

Meyer Memorial Trust Diversity, Equity and Inclusion Spectrum Tool

The *Diversity, Equity and Inclusion (DEI) Spectrum Tool* is a tool to assess where an organization is on its DEI journey and to identify potential areas for future work. The tool describes organizational characteristics at different points along the DEI continuum for twelve different dimensions of DEI work:

- DEI Vision
- Commitment
- Leadership
- Policies
- Infrastructure
- Training
- Diversity
- Data
- Community
- Decisions
- Accountability
- Inclusion

DEI is a complex process, and every organization's DEI journey is unique. The scale focuses on five points along the DEI continuum – “Not Yet Started”, “Ready to Start”, “Launched”, “Well on the Way”, and “Exemplary/ Leading” – but few organizations' DEI experiences will fit neatly into these stages. The descriptions of organizational characteristics at each point in the process are intended to serve as guideposts rather than fixed stages. Users are encouraged to place a dot on the arrow underneath each DEI dimension to indicate where the organization is on the continuum in relation to the guideposts.

DEI Component	Not Yet Started	Ready to Start	Launched	Well on the Way	Exemplary/ Leading
DEI Vision	Does not see DEI as relevant to its work	Recognizes the importance of DEI to its work and is contemplating its next steps	Recognizes the importance of DEI to its work and is in the process of developing a shared DEI vision	Has developed a shared DEI vision and is working to align the organization's programs and operations with this vision	Has integrated DEI in organizational mission and vision statements which are actively being used to guide the organization's programs and operations
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Commitment	Does not have an interest in advancing its DEI work	Is interested in advancing its DEI work and is considering how to do so	Is interested in advancing its DEI work and has put some strategies or actions in motion	Is actively engaged in advancing its DEI work	A commitment to DEI is fully institutionalized throughout the organization both internally and externally
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Leadership	Members of management, staff or board have not taken leadership on DEI issues	A few members of management, staff or board are leading the DEI discussion	A DEI point person or team is leading the organization's DEI work	All levels of management, staff and board are taking leadership on DEI issues	Organization is a DEI leader and is helping to build the field and best practices; leadership demonstrates accountability to clients, constituents, stakeholders
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Policies	Does not have any DEI-related organizational policies (beyond non-discrimination policies)	Does not have, but is interested in developing, DEI-related organizational policies (beyond non-discrimination policies)	May have some DEI-related language in some of its organizational policies	Has DEI policies and/or an organizational DEI plan but may be unclear about how to operationalize it	Has DEI policies and an organizational DEI plan with clear goals, strategies and indicators of progress
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Infrastructure	Has not had internal discussions about the organization's DEI work	Has had some internal DEI discussions, but doesn't have an infrastructure to guide the organization's DEI work	Individuals or small groups are guiding internal DEI discussions but aren't integrated into the organization as a whole	Has internal committees, affinity groups or other formal structures focused on integrating DEI issues into the organization's work	Work on DEI issues is integrated into every aspect of organizational culture and infrastructure
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Training	Has not done any training related to DEI	Is contemplating doing organizational DEI training; individual staff may have done some initial training	Some staff or board have participated in DEI-related training	All management, staff and board are involved in DEI training and capacity building	Fosters ongoing DEI training, growth and leadership among management, staff and board in line with an equity plan/strategy; staff are held accountable to DEI-related practices
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Diversity	Doesn't see diversification of board and staff as a priority; may be paralyzed by the perceived challenges or view it as unattainable	Has had initial discussions about and values the idea of diversifying its board and staff	Beginning attempts to diversify its board and/or staff but may not know how to do it effectively or have strategies and systems in place; may not result in growing diversity	Actively works to increase diversity of board and staff, resulting in growing diversity; has begun to identify and institute retention strategies for diverse staff	Has policies and strategies for strengthening and maintaining organizational diversity; staff and board represent the diversity of the community it serves; effective retention strategies are implemented
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Data	Does not collect demographic data in its programmatic or operational work	Does not collect demographic data in its programmatic or operational work, but views this as a future goal	Collects some demographic data in its programmatic or operational work, but not in a systematic or comprehensive way	Collects and disaggregates comprehensive demographic data in its programmatic and operational work but may not know what to do with the information	Routinely collects, disaggregates and analyzes demographic data for all programmatic and operational work; uses the information in planning and decision-making
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Community	Doesn't express interest in building stronger partnerships with communities facing disparities; may see it as unrealistic or unimportant to the organization's mission	Values the idea of building partnerships with communities facing disparities, but may not know how or have relationships to draw upon	Is beginning to build partnerships with communities facing disparities but has not yet established accountability to and meaningful partnerships with these communities and may approach it in a tokenistic way	Actively works to build partnerships and trust with communities facing disparities; working to understand how to provide value and support to these communities	Has strong, mutually beneficial, accountable and equitable partnerships with diverse organizations and leaders from communities facing disparities
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Decisions	DEI considerations do not factor into decision-making	Interested in factoring DEI considerations into decision-making, but may view it as an option or an add-on to core decision-making considerations	Decisions are occasionally influenced by DEI considerations in an ad hoc way	Decisions regarding organizational policies, practices and resource allocation are informed by DEI considerations	Decisions regarding organizational policies, practices and resource allocation are systematically guided by DEI considerations
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Accountability	DEI-related metrics are not included in evaluations of staff or programs or in organizational accountability mechanisms	May recognize the value of including DEI-related metrics in evaluations of staff or programs or in organizational accountability mechanisms, but has not made any plans to do so	Is preparing to include or is currently including DEI-related metrics in a few aspects of the organization, such as staff and/or board representation or evaluations of specific projects	Some of the organization's standard evaluation and accountability mechanisms include DEI-related metrics	All evaluation and accountability mechanisms for the organization, its projects, programs, management, staff and board include specific DEI-related metrics
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Inclusion	No explicit effort is made to create an inclusive atmosphere for staff and board members from communities facing disparities	Values the idea of being an inclusive organization but tries to achieve this by encouraging staff and board members from communities facing disparities to participate in the dominant culture	There is an appreciation of the voice and perspective of staff and board members from communities facing disparities, particularly in relation to the organization's DEI work, but they are still expected to conform to the dominant culture	The voice of staff and board members from communities facing disparities is valued and is integrated into aspects of the organization; the organization is in transition from a dominant culture to an inclusive/ multicultural culture	All staff and board feel valued and all aspects of the organization reflect the voice, contributions and interests of a multicultural constituency; the organization has transitioned to an inclusive/multicultural culture and has created systems, policies and practices to maintain this culture
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