Invest in your future
The SPIE EDI Framework has been designed to provide actionable strategies for member organizations to help shift their culture and practices to embrace equity, diversity, and inclusion.

**It’s an investment in your future.**

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**EQUITY**
Is access to opportunities, fair treatment, and advancement for all people; it's about eliminating barriers that prevent full participation.

**DIVERSITY**
Includes all the ways in which people differ - identity markers such as national origin, ethnicity, ability, sexual orientation, gender identity, and more.

**INCLUSION**
Goes beyond diversity; it’s the act of creating an environment where everyone feels welcomed, respected, supported, and valued.
About the Framework

There has never been a more important time to think about equity, diversity and inclusion (EDI).

Companies that actively integrate EDI into their talent strategies may create goodwill and trust with the increasingly diverse talent pool and customer base that will be critical to success.

This framework has been organized into three strategic areas of focus, with a variety of supporting tactics. Building (level 1), Emerging (level 2), and Accelerating (level 3).

SPIE Industry affiliates can use the framework to evaluate the maturity of their equity, diversity and inclusion practices and identify opportunities for improvement.

The following pages will provide you with actionable strategies regardless of where you are in the process of creating a more equal, diverse, and welcoming corporate culture.

Invest in your future.

AS WITH ALL HIRING PRACTICES, PLEASE REVIEW YOUR STATE AND NATIONAL LAWS.
SPIE Equity, Diversity, & Inclusion

Mission

SPIE, its volunteers, and staff work to encourage and promote diversity at our events and within our profession. We believe that bringing together people from different backgrounds, experiences, and perspectives will support innovation through a diversity of ideas and solve challenges faced by our world. We also believe in the development of collaborative environments that value participation from individuals with different ideas and perspectives, that ultimately have a positive impact on the science and engineering of light. It is our aim that our programs reflect these core values.
Purpose of this Framework

The purpose of the framework is to raise awareness, increase engagement and drive measurable results toward equity, diversity, and inclusion outcomes across the optics and photonics industry. This framework will enable SPIE affiliates to evaluate and adopt leading practices and build actionable strategies to advance equality, diversity, and belonging within their organizations.

This framework can be used to assess your organizations stage of adoption and to plan next steps.

DIMENSIONS OF DIVERSITY

- Gender Identity
- Race
- National Origin
- Diverse Ability
- Neurodiversity
- Parental Status
- Military / Veteran Status
- Sexual Orientation
- Generation
- Socioeconomic Status
- And many more

RESOURCES

- Forbes article: 5 Things Companies Can Do to Attract Diverse Talent
- Forbes Coaches Council Post: 10 Ways to Attract More Diverse Talent
- Harvard Business Review article: Why Your Organization Isn’t Hiring Diverse Talent
- List of diversity job boards and companies that can connect your organization to diverse talent pools:
  Diversity talent pool sources
  https://www.medium.com/alicia/these-19-companies-are-connecting-employers-to-diverse-pools-of-talent-3e902c7d9208
  Diversity statistics for business cases:
  Diversity statistics from SeekOut Diversity statistics from Oleeo
  https://www.blog.oleeo.com/mind-blowing-diversity-recruitment-stats

Anita B.Org resource:
- Gender Partnership Program overview
  https://www.anitab.org/empower-workforce/gender-partnership
**Equity, Diversity, & Inclusion (EDI) Framework**

**LEVEL 2—EMERGING**

The job postings suggest measures of success and / or performance objectives for the role.

The organization has standard techniques (i.e. “Please describe a time when”) for assessing competencies.

The organization has clear, consistent approaches, including tools such as: skills testing, technical ability assessments.

Interviewers describe types of experiences that will be built, and can articulate development opportunities and potential future career paths from the role.

The organization divides competency assessment across multiple interviewers, allowing those most qualified to assess for each component.

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**LEVEL 3—ACCELERATING**

The organization reviews its job postings to ensure inclusive wording (i.e., remove gender biased wording).

The job postings describe how the roles connect with the broader organization’s purpose or mission.

The organization uses technology to supplement its assessment approaches, including tools such as: skills testing, technical ability testing, job simulations.

Interviewers describe the organization.

