



Measurement and Accountability Guide



Sponsored by
Women Techmakers

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About This Series

[Change Catalyst](#) empowers inclusive & sustainable innovation globally through Startup Ecosystem and Tech Inclusion Programs.

Welcome to this series sponsored by [Women Techmakers](#), Google's initiative that provides visibility, community, and resources for women in technology.

Together, we're helping tech hub leaders to develop more inclusive cultures, programs and spaces.

This is Part 2 of a Six-Part series on “Creating Inclusive Tech Hubs”:

1. Inclusive Tech Hubs: the Key to Future Innovation
- 2. Measurement & Accountability**
3. The Role of Leadership in Diversity and Inclusion
4. Creating An Inclusive Culture
5. Expanding Your Diversity Goals Through External Programs
6. Creating Inclusive Physical Spaces

Overview: Measure What Matters

Measure what matters. If you don't measure something, it's tough to change it.

To create an inclusive tech company, organization or hub, the first step is to establish a baseline so you can understand the current state of diversity and inclusion. This requires creating a method for data collection, deploying it and analyzing the results.

Measuring Diversity

Data around diversity depends on where you live - it may include gender, race, ethnicity, class, ability, veteran status, sexual preference and age. You can view how some US tech companies have published their diversity data via the [“Open Diversity Data” site](#). However, we do suggest measuring more thoroughly than most of these tech companies if local laws allow.

Below is how Change Catalyst measures diversity in the United States. Please feel free to adapt this to your own community.

Please help us better understand the diversity of our community by responding to the following brief demographic questions. We will only use this data in aggregate form to help us benchmark our diversity.

1. What is your preferred pronoun?
 - a. she/he
 - b. him/her
 - c. they/them
 - d. ze/hir
 - e. Other
1. What race & ethnicity do you identify with? (You may pick more than one.)
 - a. Indigenous or Native American
 - b. Native Hawaiian or Pacific Islander
 - c. Middle Eastern, North African or Arab-American
 - d. Black or African-American
 - e. Latinx or Hispanic
 - f. Asian or Asian-American
 - g. White, Anglo or European-American
 - h. Other [short answer form]
1. Which of the following applies to you? (Please check all that apply.)
 - a. Served or serving in the Armed Forces (US or global)
 - b. Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Androgynous and/or Asexual (LGBTQIA)
 - c. Person with a disability (Visible or invisible)
 - d. Person living on a low income [insert your definition here]
 - e. Other (please explain) [short answer form]
 - f. None of the above
1. What is your age?
 - a. Under 18
 - b. 18-24
 - c. 25-34
 - d. 35-44
 - e. 45-54
 - f. 55-64
 - g. 65-74
 - h. Over 75

Measuring Inclusion

Data around inclusion involves retention, turnover, safety, comfort, belonging, support and access. These are more qualitative questions, some of which you may already be tracking with employee engagement surveys. If you already have an employee engagement survey, you'll need to decide as a team if you want to add a few more questions to your employee engagement survey or deploy a new inclusion survey in addition.

There are a few Inclusion Surveys available for free online:

- [Culture Amp Inclusion Survey](#)
- [Society for Human Resource Management Diversity Survey](#)

Measuring diversity and inclusion can be difficult and personal. Ensure that you are building trust with your community by being transparent about why you're measuring this data. Your community must trust you with the data.

Who, What and How Do You Measure?

When we look at tech, there are generally three components of your culture that you need to measure:

1. Internal staff and leadership
2. Partners and/or customers
3. Sourcing and supply chain

Across each of these components, we recommend an accessibility and inclusion audit of all platforms. An **accessibility audit** can be performed by an expert in accessibility to assess your campus, offices, websites, software and hardware products for how accessible they are to people who are blind, visually impaired, deaf and hard of hearing. An **inclusion audit** can be performed by an expert in inclusive design and storytelling - it will assess the language and images you use to be sure they are sensitive to diverse people. The audit should look at the demographics of your users as well as feelings of safety and belonging.

