CSI®

DE&I Task Force Report:
A Proposed DE&I Index Framework

June 2023

Measuring Diversity, Equity, & Inclusion Success in the AECO Industry

The goal of a DE&I Index is to learn about current DE&I practices and identify opportunities to improve business outcomes across an organization and industry related to DE&I work.

The CSI DE&I Task Force has created this document for the CSI Board of Directors to serve as a guide in the development of measurable tracking mileposts for CSI's DE&I work. Specifically, the DE&I Task Force requests the Board's assessment of the directional correctness of this approach.

Creating Benchmarks for Measurement: Quantitative and Qualitative

- ✓ **Quantitative Measures**
  - Tracking DE&I Demographic Metrics
  - Building Industry Resources
  - Developing Diverse Educational Programming
  - Creating Standards for DE&I Leadership and Accountability
- ✓ **Qualitative Measures**
  - Measuring an Inclusive Culture

Quantitative Measures
Tracking DE&I Demographic Metrics

One quantitative measure of DE&I success is increased diversity in any association's membership ranks, volunteer leadership, industry, and staff hiring (and retention) through the elimination of barriers to that participation.

To fully report on changes as a result of focused attention on DE&I, CSI must capture demographic data important to their specific DE&I agenda, such as age, gender identity, race, ethnicity, and years in the profession and industry and be able to track increases in those categories. Other demographic data that can be helpful to track diversity are LGTBQIA+ status, veteran status, disability (hidden or visible), and parental or caregiving status.

This can be accomplished in several ways, including self-ID. Self-ID is primarily aimed at people whose diversity dimensions are not always apparent, such as LGBTQ+ employees, employees with hidden disabilities, and veterans. A self-ID campaign is meant to minimize barriers for those who belong to underrepresented groups, such as outdated policies, unconscious bias, and non-inclusive cultures, which partially stem from a lack of visibility and knowledge among their coworkers and managers.

CSI will determine which demographic data to collect from members and staff through its membership processes or self-ID, as well as approve the implementation of that data collection process.

Building Industry Resources

To help our members and their companies get started or improve diversity, equity, and inclusion outcomes, CSI is building a learning library based on effective practices for the industry. This DE&I Learning Library will continue to grow over time to help build awareness and learning, ultimately becoming a key resource for DE&I in the AECO industry.

CSI will track member usage of the DE&I materials in its Learning Library holdings annually to guide development of new resources for members.

Developing Diverse Educational Programming

CSI will begin tracking the recruitment of presenters for its educational programming to ensure growth in the demographic diversity of those presenters, particularly around the diversity dimensions of race, ethnicity, gender, and years in the industry. This will include webinar leaders, National Conference presenters, and others. CSI will also increase its programming on DE&I-specific issues.

In addition to the increased diversity of presenters and increased programming on DE&I issues pertinent to the construction industry, CSI will develop for its members an online, accessible educational program to build awareness of the business case for DE&I in the construction industry.

CSI will develop standards for educational programming that include increasing the diversity of presenters and experts and increasing DE&I content provision. Changes in diversity among presenters and programming will be reported annually.

Creating Leadership Development and Accountability around DE&I

Leaders of CSI (volunteer leaders at all levels as well as staff leaders) will receive annual training in having open and inclusive conversations about DE&I subjects, whether as part of existing leadership training programs or standalone programs explicitly built for this purpose.

In addition, DE&I-related standards will be created and provided to all leaders of CSI, including Chapter Leaders, with their implementation noted through reporting against the "ends" of the Institute as determined by the Board of Directors.

CSI will report progress against all DE&I goals annually to the CSI Board of Directors by tracking participation in DE&I programming designed specifically for those in leadership positions, and the adoption of "best practices for DE&I" at the chapter level. CSI's Board will consider the implementation of an annual "Best Practices" DE&I award for the chapter that shows greatest progress in addressing DE&I issues.

Qualitative Measures

Measuring Inclusive Culture

Measuring diversity is one thing; measuring inclusion, and an environment where all people feel respected, accepted, supported, and valued, allowing all members to fully participate in development opportunities within an organization, is even more of a challenge to measure. To effectively track inclusion, organizations must measure employee and member sentiment with a considered definition of inclusion, ensuring the organization can act fast on the results.

CSI started this process in 2021 with DE&I Focus Groups that involved members, volunteer leaders, and staff. We recommend that these qualitative measures from the Gartner Inclusion Index be used to frame CSI's continuing qualitative measurement process:

1. Fair treatment: Those who help the organization achieve its strategic objectives are rewarded and recognized fairly.
2. Integrating differences: People respect and value each other's opinions.
3. Decision making: People fairly consider ideas and suggestions offered by other team members.
4. Psychological safety: I feel welcome to express my true feelings at CSI.
5. Trust: The communication we receive from the organization is honest and open.
6. Belonging: People in my organization care about me.
7. Diversity: Leaders at my organization are as diverse as the broader workforce.

CSI will assess inclusion growth against this scale with targeted focus groups of members, volunteers, volunteer leaders, and staff every two years. In addition, CSI will begin a story-collection process to highlight members' stories and experiences and include data from those stories in this process.

Created by the CSI DE&I Task Force

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