Interviewers describe the organizational culture.

Interviewers can describe success measures for the role.

The organization has standard guidelines for interviewer behavior.

Interviewers provide unique input to the hiring decision.

The organization builds interview accommodations broadly into its practices.

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**RESOURCES**

**Forbes article:**
*How to Take Gender Bias Out of Your Job Ads*

**Gender Decoder for Job Ads**
http://gender-decoder.katmatfield.com

**LinkedIn article:**
*Writing Job Descriptions: 6 Common Mistakes and How to Avoid Them*

**SHRM article:**
*5 Ways to Improve Your Job Descriptions*
https://www.shrm.org/blog/5-ways-to-improve-your-job-descriptions

**Fast Company article:**
*How to Write a Job Description that Attracts Better Candidates*
https://www.fastcompany.com/9040599/how-to-write-a-job-description-that-attracts-better-candidates

**LinkedIn statistics:**
*Stats that will change the way you write job postings*

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**INTERVIEW GUIDELINES**

**LEVEL 1—BUILDING**

The organization describes the position.

Interviewers can describe the position.

Interviewers assess competencies using behavioral interviewing techniques (i.e. “Please describe a time when”).

All candidates are assessed for certain organization values and / or competencies.

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**LEVEL 2—EMERGING**

Interviewers describe the organization.

Interviewers describe the organizational culture.

Interviewers can describe success measures for the role.

The organization has standard guidelines for interviewer behavior.

The organization uses technology to supplement its assessment approaches, including tools such as: skills testing, technical ability testing, job simulations.

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**LEVEL 3—ACCELERATING**

Interviewers describe the position.

Interviewers describe the organizational culture.

Interviewers can describe success measures for the role.

The organization has standard guidelines for interviewer behavior.

The organization uses technology to supplement its assessment approaches, including tools such as: skills testing, technical ability testing, job simulations.

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**RESOURCES**

**SHRM toolkit:**
*Interviewing Candidates for Employment*

**SHRM toolkit:**
*Interview and Employment Application Questions*

**Harvard Business Review article:**
*How to Conduct an Effective Job Interview*
https://hbr.org/2015/01/how-to-conduct-an-effective-job-interview

**Glassdoor article:**
*How to Improve Your Interview Process*
https://www.glassdoor.com/employers/blog/improve-interview-process

**Mindtools article:**
*How to Run Competency Based Interviews*
**RECRUITMENT**

**HIRING PRACTICES**

<table>
<thead>
<tr>
<th>LEVEL 1—BUILDING</th>
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</tr>
</thead>
<tbody>
<tr>
<td>HR and hiring managers co-create job descriptions and postings.</td>
<td>HR uses analytics (such as labor market reporting) to inform hiring strategies across the organization.</td>
<td>HR and hiring managers challenge assumptions, exploring true linkages between selection criteria and specific outcomes desired.</td>
</tr>
<tr>
<td>The organization evaluates its current state of diverse candidate sourcing, selection, and conversion to hire.</td>
<td>HR and hiring managers discuss whether requirements for roles can be expanded to diversify the candidate pool.</td>
<td>The organization considers reducing conventional requirements (i.e., tenure, education, GPA, location) to broaden and diversify the candidate pool.</td>
</tr>
<tr>
<td>The organization establishes partnerships with universities and diverse talent sources to build a pipeline of future talent.</td>
<td>The organizations engages with diverse student clubs and associations through university recruiting.</td>
<td>The organization identifies adjacent degrees, experiences, sectors and certifications sought in aggregate to expand its candidate pools.</td>
</tr>
<tr>
<td>The hiring process involves a group of assessors, including the hiring manager, HR representation, and others to bring diverse perspectives.</td>
<td>The organization encourages diversity in its selection panels.</td>
<td>The organization develops resources available to candidates and hiring managers highlighting diversity considerations (i.e., work life practices, organization culture, EDI webpage).</td>
</tr>
<tr>
<td>Hiring managers receiving training and resources on proper interviewing techniques, i.e., including diverse hiring panels of interviewers, risk of biases during interviewing, illegal questions.</td>
<td>The organization reviews tendencies around likelihood to negotiate pay and builds fair and consistent offer practices.</td>
<td>Candidates have ambassadors from ERGs available to answer questions throughout the hiring process.</td>
</tr>
<tr>
<td>The organization explores offering diversity referral programs.</td>
<td>The organization analyzes offer and pay practices in aggregate to review for pay inequity.</td>
<td>The organization analyzes offer and pay practices in aggregate to review pay inequity.</td>
</tr>
</tbody>
</table>