Once you have your baseline data, you can begin to establish some goals for creating change. Continuously measuring the changes in this data over time allows you to learn whether or not your inclusion efforts are working or not working.

Holding Ourselves Accountable For Inclusion

From top-down to bottom-up, everyone in your community must play an active role and be held accountable for inclusion.

1. Make sure you have a **code of conduct or harassment policy** clearly stated and easy to find. You'll also need to make sure you enforce this policy. This will help people feel safe.
2. Develop an annual **strategic inclusion plan** across the organization. Set goals and outcomes you hope to achieve, and develop processes together to achieve them.
3. Each team and individual needs to establish their own **stretch goals** around inclusion. Consider tying these goals to performance reviews to hold each person accountable.
4. Create an **inclusion advisory group** to continuously measure, advocate for and maintain culture change around inclusion. This is a good way to enroll people in your group or organization that care about this work.
5. Measure and publish your goals, being transparent about what is working and not working, and **tell your ongoing story of change.**

See [The Role of Leadership in Diversity and Inclusion](#) for more information.

Accessibility Audit Template

Website Accessibility

Your websites should be accessible for people who are blind, deaf, have color-blindness and/or dyslexia. Here are a few best practices:

- Provide a text equivalent for every non-text element (e.g., via "alt", "longdesc", or in element content). This includes: images, graphics, animations (e.g., animated GIFs), images used as list bullets, graphic buttons, sounds (played with or without user interaction), stand-alone audio files, audio tracks of video, and video.
- All information conveyed with color is also available without color, for example from context or markup.
- Use the clearest and simplest language appropriate for a site's content.
- For data tables, identify row and column headers.
- Ensure that foreground and background color combinations provide sufficient contrast when viewed by someone having color deficits or when viewed on a black and white screen.
- For more information to pass on to developer(s), check out this [Web Accessibility Checklist](#).
- On the front page of your website, let people know who to contact if they have accessibility questions or concerns.

Accessibility of Physical Spaces

- The location is in close proximity to public transit.
 - If not easily accessible via transit, do you offer alternative transportation options for people who need them?
 - Do you have clear instructions on the website for reaching your facility via public transportation?
- There are accessible parking stalls near the entrance to the building.
- Directional signage is accessible to people who are blind or mobility impaired.
- All events are accessible – Please see our [Inclusive Event Toolkit](#) for further details.
- All entrances, hallways, restrooms and kitchens are accessible. Please see ADA's "[Checklist for Existing Facilities](#)" for a detailed checklist of solutions.

Inclusion Audit Template

Website Inclusion

Nothing says inclusion like visual representation. Include diverse photos on your website as well as other marketing materials. Ideally these should be authentic photos from your community, but good stock photos with diverse people are better than none. Also, consider having diverse people look through slides, photos and other marketing materials to make sure we haven't accidentally included imagery that might offend someone.

- Language used is fully inclusive
- Photos used are fully inclusive
- Use short paragraphs and bullets as well as clear, simple language. Avoid jargon and make sure language is understandable for people who do not speak English as their native language.
- Website is translated into other languages as appropriate for your audience

- If you have online community groups (eg on your website or a group on Google, Facebook or LinkedIn), you have a Code of Conduct and Harassment Policy clearly stated and enforced.
- Measure and publish your diversity and inclusion goals on your blog and tell your ongoing story of change

Inclusivity of Physical Spaces

- Ask your inclusion advisory group to provide input around creating an environment that invites everyone to be themselves and productive: paintings on the wall, furniture, carpet and walls, signage
- Assess design through the lens of gender, race, ethnicity, religion (or lack thereof), sexual preference, ability, age and socioeconomic status
- Your Code of Conduct is clearly stated and easily found, and it has a structure for enforcement
- Restrooms are gender-inclusive or gender-neutral
- Prayer / meditation room to offer people a safe space to practice
- Mother's Room to provide women who are breastfeeding a safe, quiet, clean and private space.
- A locking door
- Microwave
- Refrigerator
- Drinking water
- A comfortable seat
- An outlet
- Ideally it's also near a source of both hot and cold water
- Providing childcare opportunities for parents
- Offering childcare reimbursement
- Ensure all cafe, vending and catered foods address community needs
 - vegetarian, vegan, Halal, Kosher, and gluten free
- Survey community often for ongoing dietary needs

