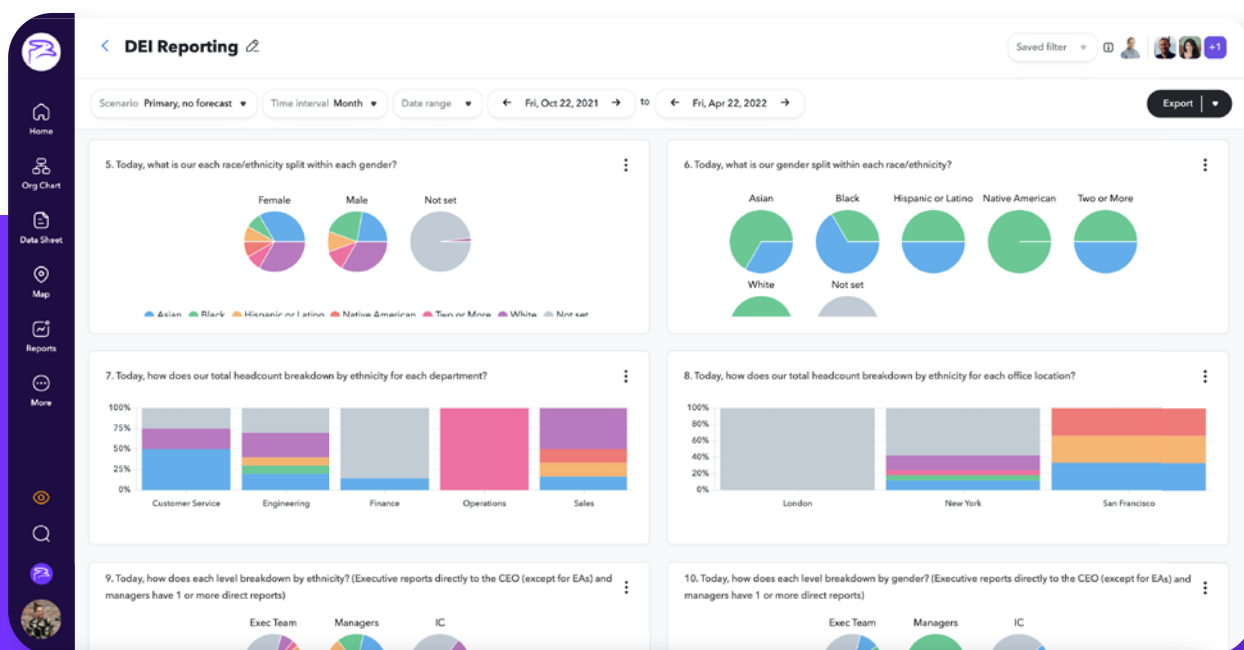# ChartHop

A Comprehensive Guide to DEI Reporting

As organizations publish statements in support of DEI efforts, people are rightfully calling out for them to show their commitment through making significant – and overdue – shifts. These include confronting the lack of and investing in the diversity of their executive teams, and of their teams at large.

One of our mission drivers at ChartHop is **"to increase transparency across organizations, and decrease the frictions and barriers that stand in the way of progress."** As a company that enables intentional growth in organizations through deep understanding and effective planning of their teams, we're dedicated to building products that surface uncomfortable but necessary truths and empower leaders to take meaningful action.

ChartHop is committed to being an active participant in this movement and we've been thinking about ways we can be more proactive. As a starting point, we've **shared** our own company's stats and, through this guide, hope to empower many of you to do the same.

Transparency drives accountability.

To support you in your own DEI efforts, we've put together this comprehensive guide to DEI reporting. The guide is designed to enable you to gain insights into your diversity metrics and build transparency, and accountability, across your organization. We hope this empowers you to turn data into action and gets us one step closer to the change we want to see.

These are just a few of the aggregated representation metrics we track across the ChartHop team.