**RETENTION**

**MANAGING UNCONSCIOUS BIAS**

<table>
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<tbody>
<tr>
<td>The organization encourages employees and leaders to be aware of unconscious bias.*</td>
<td>Employees and leaders celebrate differences among people.</td>
<td>The organization tracks talent analytics, such as diversity measures, measurement of leaders’ inclusive behaviors, team Employee Resource Group participation, etc.</td>
</tr>
<tr>
<td>Individuals in the organization lead scope dedicated to diversity &amp; inclusion practices.</td>
<td>The organization has defined precise criteria and examples for evaluating performance, promotion, talent review and succession.</td>
<td>The organization has included measures specific to cultural sensitivity and positive behaviors to mitigate bias as a formal component of the performance, promotion, talent review and succession evaluation processes.</td>
</tr>
<tr>
<td>The organization submits talent decisions to HR for review before being finalized (for example, performance reviews are reviewed in aggregate by HR reviewing EDI data before finalized; promotion decisions are reviewed in aggregate before finalized).</td>
<td>The organization performs analytics on which areas in its existing talent processes are undermining the organization’s inclusion efforts (i.e., hiring decisions, promotion decisions, succession planning, performance reviews, pay decisions, development program decisions).</td>
<td>The organization considers utilizing a third party during talent review, succession or calibration sessions who is present specifically to analyze and call out biases during the sessions.</td>
</tr>
<tr>
<td>The organization holds regular formal and informal diversity &amp; inclusion updates, such as webinars, team discussions, training etc.</td>
<td>*An area for small organizations to consider in their early stages of building EDI strategies</td>
<td></td>
</tr>
</tbody>
</table>

**RESOURCES**

**Forbes article:**
How to Alter Your Hiring Practices to Increase Diversity

**Wall Street Journal article:**
How to Increase Workplace Diversity

**CIO article:**
Hiring for Diversity: 9 Ways to Retool Your Process

**CareerBuilder survey:**
Job Offer Negotiation

**LinkedIn article:**
So What to Do About It

**Harvard Implicit Association Tests:**
https://implicit.harvard.edu/implicit

**Neuroleadership Institute article:**
Here’s Why Having a Brain Means You Have Bias
https://neuroleadership.com/your-brain-at-work/unconscious-bias-in-brain

**Inclusion Nudges resources:**
https://inclusion-nudges.org

*An area for small organizations to consider in their early stages of building EDI strategies*
## RETENTION

### INCLUSIVE CULTURE & BELONGING

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<tbody>
<tr>
<td>The organization communicates its diversity and inclusion strategy broadly across the organization to promote an inclusive culture.*</td>
<td>Diversity &amp; inclusion goals and progress on those goals are communicated to all employees. The organization creates formal processes to celebrate and recognize employees and their accomplishments.</td>
<td>The organization uses broad means to communicate about EDI across the organization, including all organization meetings, newsletters, town hall meetings, intranet.</td>
</tr>
<tr>
<td>The organization communicates messaging that the EDI strategy is owned by the full organization, not just leadership in senior positions.</td>
<td>Actionable behaviors are identified to engage all employees in inclusive culture and practices (valuing others’ stories and experiences, asking everyone to participate in discussions, speaking up for yourself and others).</td>
<td>Managers and senior leadership have specific goals and measures within engagement surveys and/or performance reviews tied to inclusion objectives across the organization.</td>
</tr>
<tr>
<td>The organization offers training on inclusion and belonging.</td>
<td>The organization offers leadership development such as inclusive leadership training, mentoring programs, cultural sensitivity training, unconscious bias training.</td>
<td>The organization offers internship and leadership development programs dedicated to underrepresented employees.</td>
</tr>
<tr>
<td>The organization evaluates its benefits offerings for inclusivity.</td>
<td>The organization issues statements internally on its commitments to EDI (supplier diversity statement, intranet statement, CEO pledge).</td>
<td>The organization formalizes forums to discuss trust, candid conversations, feedback, voicing opinions, transparency, collaboration, etc.</td>
</tr>
<tr>
<td>The organization explores topics such as psychological safety, trust, fair practices, allyship to evaluate its current state of promoting inclusion and belonging.</td>
<td>The organization offers inclusive benefits such as: flexible schedules, remote work, wellness programs, maternity &amp; paternity leave, primary caregiver leave, tuition assistance, student loan reimbursement, gender change, traveling parent, elder care, disability, adoption, fertility, commuter benefits.</td>
<td>The organization issues statements and reporting externally on its commitments to diversity and inclusion (diversity metrics published externally, partnerships with diverse organizations, philanthropic donations to EDI causes, awards for EDI achievements).</td>
</tr>
</tbody>
</table>

