



Part Two: Practice Equity Daily > 1. Build equity-minded culture, structures and systems.

## INDICATORS OF SUCCESSFULLY GATHERING AND USING DATA

Working on race, equity and inclusion requires careful attention to data that can reveal which populations are most likely to confront barriers to opportunity (both within your United Way and the community) and how your efforts are making a difference. As you explore ways to enhance your capacity to gather, analyze and use data to inform decision making, consider the following indicators, drawn from [“Awake to Woke to Work”](#) by Equity in the Center. Their research documents a developmental pathway from “wake” (focused on representation and diversity) to “woke” (focused on inclusion) to “work” (focused on equity).

### DATA LEVER

	PERSONAL BELIEFS & BEHAVIORS	POLICIES & PROCESSES	DATA
<b>Awake</b>	<ul style="list-style-type: none"> <li>Believes that successful diversity means increasing the number of racially diverse people on staff</li> <li>Is not convinced that measuring internal data (such as hiring/retention) based on race/ethnicity matters, but understands the value of data analysis to the work of the organization in general</li> </ul>	<ul style="list-style-type: none"> <li>Focuses on the number of employees hired and retained by race/ethnicity</li> <li>Focuses on internal promotion or advancement for people of color</li> </ul>	<ul style="list-style-type: none"> <li>Tracks interventions from HR or other parties to mediate conflicts and misunderstandings based on race differences</li> </ul>
<b>Woke</b>	<ul style="list-style-type: none"> <li>Supports implementation of new, race-conscious ways to measure initiatives, programs, and internal processes</li> <li>Collects relevant data on internal indicators of diversity/inclusion in hiring and retention</li> <li>Has a baseline of data indicators that inform the organization of where it can focus efforts</li> </ul>	<ul style="list-style-type: none"> <li>Measures job applicants by their level of understanding, skill, and attributes related to diversity and race equity</li> <li>Measures job satisfaction and retention by function, level, and team</li> </ul>	<ul style="list-style-type: none"> <li>Disaggregates data by demographics such as race in every policy and program measured</li> <li>Monitors the level of employee engagement and satisfaction from working in an inclusive culture</li> <li>Creates metrics and measures with input from people of color</li> <li>Tracks and publishes race representation statistics among their workforce, grantees, consultants, and vendors</li> </ul>
<b>Work</b>	<ul style="list-style-type: none"> <li>Uses data proactively to inform and create their strategies and new initiatives</li> <li>Understands that internal and external data analysis is imperative to building a race equity culture because it establishes internal and external transparency, and allows employees who enter their work with a race equity lens to interact and engage</li> <li>Uses data and measurement in storytelling around their race equity journeys</li> </ul>	<ul style="list-style-type: none"> <li>Assesses alignment between strategy metrics and equity values</li> </ul>	<ul style="list-style-type: none"> <li>Measures cultural responsiveness of their policies and programs for employees, stakeholders, and communities</li> <li>Tracks coordinated diversity activities that align with organizational direction</li> <li>Measures race equity data by using both quantitative and qualitative data and holds the organization accountable to improve its impact</li> <li>Uses evaluation tools for race equity, including assessments, to examine equity work internally and in external partnerships</li> </ul>



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## INDICATORS OF SUCCESSFULLY GATHERING AND USING DATA, CONT.

### DATA LEVER IN PRACTICE

#### AWAKE

##### Leadership for Educational Equity:

Established internal goal to racially diversify their staff to more closely mirror the diversity in their community

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#### WOKE

##### Leadership for Educational Equity

Administers a 90-day onboarding survey to gather feedback on staff experience working in an inclusive environment. Administers an employee satisfaction survey twice annually that is disaggregated by race and gender

##### Annie E. Casey Foundation

Retained a vendor for an office improvement project whose economic inclusion strategy includes hiring ex-offenders and other hard-to-place employees

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#### WORK

##### Leadership for Educational Equity:

Reviewed current strategic goals through a race equity lens to identify areas where they could create more identity-based programming for staff and stakeholders. Measures whether identity-based leadership development efforts produce more racially diverse leaders in the education sector.