This guide answers the following questions:

01 | **IDENTIFYING AND COLLECTING DEI DATA:**
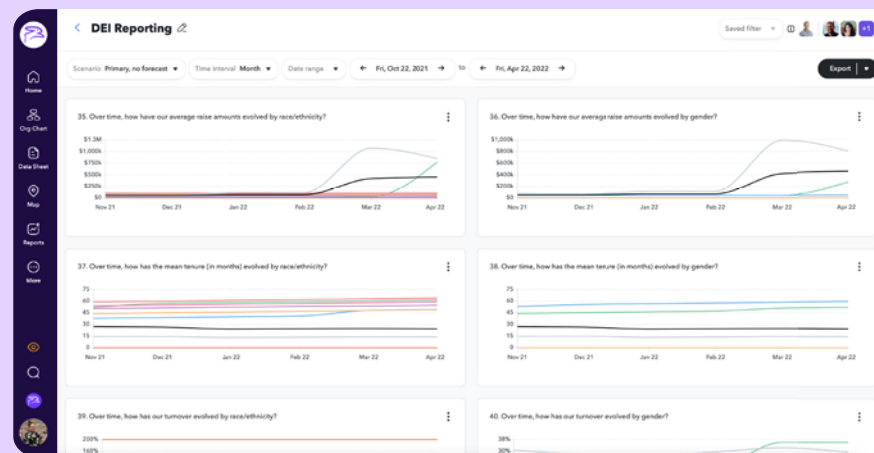**What data should you be looking at?**

02 | **UNDERSTANDING DEI DATA:**
How can you visualize and analyze this data?

03 | **ENABLING ACTION WITH DEI DATA:**
How do you drive action with your data?

01 What data should you be looking at?

A lot of organizations are wondering how to even get started. The first step is developing an understanding of where you stand. Gathering the necessary information and building dashboards will help bring the data to life, making it easier to engage with other stakeholders and track progress over time.

We suggest looking at three main buckets: representation, compensation and performance.

Representation	Compensation	Performance
✓ Across the organization	✓ Base compensation	✓ Downward reviews
✓ Within new hire cohorts	✓ Variable compensation	✓ Upward reviews
✓ Within departments	✓ Equity compensation	✓ Peer reviews
✓ Within role types	✓ Total compensation	✓ Self reviews
✓ Within office locations	✓ Raise amount	✓ Average time to promotion
✓ Within cross-functional teams	✓ Other benefits	✓ Number of promotions
✓ Within management layers	✓ Percentile within band	✓ Employee NPS / engagement ratings
✓ Within individual contributor levels		✓ One-on-one ratings
		✓ Average tenure
		✓ Total turnover rate

Representation

Representation matters, both across the organization but also within the various groups that make up your company. Blanket percentages can be simple to convey and serve as nice vanity metrics – but don't necessarily speak to real DEI efforts. Consider looking at your employee makeup across these various cuts to help you think about representation **holistically**:

- ⊘ Across the organization

- ⊘ Within new hire cohorts

- ⊘ Within each department

- ⊘ Within role types (i.e. technical vs. non–technical, external vs. internal, administrative vs. non–administrative)

- ⊘ Within office locations

- ⊘ Within cross-functional project teams

- ⊘ Within each management layer (i.e. executive, VP, director, manager, individual contributor, etc.)

- ⊘ Within individual contributor levels (i.e. starting, mid–level, etc.

Beyond looking at representation within management layers, you can also analyze level of responsibility by looking at the average **span of control** and the average team size (including those reporting into their direct reports).

Note for ChartHop Customers:

You can use `ManagerCount` to denote the number of managers above the person, also referred to as the level from the CEO. So if you wanted to look at executives you could filter for `ManagerCount<=1`.

Compensation

Differences in compensation represent a **huge driver** of racial inequities across the board. **Research** shows Black men earn $0.87 for every dollar a White man earns. We recommend you look at:

- ⊘ Base compensation – cash compensation; fixed salary or hourly wage

- ⊘ Variable compensation – cash compensation; bonus, commission and other performancerelated compensation

- ⊘ Equity compensation – non-cash compensation; represents ownership in the firm, includes options and/or restricted stock units

- ⊘ Total compensation – sum of cash and non-cash compensation (base + variable + equity)

- ⊘ Raise amount – increase in Base compensation

- ⊘ Other benefits – can include PTO, transportation benefits, 401k matching, health benefits, additional subsidies, etc.

- ⊘ Percentile within band – denotes percentile within set compensation bands/level set

It's really important that you look at total compensation, not just cash compensation – base & variable.