*An area for small organizations to consider in their early stages of building EDI strategies

## RESOURCES

Forbes article: The Business Case for Belonging
https://www.forbes.com/sites/rebekahbatistian/2019/04/10/the-business-case-for-belonging/#6f48723d5f6d

Harvard Business Review article: The Value of Belonging at Work
https://hbr.org/2019/12/the-value-of-belonging-at-work

SHRM article: Why Does Belonging Matter at Work
https://blog.shrm.org/blog/why-does-belonging-matter-at-work

LinkedIn article: Employees Share What Give Them a Sense of Belonging at Work

Wharton article: How Firms are Cultivating a Sense of Belonging
https://knowledge.wharton.upenn.edu/article/belonging-at-work

Thrive Global article: Belonging in the Workplace How to Get Employees Feeling at Home on the Job
### Employee Resource Groups (ERGs)

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>At least one ERG is established, representing at least one employee community.</td>
<td>A strategy and action plan is established for each ERG.</td>
<td>The organization embraces a nomination / selection process for its ERG leaders.</td>
</tr>
<tr>
<td>The ERG(s) communicate, host and celebrate associated cultural events in support of diversity awareness.</td>
<td>An ERG governance structure exists.</td>
<td>Inclusion councils are established, bringing together multiple ERGs to establish strategy across employee communities.</td>
</tr>
<tr>
<td>The ERG(s) provide networking opportunities to create a sense of inclusion and belonging.</td>
<td>ERG funding is established.</td>
<td>ERGs identify and support marketing, client and product or service opportunities for the organization.</td>
</tr>
<tr>
<td>The ERG(s) provide training, development and guest speaker forums.</td>
<td>ERGs implement metrics to track business impact.</td>
<td>ERGs help assess and optimize the organization’s supplier diversity strategy, ensuring that the organization is using a diverse supplier base in its procurement of goods and services.</td>
</tr>
<tr>
<td>ERGs help the organization recruit diverse candidates at recruiting events.</td>
<td>ERGs build partnerships and collaborations with local, regional and national affiliates. ERG representation or sponsorship exists at the senior executive level.</td>
<td>ERGs support the development of the organization’s external talent marketing and employer branding strategy.</td>
</tr>
<tr>
<td>ERGs support the development of the organization’s external talent marketing and employer branding strategy.</td>
<td>ERG representation or sponsorship exists at the senior executive level.</td>
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</tr>
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### RETENTION

- **Workplace Flexibility**
  - The organization offers at least one form of flexible work arrangement (remote work, flexible hours, job sharing, part time arrangement).  
  - The organization offers multiple forms of flexible work arrangement (remote work, flexible hours, job sharing, part time arrangements).  
  - Job postings specify availability of flexible work arrangement (remote work, flexible hours, job sharing, part time arrangements).

- **Retention**
  - ERGs help assess and optimize the organization’s supplier diversity strategy, ensuring that the organization is using a diverse supplier base in its procurement of goods and services.
  - ERGs build partnerships and collaborations with local, regional and national affiliates. ERG representation or sponsorship exists at the senior executive level.
  - ERGs support the development of the organization’s external talent marketing and employer branding strategy.