Performance Review Template

Working towards inclusion takes everyone’s leadership. You can help to ensure that everyone demonstrates and articulates a commitment to diversity and inclusion by setting clear expectations for your team and providing mechanisms for feedback. Below is a sample Performance Review that includes an individual’s contribution to a diverse and inclusive culture.

Performance Review

In keeping with our goal to continuously improve, we are asking for your candid feedback on the performance of your colleague this past year. A summary of all feedback received will be prepared for each individual so that he or she can use the feedback to learn and develop. Your individual feedback will be averaged into all the responses received in order to protect your anonymity and ensure that the results your colleague receives are completely confidential.	
Thank you for your contribution to this very important process.	
Name of Colleague/Manager:	
Completed by (optional):	
Date:	
Instructions	Rate 1-6
Using the following rating scale, please write the number that best reflects how you rate your colleague’s performance during the past year.	
Rating Scale	
1=Unacceptable	
2=Needs improvement	
3=Meets standard	
4=Exceeds standard	
5=Outstanding	
6= Have not experienced or observed	
Valuing Behaviors	
Seeks input from all team members	
Measures results instead of individual styles	
Maintains a balance between "people" issues and "business" issues	
Shows genuine concern for team members	
Keeps the focus on fixing problems rather than finding someone to blame	
Treats people fairly, without showing favoritism	
Cares about me	
Protects confidentiality	
Recognizes and rewards my individual contributions in a manner meaningful to me	

Interdependence Behaviors	
Supports a team environment by recognizing and rewarding collaboration, cooperation and activities contributing to others' success	
Recognizes and rewards team-supportive actions and behaviors	
Recognizes and supports the work of other departments	
Doesn't criticize those who are not present	
Considers the impact of actions and decisions on other departments before implementing	
Communication Behaviors	
Encourages others to express different ideas and perspectives	
Is open to other perspectives and is willing to change his/her position when presented with compelling information	
Open to negative and/or constructive feedback	
Keeps me informed on status of my work and updates in the organization	
Gives open and constructive feedback	
Effectively deals with conflict	
Lets me know how I am doing	
Involves me in decision-making when appropriate	
Sets a clear direction for our department	
Valuing Diversity & Cultivating a Culture of Inclusion	
Ensures that team and community activities are inclusive	
Seeks input/feedback from diverse individuals and groups, including internal/external customers and those with differing viewpoints	
Treats everyone with respect and fairness	
Provides a welcoming environment for people from underrepresented groups	
Actively creates leadership pathways for all individuals	
Approaches me with compassion, always leads with empathy	
Leadership Behaviors	
Encourages and embraces change by challenging status quo	
Provides cross-functional development opportunities for team members	
Encourages and supports my involvement in training and development activities and events	
Encourages and supports my involvement in community activities and events	
Encourages and supports my involvement in company activities and events	
Actions and behaviors are consistent with words	
Is trustworthy	
Is a role model for continuous improvement	
Uses a coaching management style, rather than an authoritarian boss management style	
Supports me, helps me achieve results	
Supports a customer service approach for both internal and external customers	
Deals with issues that need to be addressed	
Provides a clear sense of purpose and direction, roles and responsibilities, for me individually and for our group team members	

General Feedback

Type or print your answers, add additional pages if needed. Please be as specific as possible by including examples.

What activities, behavior, feedback or coaching would you like your colleague to stop doing? Please explain.

List and briefly describe examples of the behavior, activities, feedback or coaching your colleague has provided that makes your job and work environment more enjoyable and meaningful to you.

Please provide comments that you feel will be meaningful for your colleague to sustain or improve their effectiveness.