> As tech becomes one of the greatest engines of wealth creation through equity ownership, **many historically underrepresented groups have not been part of those gains.**

There are massive disparities that need to be addressed – Carta's 2019 Table Stakes **report** shows that men represent 61% of equity owners and own 25% of equity value while women represent 31% of equity owners and only 6% of equity value.

In ChartHop, you can easily **centralize data** from across your payroll and equity systems to get a clear view of what total compensation across groups looks like. This provides your team with the data insights needed to drive change, without needing to hire external parties to conduct an analysis.
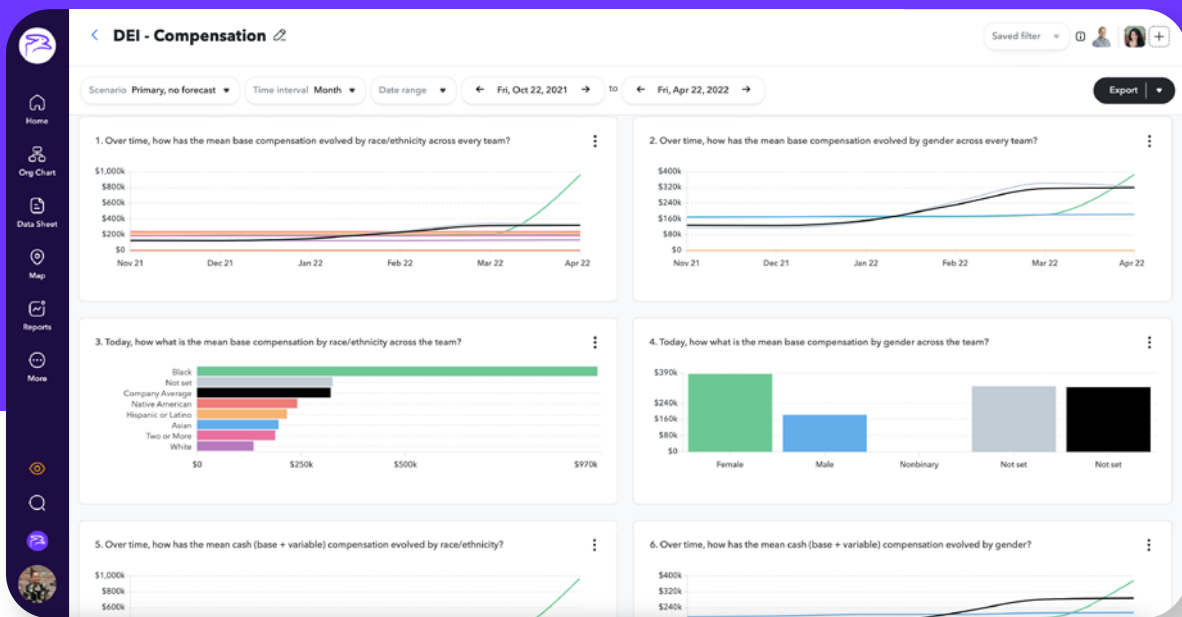
This is a sample report of cash (base + variable), equity, and total (cash + equity) compensation by race and ethnicity, including the company average.

To effectively drive change, it's critical to understand the numbers within context. For example, if you only have Black employees in entry-level positions, average compensation for Black employees is going to be lower than other groups. Thus, the answer is not to give Black employees raises but rather to hire Black professionals in higher paying, leadership roles. On the other hand, looking at this data within levels/roles might help identify any pay discrepancy or pay gaps which would benefit from adjustments or raises.

More importantly, be proactive with this data. It is not only helpful in understanding past decisions made, but it can and should be actively used to make better, future decisions.

Ensure these reports are leveraged when doing internal mobility reviews, promotion cycles as well as compensation and equity reviews. Empower frontline managers and leaders with this data when they are conducting compensation proposals and promotion recommendations. Analyze the proposed changes on a micro and macro scale before the changes are final and approved.

Through all of this, remember that systemic inequities result in **less negotiating power** for people of color. If you have bands or levels set up, you should look at where individual people stand within the range and the average for groups of people.

Performance

When we think about performance, we think about both how the employee is performing (i.e. performance ratings, OKR achievements) and how the company is performing in supporting their employees (i.e. employee engagement).