### Resources

**Forbes article:**
7 Ways to Enable Your Employee Resource Groups into a Powerful Advancement Platform
https://www.forbes.com/sites/giannelinis/2012/06/18/7-ways-to-enable-your-employee-resource-groups-into-a-powerful-advancement-platform/#4f333c3e33d4

**DiversityInc article:**
Best Practices on Effective Utilization of Employee Resource Groups

**Diversity Best Practices article:**
Best of Both: ERGs and Inclusion
https://www.diversitybestpractices.com/best-both-ergs-and-inclusion

**Recruiting Daily article:**
How to Utilize Employee Resource Groups for Diversity Inclusion Efforts
https://recruitingdaily.com/how-to-utilize-employee-resource-groups-for-diversity-inclusion-efforts

**Association of ERGs and Councils:**
Articles, white papers and additional resources
https://www.ergcouncil.com/educate/white-papers.html

**RESOURCES**

- **SHRM resources:**
  - Workplace flexibility practice articles, studies, checklists, tools
  - https://www.shrm.org/resourcesandtools/hr-topics/benefits/pages/wi-policies.aspx

- **EARN resources:**
  - Workplace flexibility resources
  - https://askearn.org/topics/retention-advancement/workplace-flexibility

- **SHRM articles:**
  - Workplace Flexibility Toolkit
  - https://www.dol.gov/odep/workplaceflexibility

- **Entrepreneur article:**
  - Workplace Flexibility Can Impact How You Attract, Hire and Retain Talent
  - https://www.entrepreneur.com/article/315325

- **HBR article:**
  - What PWC Learned from Its Policy of Flexible Work for Everyone

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*An area for small organizations to consider in their early stages of building EDI strategies*
## ADVANCEMENT

### LEADERSHIP DEVELOPMENT

<table>
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<tbody>
<tr>
<td>The organization offers leadership skills training.</td>
<td>The organization builds a strategy for leadership development: current state, prioritizing future investments for critical roles, levels, functions, and building programs for the future.</td>
<td>The organization facilitates leadership development opportunities outside of the organization and develops leaders for multiple future paths (multiple roles, functions).</td>
</tr>
<tr>
<td>The organization identifies critical leadership positions.</td>
<td>The organization identifies critical leadership capabilities based on strategic priorities.</td>
<td>The organization identifies “build vs. buy” approaches to development for critical roles and competencies.</td>
</tr>
<tr>
<td>The organization offers classroom training such as: functional training, manager skills training, external training.</td>
<td>The organization identifies, documents and communicates the competencies required for effective leadership within its organization.</td>
<td>The organization builds programs to support key leadership transition stages (first time people leader, leader of individual contributors, leader of leaders, leader of senior leaders).</td>
</tr>
<tr>
<td>The organization explores leadership assessment tools.</td>
<td>The organization offers tools such as: 360 assessments, individual development planning, career discussions, performance discussions, coaching, mentoring, networking.</td>
<td>Leaders are engaged as trainers, facilitators, teachers, rather than HR or external partners only leading the programs.</td>
</tr>
<tr>
<td>The organization identifies leaders across functions.</td>
<td>The organization identifies leaders across the organization and industry.</td>
<td>The organization offers development experiences (job rotations, corporate committees, board placements, ERG roles, rotational programs, leadership development programs).</td>
</tr>
<tr>
<td>The organization emphasizes developmental assignments (launching a new product or service; improving a function, product line; working in a different location or function).</td>
<td>The organization tracks outcomes (performance, promotion, retention, succession).</td>
<td>Leadership development outcomes are factored into leaders’ performance metrics and compensation / rewards within the workplace.</td>
</tr>
</tbody>
</table>

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**RESOURCES**

- Bersin article: Leadership Development: The Six Best Practices  
- Harvard Business Review article: Educating the Next Generation of Leaders  
- Diversity Best Practices article: The Importance of Targeted Leadership Development Programs  
  [https://www.diversitybestpractices.com/importance-targeted-leadership-development-programs](https://www.diversitybestpractices.com/importance-targeted-leadership-development-programs)
- Center for Creative Leadership roadmap: A Guide for Developing Successful Leaders at All Levels  
- Bersin by Deloitte presentation: High Impact Leadership  
  [https://www2.deloitte.com/content/dam/Deloitte/ca/Documents/audit/ca-audit-abm-scotia-high-impact-leadership.pdf](https://www2.deloitte.com/content/dam/Deloitte/ca/Documents/audit/ca-audit-abm-scotia-high-impact-leadership.pdf)
- Harvard Business Review topic center: Leadership Development  
  [https://hbr.org/topic/leadership-development](https://hbr.org/topic/leadership-development)
### ADVANCEMENT