Code of Conduct Template

As an inclusive physical space, your Code of Conduct is your law of the land that signals accountability and that you value and care about the wellbeing of your community. Display your Code of Conduct in central areas accessible to everyone.

Provide responsible ways for your community to report any behavior that doesn't align with your code of conduct. Include your legal team and inclusion community on the process of creating disciplinary methods and feedback channels if anyone gets out of line. The Code of Conduct is your enforcer, a tool to convey what you care about and serves to communicate your organization's values.

The following is our Change Catalyst Code of Conduct, adapted from the open source [Conference Code of Conduct](#). Please adapt it for your tech hub.

Change Catalyst Code of Conduct

All attendees, speakers, sponsors and volunteers at our conference are required to agree with the following code of conduct. Organizers will enforce this code throughout the event. We are expecting cooperation from all participants to help ensuring a safe environment for everybody. Be excellent with each other, show empathy, help make this a safe space to explore tangible, equitable solutions.

The Quick Version

Our conference is dedicated to providing a harassment-free conference experience for everyone, regardless of gender, age, sexual orientation, disability, physical appearance, body size, race, or religion (or lack thereof). We do not tolerate harassment of conference participants in any form. Sexual language and imagery is not appropriate for any conference venue, including talks, workshops, parties, Twitter and other online media. Conference participants violating these rules may be sanctioned or expelled from the conference without a refund at the discretion of the conference organizers.

The Less Quick Version

Harassment includes offensive verbal comments related to gender, age, sexual orientation, disability, physical appearance, body size, race, religion, sexual images in public spaces, deliberate intimidation, stalking, following, harassing photography or recording, sustained disruption of talks or other events, inappropriate physical contact, and unwelcome sexual attention.

Participants asked to stop any harassing behavior are expected to comply immediately.

Sponsors are also subject to the anti-harassment policy. In particular, sponsors should not use sexualized images, activities, or other material. Booth staff (including volunteers) should not use sexualized clothing/uniforms/costumes, or otherwise create a sexualized environment.

If a participant engages in harassing behavior, the conference organizers may take any action they deem appropriate, including warning the offender or expulsion from the conference with no refund. If you are being harassed, notice that someone else is being harassed, or have any other concerns, please contact a member of conference staff immediately. Conference staff can be identified as they'll be wearing branded t-shirts.

Conference staff will be happy to help participants contact venue security or local law enforcement, provide escorts, or otherwise assist those experiencing harassment to feel safe for the duration of the conference. We value your attendance.

We expect participants to follow these rules at conference and workshop venues and conference-related social events.

Harassment Policy

In developing a harassment policy, we recommend working with your legal and human resources team to develop one that works for your own culture. Make sure this policy protects against all types of harassment – including gender, race, ethnicity, religion, sexual preference, marital status, age, socioeconomic status, country of origin, ability, etc – and also protects veterans and those formerly incarcerated.

Here are a few examples:

1. [US Equal Employment Opportunity Commission's definition of Harassment](#)
2. [Society for Human Resource Management Anti-harassment Policy and Complaint Procedure](#)
3. [State of Wisconsin Department of Workforce Development Sample Harassment Policy](#)

Next Steps Checklist

- Create an Inclusion Advisory Group.
- Create and publish a Code of Conduct and/or Harassment Policy.
- Measure what matters:
 - Create, implement and analyze your Inclusion Survey
 - Measure and analyze diversity data
- Conduct an Inclusion Audit.
- Conduct an Accessibility Audit.
- Develop an annual Strategic Inclusion Plan across the organization.
- Have each individual and team establish their inclusion goals.
- Incorporate inclusion goals into performance reviews.
- Publish your diversity and inclusion goals and tell your ongoing story of change.

Action Plan

Fill out the chart below to get started on creating change in your organization!

Desired Outcome	Action Steps	Resources Needed	Project Timeline	Measurable Progress
1.				
2.				
3.				

Additional Resources

Catalyst Inc.

Society of Human Resources Management



Measurement and Accountability Guide

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