Reviews

Performance review data should inform compensation reviews – promotions and raises should never be done in a vacuum. But what happens if your performance reviews themselves are biased? According to **The Atlantic:**

> **"**
>
> African American employees tend to receive more scrutiny from their bosses than their white colleagues, meaning that small mistakes are more likely to be caught, which over time leads to worse performance reviews and lower wages.

Calibrate your performance data across race/ethnicities and gender to uncover any biases. Within ChartHop you can map the final composite rating across different groups and easily identify any significant disparities.

When it comes to self reviews, research shows that some cultures tend to underplay their strengths while others overplay them. Keep this in mind when calibrating reviews across the board, as those who judge themselves harshly, will often do the same for others.

Take a look at:

- Downward reviews – Reviews written by direct, indirect managers to reports. May also include reviewsfrom up the management chain.

- Upward reviews – Reviews writtenby direct or indirect reports to their managers. May also include reviews up the management chain.

- Peer reviews – Reviews writtento/from any colleagues who are not direct managers or direct reports.

- Self reviews – Reviews written by the individual reecting on their own work and growth.

- Average time to promotion

- Number of promotions
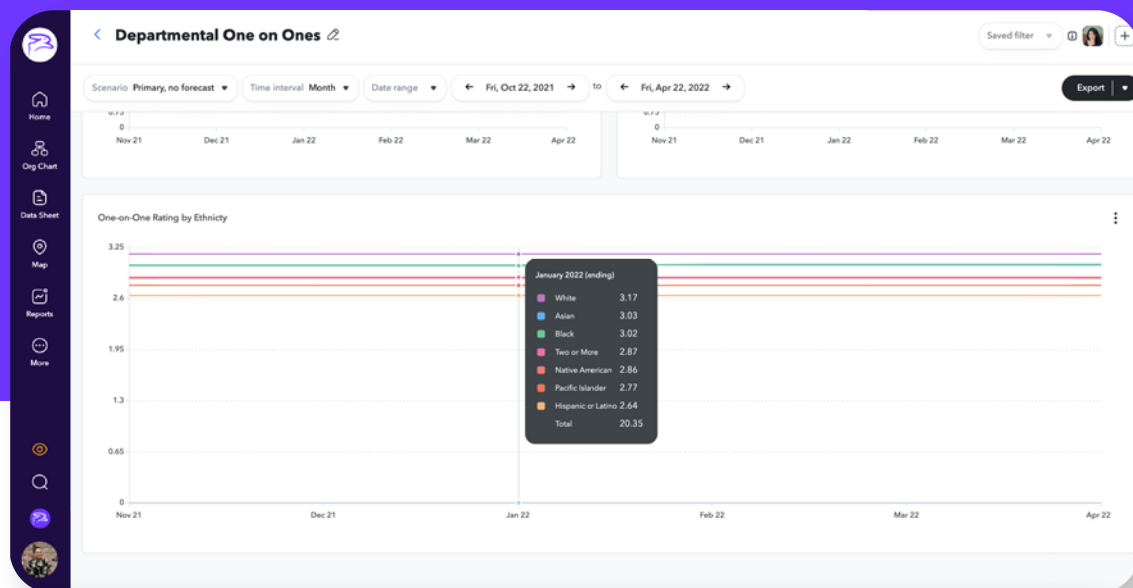
This is a sample report showing how you can spot trends in average weekly one on one ratings by race and ethnicity.

As shared earlier, history shows that **performance ratings and promotions** aren't objectively evaluated – they can be based on visibility or unconscious biases. Ensure you're keeping an eye on these numbers to support equitable practices. Have clear and objective guidelines for what is expected to get a promotion and provide mentorship programs and/or training to support this internal mobility.

It isn't enough to get Black employees into your company **– you must also provide opportunities for internal mobility.**

Employee Engagement

When it comes to retention and engagement, collecting this information can uncover systemic cultural issues within your organization. In times of crisis, and especially in remote organizations, it is important to acknowledge that **personal circumstances affect groups differently.** Building diverse teams is important, and it's equally important to ensure inclusive cultures that foster equitable practices.