#### GROWTH MINDSET

<table>
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<tbody>
<tr>
<td>Leaders and managers actively coach and mentor employees.</td>
<td>The organization considers potential, not just performance, as a factor in reviews of employees.</td>
<td>The organization minimizes focus on traditional credentials and places more focus on potential, competency and capability.</td>
</tr>
<tr>
<td>The organization places value on learning, growth and development.</td>
<td>A healthy balance exists between internal promotion and external hiring, suggesting that internal employees can develop the skills needed in the future to help advance the organization.</td>
<td>Managers listen for language from employees such as “I’m not good at...” or “I can’t...” and coach toward “I’m trying...” or “I’m learning to...”</td>
</tr>
<tr>
<td>Managers and leaders share examples of mistakes and learning to encourage the value of development through improvement over time.</td>
<td>Leaders and managers are encouraged to believe in their employees’ ability to develop through learning. As a result, assignments, experiences and positions are offered to employees to experiment, focus on progress over time, and learn from others.</td>
<td>The organization explores factors that impact networking within its current culture (chat, internal website, internal social media platforms, email, phone, video, etc., work hour implications, etc.)</td>
</tr>
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</table>

*An area for small organizations to consider in their early stages of building EDI strategies.

#### NETWORKING

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</thead>
<tbody>
<tr>
<td>The organization aims to build communities for employees to meet one another and interact with leadership to help them develop.</td>
<td>Formal events are hosted across the organization to encourage networking (such as ERG events, cross ERG events, cross functional events, virtual events).</td>
<td>Managers work with employees to build networking objectives into their individual development plans.</td>
</tr>
<tr>
<td>The organization introduces new hires to their projects and stakeholders before their start date with the organization or a new department.</td>
<td>Managers help employees focus network building on supporting their 1-2 most critical development needs.</td>
<td>Managers work with employees to identify network partners to support their growth and development, and facilitate introductions to them.</td>
</tr>
<tr>
<td>The organization explores factors that impact networking within its current culture (chat, internal website, internal social media platforms, email, phone, video, etc., work hour implications, etc.)</td>
<td>The organization raises awareness around types of network that employees can be working on building (network across teams, levels, job locations, departments, functions, companies, industries)</td>
<td>Employees document their progress with networking tied to development objectives (such as who have they met with or spoken with, what development needs have they discussed, how will they learn from this connection, how will they apply their learning to their current role or experiences).</td>
</tr>
<tr>
<td>Managers help define employees’ most critical network categories, such as local colleagues, remote colleagues, customers, suppliers, stakeholders, external partners.</td>
<td>Managers help define employees’ most critical network categories, such as local colleagues, remote colleagues, customers, suppliers, stakeholders, external partners.</td>
<td>The organization completes network analysis in aggregate to determine findings and areas of opportunity across the organization.</td>
</tr>
<tr>
<td>The organization creates and provides hiring managers with onboarding and networking toolkits to facilitate building connections for their employees.</td>
<td>The organization creates and provides hiring managers with onboarding and networking toolkits to facilitate building connections for their employees.</td>
<td>The organization creates specific goals for onboarding into the organization that measure networking objectives as tied to work related outcomes.</td>
</tr>
</tbody>
</table>

#### RESOURCES

**Harvard Business Review article:**
*What Having a Growth Mindset Actually Means*

**YouTube video:**
*Developing a Growth Mindset with Carol Dweck*
https://www.youtube.com/watch?v=hiIeMN7v20Q

**Education Week article:**
*Carol Dweck Revisits Growth Mindset*

**Neuroleadership Institute article:**
*What Exactly is a Growth Mindset, Anyway?*
https://neuroleadership.com/your-brain-at-work/what-is-growth-mindset

