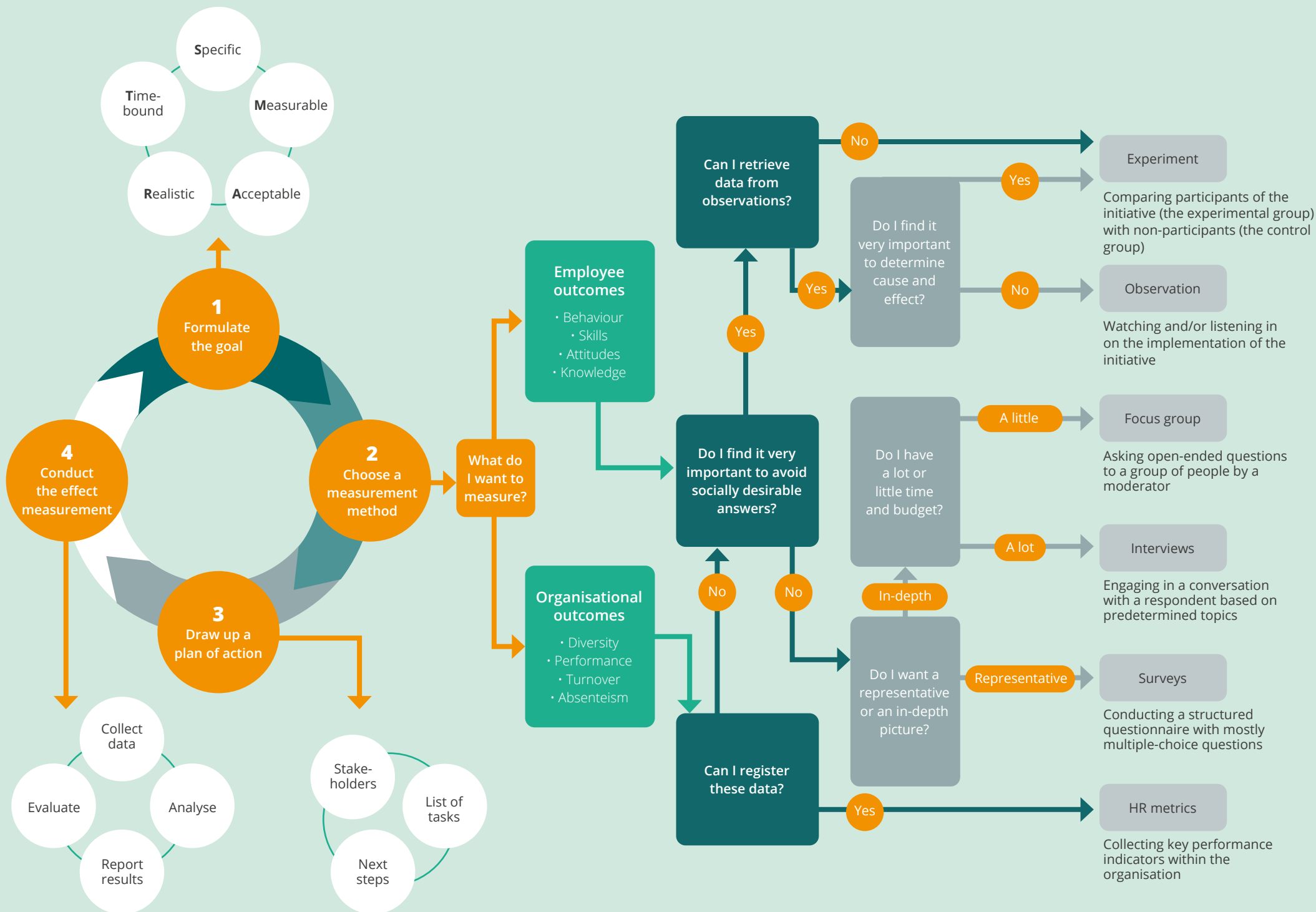


This handout is a collaboration between Utrecht University and Foundation InclusieNL and was made possible financially by the Ministry of Social Affairs and Employment.