Management training is really important here – ensure that managers are continuously checking in and tracking employee sentiment over time. At an aggregated level, using different dimensions to analyze this data can signal that you need to provide additional support to certain groups of employees. Measure the below across race/ethnicity and gender:

- Employee NPS / engagement ratings

- One-on-one ratings

Employee Turnover

As you evaluate your culture and ways to better support and cultivate a diverse team, turnover (or attrition rates) are critical. High turnover is **expensive**. Analyzing this data across dimensions can alert you that there's something either wrong with your culture or with your hiring process. Analyze the below by race/ethnicity and gender:

- ☑ Average tenure

- ☑ Turnover rates

Turnover rate can be further dissected by level/role, department and even by manager. Total **regrettable** turnover rate – employees who left the company but who the company had planned to retain – can be particularly telling. As you track regrettable vs. non regrettable, challenge the assumptions around these – they may very well be seeped in unconscious biases, as well. We recommend a process whereby managers and HR jointly define this.

For further context, it's also valuable to marry the above data with qualitative input such as exit surveys (written and verbal).
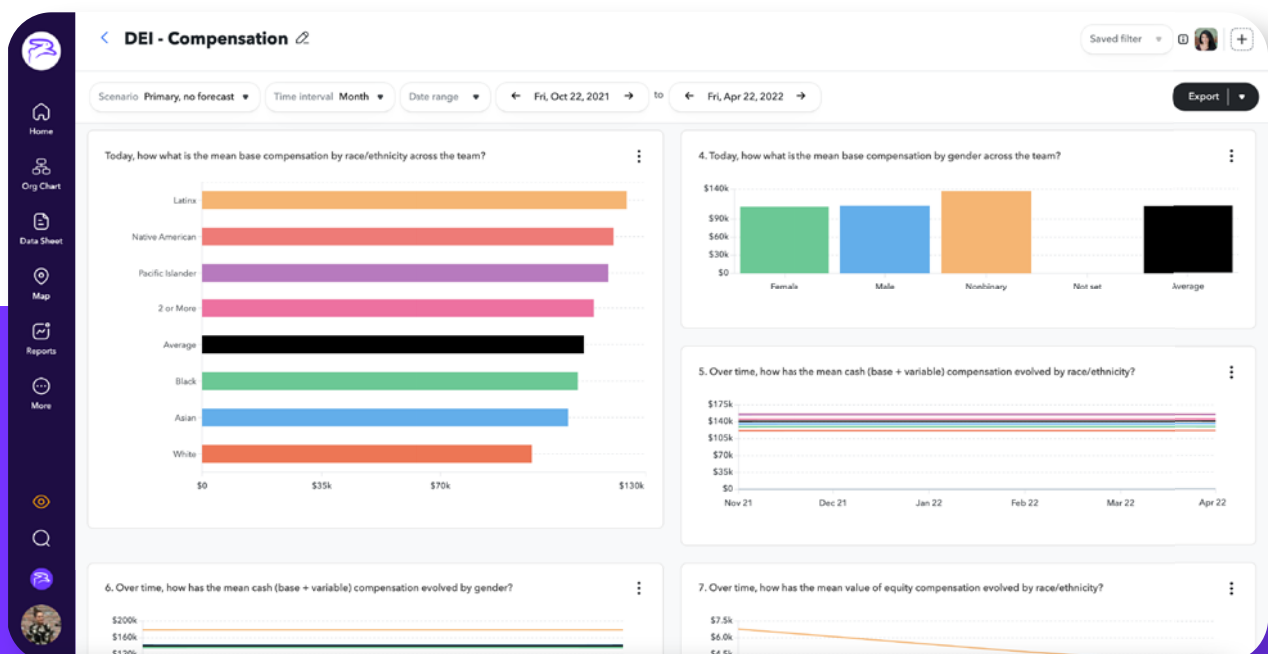
02 How do you visualize and analyze this data?

There are many ways to analyze this data – and it's easy to get overwhelmed by the sheer amount of data to be collected and analyzed.

Start small: pick a couple of main metrics you want to track and build the corresponding dashboards. With tools like ChartHop, the dashboard building should be the simplest part. For most of these data points, we suggest you track the data over time. Not only will this allow you to understand if and how you're moving the needle, it'll also provide the motivation needed for the team to take action.

The goal of visualizing the data is to provide a quick snapshot and surface insights. We've put together an example report **here** with our suggestions – you'll notice some are stacked bar graphs with numbers, others are normalized stacked bar graphs (meaning every column is at 100%) while others are line graphs that show each dimension individually. Each one serves to communicate data in a different way so play around with the formats that work best for your data and will drive action within your team.