**Neuroleadership Institute webinar:**
*Create a Growth Mindset Culture*
https://neuroleadership.com/portfolio-items/create-growth-mindset

**Neuroleadership Institute article:**
*How to Give Feedback with a Growth Mindset Approach*

**HP Case Study:**
*HP Finds Its Growth Mindset and Reignites a Culture*
https://neuroleadership.com/hp-case-study-growth-mindset-culture-change

**Strategy + Business article:**
*Employees Who Network Together, Stay Together*

**Strategy + Business article:**
*What Exactly is a Growth Mindset, Anyway?*
Getting Started

Identify an individual (HR leader and / or business executive sponsor) to complete a self-assessment of the organization by identifying at which level the organization is operating for each of the EDI strategies within the framework. The framework is not intended to serve as a check list nor a cumulative requirement, but rather a guide to help an organization identify where it may be building basic processes, emerging toward more strategic processes, or accelerating toward best practice.

Next Steps

• Gain / confirm support across your organization’s leadership team for focus on EDI.
• Develop your business case for an EDI strategy. Objectives may include: accessing and retaining top talent, gaining market insight, developing innovative products and services, creating a more vibrant and engaged culture, promoting a more positive work environment, building external relationships, boosting brand loyalty, driving greater customer satisfaction.
• Create a comprehensive plan to integrate EDI into your core values, mission, business plans, policies, programs and processes.

Metrics for Success

Based on the size and nature of the organization, it is important that the organization define EDI metrics that are relevant to it. Common EDI metrics may include:
• Number and percentage of diverse hires
• Number and percentage of diverse promotions and or lateral movements
• Percentage of diverse employee retention
• Diverse vs non diverse results on employee engagement surveys
• Other diversity measures incorporated into business performance data, product / service data, leadership behavior data, etc.

RESOURCES

i4cP infographic:
How High Performance Organizations Measure EDI Program Efforts
https://content.i4cp.com/images/image_uploads/0000/2681/D_I_Program_Metrics_Bundle__i4cp__2017.jpg

B Lab Best Practice Guide:
The Basics of EDI in Your Workplace

Diversity Inc. Top Companies:
Diversity Inc. Top 50 Lists since 2001

Human Rights Campaign:
Corporate Equality Index
https://www.hrc.org/campaigns/corporate-equality-index

Fortune Best Companies:
100 Best Workplaces for Diversity
http://fortune.com/best-workplaces-for-diversity/2019

National Organization on Disability:
Leading Disability Employer

Great Place to Work:
Best Workplaces for Diversity
https://www.greatplacetowork.com/best-workplaces/diversity/2019

Forbes Best Employers:
Best Employers for Diversity
https://www.forbes.com/best-employers-diversity/#44dd7a309b9e

Anita B.org Top Companies:
Top Companies for Women Technologists
https://anitab.org/accountability/top-companies

ADDITIONAL RESOURCES TO RESEARCH COMPANIES RECOGNIZED FOR EDI EXCELLENCE:
• Diversity Inc.
• Human Rights Campaign Corporate Equality Index
• Fortune Best Companies for Diversity
• National Organization on Disability
• Great Place to Work
• Forbes Best Employers for Diversity
• Anita B.org Top Companies for Women Technologists
Glossary of Terms