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## How can you measure the effect of your initiatives?





- Specific
- Measurable
- Acceptable
- Realistic
- Time-bound

**1**  
Formulate the goal

**2**  
Choose a measurement method

**3**  
Draw up a plan of action

**4**  
Conduct the effect measurement

- Employee outcomes**
- Behaviour
  - Skills
  - Attitudes
  - Knowledge

- Organisational outcomes**
- Diversity
  - Performance
  - Turnover
  - Absenteeism

- Collect data
- Analyse
- Report results
- Evaluate

- Stakeholders
- List of tasks
- Next steps

Can I retrieve data from observations?

No

Experiment

Yes

Do I find it very important to determine cause and effect?

Yes

Comparing participants of the initiative (the experimental group) with non-participants (the control group)

No

Observation

Watching and/or listening in on the implementation of the initiative

Do I find it very important to avoid socially desirable answers?

A little

Focus group

Asking open-ended questions to a group of people by a moderator

A lot

Interviews

Engaging in a conversation with a respondent based on predetermined topics

In-depth

Do I want a representative or an in-depth picture?

Representative

Surveys

Conducting a structured questionnaire with mostly multiple-choice questions

Can I register these data?

Yes

HR metrics

Collecting key performance indicators within the organisation



## Examples

	1. Formulate the goal	2. Choose a measurement method	3. Draw up a plan of action	4. Conduct the effect measurement
Inflow	<p>Within six months, we aim to promote equal opportunities in the selection procedure by using a script containing the same interview structure for all candidates.</p>	<p>We will measure the behaviour of selectors. It is important here to avoid social desirability. The data can be retrieved from observations. It is not necessarily important to establish cause and effect. So, we opt for observations.</p>	<p>We inform the selection committee; we randomly select job interviews; we instruct observers.</p>	<p>We randomly <b>observe</b> at job interviews whether the selection committee applies the script to all candidates. We see that the script is still too often discarded. We, therefore, adjust our initiative by offering training on why and how to conduct an interview using a script.</p>
Inclusion	<p>By offering <i>Inclusive Leadership</i> training, we aim towards a more positive evaluation of the organisation's climate for inclusion.</p>	<p>We will measure how employees perceive the climate for inclusion. For this, we do not necessarily need to avoid socially desirable answers, but we would like a representative picture. Therefore, we are going to conduct surveys.</p>	<p>We post an announcement of the study on the intranet; we have the data analysed by a third party; we report back the results in a newsletter.</p>	<p>We conduct a pre- and post-measurement with the use of a <b>survey</b>, such as the Netherlands Inclusivity Monitor. The climate for inclusion was evaluated more positively after one year, but there is still room for improvement. We will, therefore, start offering the training to our managers on a regular basis and continue to conduct measurements.</p>
Throughflow	<p>We want to increase the throughflow of young people into permanent employment by 10% within one year through the introduction of a mentoring programme.</p>	<p>We will compare HR outcomes, namely throughflow numbers. This data can be registered. That is why we choose HR metrics.</p>	<p>We discuss with HR what data they can record and when we need them.</p>	<p>We use <b>HR metrics</b> to assess how many more young people have obtained permanent employment. After one year, this has only increased by 8%. We check whether the goal is realistic, adjust it if necessary, and investigate what is needed to achieve the goal.</p>
Outflow	<p>We set up a multicultural network to ensure that, within two years, employees with a migration background are less likely to leave the organisation involuntarily. We aim for members of the network to leave the organisation 10% less often than non-members.</p>	<p>We will identify reasons for leaving the organisation. Social desirability plays an important role here, and these data cannot be retrieved from observations. We are, therefore, conducting an experiment.</p>	<p>We send employees who are leaving the organisation an anonymous link to a questionnaire in order to identify their reasons for leaving; we ask about migration background and network membership.</p>	<p>Via an <b>experiment</b>, we compare the reasons for turnover of employees who are members of the network with the reasons of employees who are not members. It turns out that members are 16% less likely to leave the organisation involuntarily than non-members. We therefore decide to bring even more attention to the network among all our employees with a migration background.</p>