Beyond charts and graphs

In response to company's statements, many have been surfacing images of About Us pages to more starkly illustrate the lack of diversity across leadership roles. Visualizing this data is powerful – images stick in your mind more than numbers, and certainly more than cells in a spreadsheet.

Especially in times of remote work, and as teams restructure in response to COVID, it can be hard to really know what your team looks like. We recommend keeping an **updated org chart** with pictures.

If you're a ChartHop customer, you can also highlight your org chart by **race and ethnicity or gender** to supplement your data and provide a quick view of where you stand. Plus, since the org chart & pictures are automatically updated, this requires no manual work from your team.

If you have multiple offices, we also recommend you keep org charts for each location. After all, representation is important both across the company and within physical spaces. If you're a ChartHop customer, you can also view this information on the **map**.
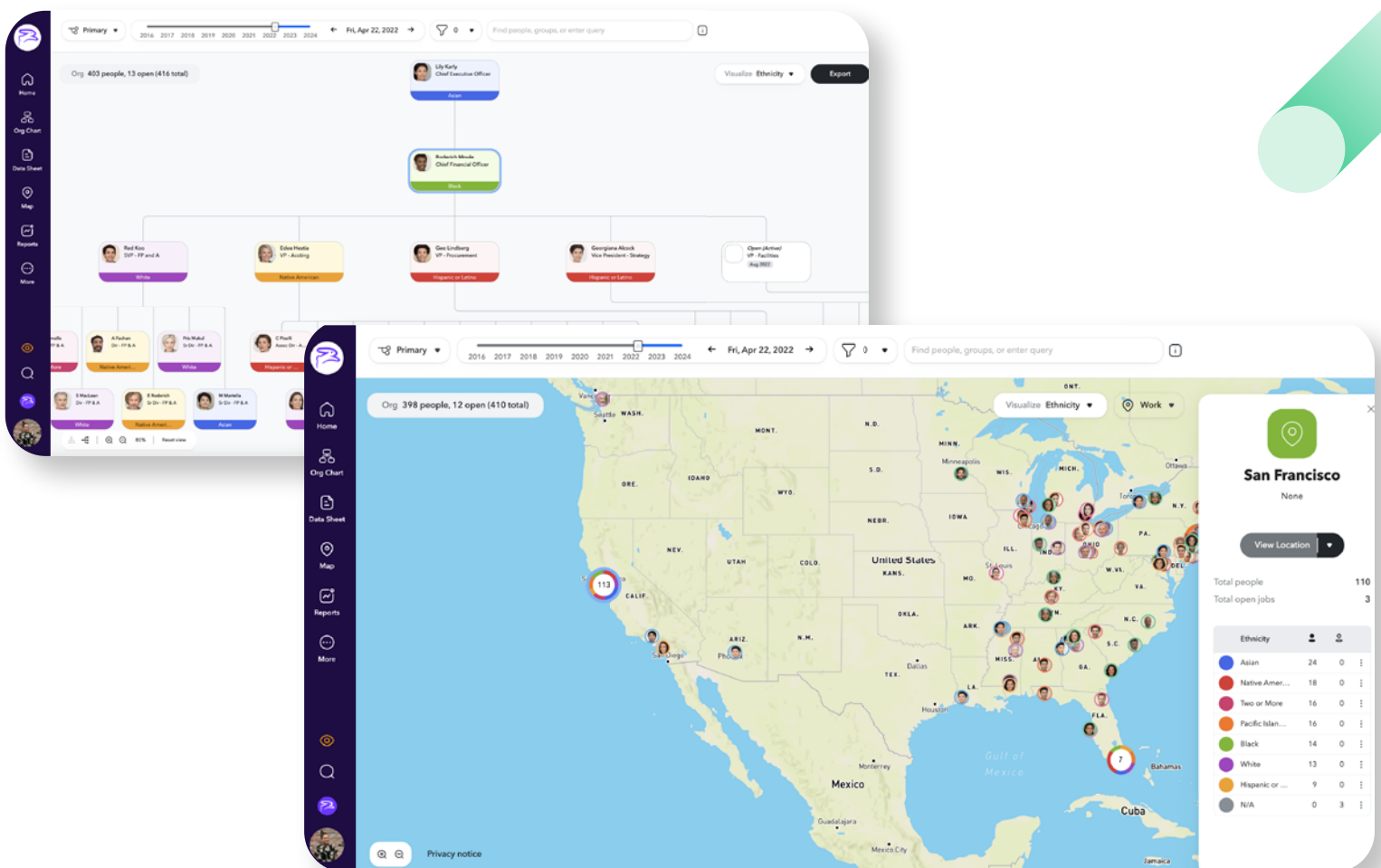
03 How do you drive action with your data?