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>360 Assessment</td>
<td>A system or process in which employees receive confidential, anonymous feedback from the people who work with them, typically including the employee’s manager, peers and direct reports.</td>
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<tr>
<td>Allyship</td>
<td>The state or condition of being an ally: supportive association with another person or group.</td>
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<tr>
<td>Assessment</td>
<td>A measure, combination of measures, or procedure used as a basis for an employment related decision.</td>
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<tr>
<td>Candidate pool</td>
<td>The total number of people who have applied for an open position.</td>
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<tr>
<td>Coaching</td>
<td>A form of development in which a coach supports a learner in achieving a specific personal or professional goal.</td>
</tr>
<tr>
<td>Conversion to hire</td>
<td>The process of transforming a candidate into a hired employee for a particular position.</td>
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<tr>
<td>Critical roles</td>
<td>Positions within in a company that are critical to support the business strategy.</td>
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<tr>
<td>Development program</td>
<td>A program intended to build knowledge, skills and abilities to help develop an individual’s full potential and capability.</td>
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<tr>
<td>Diverse interview panel</td>
<td>A panel of interviewers that collectively represents diverse backgrounds and experiences.</td>
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<tr>
<td>Diverse selection panel</td>
<td>A panel of individuals that contribute to an employment decision that collectively represents diverse backgrounds and experiences.</td>
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<tr>
<td>Employee retention</td>
<td>An organization’s ability to keep its employees within the organization, typically measured as a percentage.</td>
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<tr>
<td>Flexible work arrangement</td>
<td>An arrangement that provides greater freedom in how obligations of a job are fulfilled (i.e. flexible time, place).</td>
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<tr>
<td>Growth mindset</td>
<td>A belief that abilities can be developed through effort.</td>
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<tr>
<td>Inclusion council</td>
<td>A group of employees, often including senior leaders, that provide guidance on behalf of the company to advance inclusion efforts.</td>
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<tr>
<td>Individual development plan</td>
<td>A tool to assist employees in professional and personal development through identifying short and long term goals.</td>
</tr>
<tr>
<td>Interview accommodations</td>
<td>A modification in an interview process designed to provide an equal employment opportunity to an individual with a disability.</td>
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<tr>
<td>Job boards</td>
<td>A website used by employers to advertise job postings to job seekers.</td>
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<tr>
<td>Job postings</td>
<td>An advertisement of an open position for which the organization is seeking a candidate.</td>
</tr>
<tr>
<td>Job simulations</td>
<td>A form of employment assessment, requesting the job prospect to perform tasks that they would be required to perform on the job.</td>
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<tr>
<td>Mentoring</td>
<td>A form of development in which an individual shares knowledge, skills, experience and advice to assist another in their career progression.</td>
</tr>
<tr>
<td>Network analysis</td>
<td>Analysis of a group of interconnected people.</td>
</tr>
<tr>
<td>Onboarding</td>
<td>The process of integrating an individual into a new position, team or organization.</td>
</tr>
</tbody>
</table>
### Glossary of Terms continued

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<td>Performance</td>
<td>An organization’s definition of the results and behaviors desired by employees.</td>
</tr>
<tr>
<td>Performance calibration</td>
<td>A process by which individuals discuss performance across employees and achieve agreement on compared performance ratings.</td>
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<tr>
<td>Promotion</td>
<td>The act of being raised in position, title or level within an organization.</td>
</tr>
<tr>
<td>Psychological safety</td>
<td>The ability to represent oneself through thoughts, ideas, questions without fear of negative consequences.</td>
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<tr>
<td>Quality of hire</td>
<td>The value a new hire adds to the organization, defined uniquely by each organization.</td>
</tr>
<tr>
<td>Sourcing</td>
<td>The process of finding qualified candidates.</td>
</tr>
<tr>
<td>Succession</td>
<td>The process of identifying employees who are ready to fill key roles when vacancy, transition or retirement occurs.</td>
</tr>
<tr>
<td>Talent pipeline</td>
<td>A pool of candidates who are capable of filling a position.</td>
</tr>
<tr>
<td>Talent review</td>
<td>The process of discussing employee performance and how employees will fit into future positions and needs within the organization.</td>
</tr>
<tr>
<td>Time to fill</td>
<td>The average number of days required to fill an open position, often expressed in days.</td>
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<tr>
<td>Unconscious bias</td>
<td>A judgment or prejudice in favor of or against a person, thing or group formed outside of one's conscious awareness.</td>
</tr>
<tr>
<td>Yield rate</td>
<td>A measure of the efficiency of the hiring process, measuring percentage hired out of total candidates.</td>
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SPIE is the international society for optics and photonics, an educational not-for-profit organization founded in 1955 to advance light-based science, engineering, and technology. The Society serves more than 255,000 constituents from 183 countries, offering conferences and their published proceedings, continuing education, books, journals, and the SPIE Digital Library. In 2019, SPIE provided more than $5.6 million in community support including scholarships and awards, outreach and advocacy programs, travel grants, public policy, and educational resources.

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