Now that you've collected your data and created your visuals, it's time to share with the broader team and start turning data into action. **At ChartHop, we're big believers in the power of transparency in driving accountability and change.**

Sharing some of this data might be uncomfortable – and that is ok. The more your team sees it, the more your team will be prompted to change. Before sharing the data, make sure you've build out the necessary **visualizations** to bring the data to life.

Sharing with leaders

When sharing with company leaders, you must address the data and changes needed to their individual teams as well as how they need to support company-wide initiatives.

To drive action within their specific team:

⊘ Make copies of the reports for their specic teams or show them how to filter the company-wide ChartHop report to only show their team.

⊘ Explain which data is available, how it was gathered and how often it will update (using ChartHop, data will update on a daily basis).

⊘ Show them how they can turn aggregated reports into action (i.e. In ChartHop they can click through the data points to see the individuals affected).

In this example, the manager can see aggregated one-on-one ratings over time across race/ethnicity. Here, they can see that the Hispanic or Latino group had a lower average rating in April. They can click through the report and delve deeper into the data to see who needs additional support.
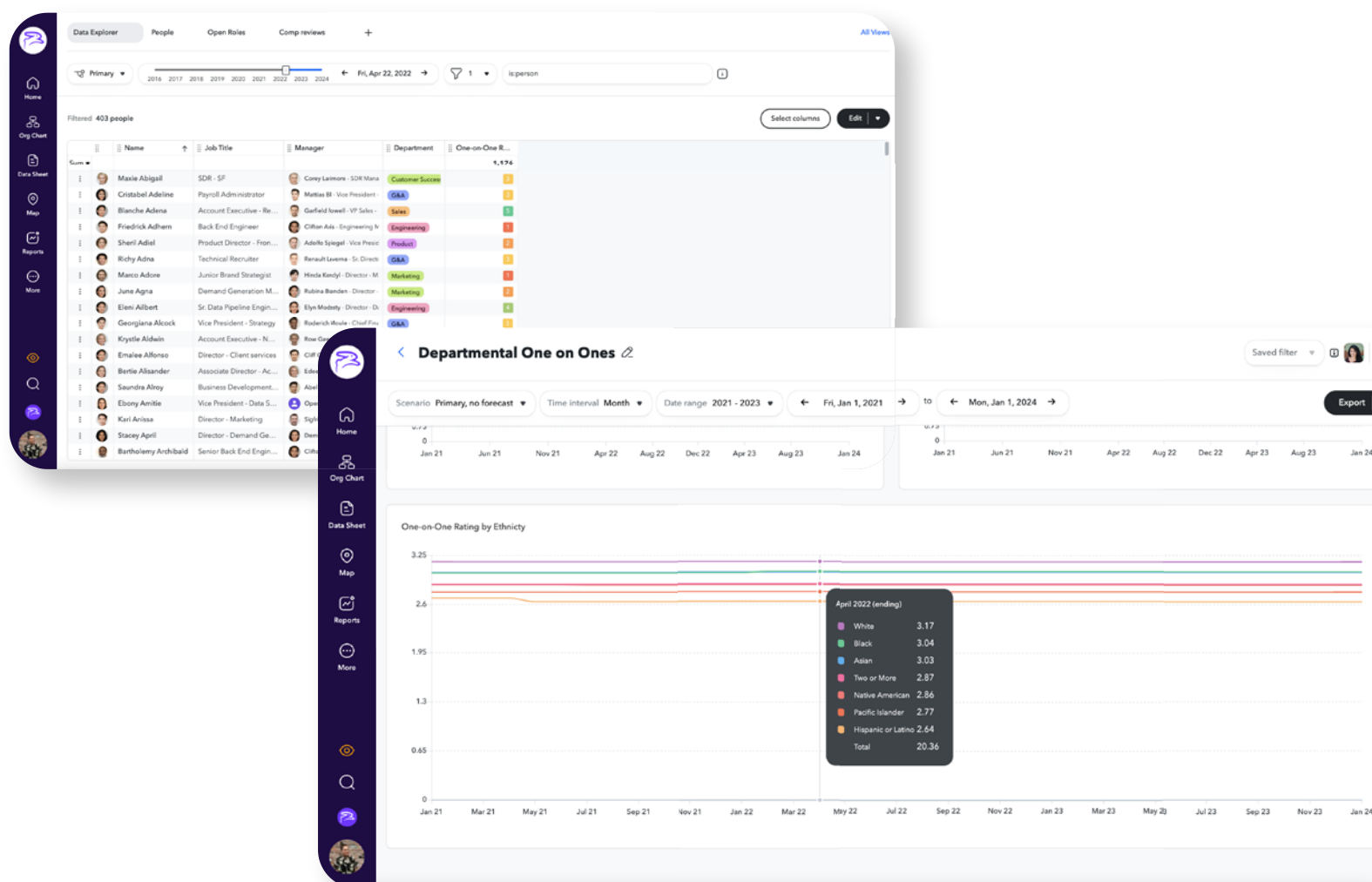
Before your meeting, you should identify any areas that need immediate action and come with ideas on how they can be addressed. Together, you can develop a plan that the leader can then share with their team or with the wider organization. Do ensure you set guidelines around how much the leader should share with their respective team as you don't want some leaders sharing and and others not.

After you've shared the initial data, set up periodic check-ins to track progress, help remove blockers, and share what's working across the leadership team. Furthermore, ensure leaders know that this data is not only helpful in understanding past decisions made, but can be actively used to make better, future decisions. Empower leaders to leverage this data when working through hiring plans, compensation reviews, promotion reviews, performance reviews, etc

Sharing with employees

Here is some advice for sharing with employees:

✓ Understand your data deeply.

Employees will undoubtedly have questions and you want to ensure you can answer as many as possible. To prepare, share the data with a couple of trusted colleagues before sharing widely and have them give you a list of questions that may come up. These conversations can get emotional – to avoid getting flustered, have a prepared response for questions you don't know the answer to (i.e. "Great question, we'll look into that and follow up.").

✓ Define what data you're going to share widely.

We suggest starting with **representation** data. Over time, you can start sharing Compensation and Performance data. Ensure that any data you do share on the Compensation and Performance side does not single out individuals. Especially if you have work to do on the representation side, sharing average compensation or performance ratings for a small number of people can make it easy for individual data to get backed into.

✓ Define what you're looking to change – and the steps you'll take to make the change happen.

Employees will undoubtedly have questions and you want to ensure you can answer as many as possible. To prepare, share the data with a couple of trusted colleagues before sharing widely and have them give you a list of questions that may come up. These conversations can get emotional – to avoid getting flustered, have a prepared response for questions you don't know the answer to (i.e. "Great question, we'll look into that and follow up.").

✓ Define how you're going to share it and how often

Once the data has been shared, employees will expect continuous updates. We suggest carving out a time during company-wide all hands meetings to talk through the data, the progress and what the team is actively working on.

Using ChartHop, you can also create an org-wide DEI dashboard with specific reports that everyone can access. This report is automatically updated as the team changes, without any manual updates needed from the team.

The HR Data Dashboards you've always wanted

BOOK A DEMO

Easy to create
Build or edit pre-made reports to gain insights in seconds.

Always up to date
Integrate your existing systems for seamless, daily updates.

Highly customizable
Personalize reports with custom data, filters & complex calculations

Centralize your data
Report across any HR system. Integrate data from your HRIS, ATS, Equity, Performance and Identity Management tools.

Visualize your team
Go beyond the the spreadsheets and graphs. Bring People data to life like never before.

Analyze your trends
Understand your evolution through time-tracked changes. Dissect data across any dimension.

TRUSTED BY

1Password   PLAID   one medical   Policygenius

Figma   in VISION   PitchBook.   BIRCHBOX

mixpanel   DHL   babylist   yipitDATA

ChartHop.com | Hello@ChartHop.com