



itcc

IT CERTIFICATION COUNCIL

DE&I MATURITY MODEL FOR CERTIFICATION RESOURCE TOOLKIT

AN IT CERTIFICATION RESOURCE

@2023 IT Certification Council

ITCC DE&I Workgroup

CHARTER OF WORK

Working together to:

- Engage ITCC community around Diversity, Equity, & Inclusion
- Learn what vendors and programs are doing to improve DE&I
- Share ideas, principles, lessons learned to support DE&I growth

*Chairs: Liberty Munson from Microsoft and Tamika Hughes from Pearson VUE
Meets the 1st Tuesday at 2:00 p.m. Central*

3 Key Drivers for DE&I in Certification

1. Helping programs grow and stay relevant in existing/new markets with increasingly diverse candidate populations



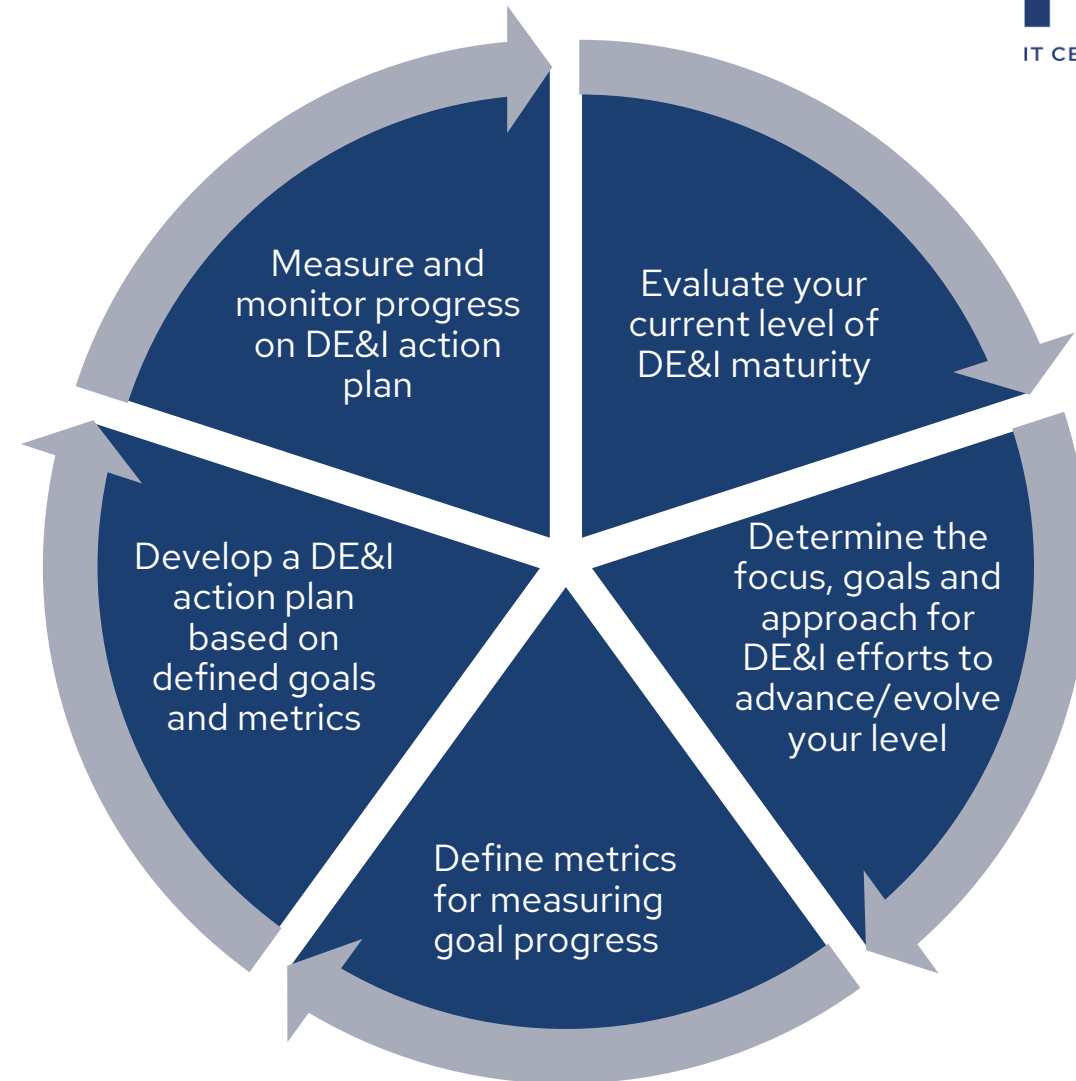
2. Increasing diversity of certification holders



3. Making pathways to certification more equitable (or fair) and inclusive

Using the DE&I Maturity Model

An approach to increasing fairness and inclusivity in certification as programs serve increasingly diverse candidate populations across markets and regional contexts



DE&I Maturity Model for Certification

4 Levels Across 6 Interconnected Categories



Definition of DE&I



1 – Basic

2 – Emerging

3 – Progressing

4 – Integrated (or Optimized)

Definition of DE&I

In response to statistics that show that diversity among certification holders is not representative of our society, the model guides increasing consideration for dimensions of human difference as part of advancing DE&I focus.

Some dimensions

More dimensions

Most or all dimensions

Multidimensionality &
Intersectionality

Definition of DE&I

Tools and Resources



1 – Basic

2 – Emerging

3 – Progressing

4 – Integrated (or Optimized)

Definition of DE&I

In response to statistics that show that diversity among certification holders is not representative of our society, the model guides increasing consideration for dimensions of human difference as part of advancing DE&I focus.

Tools/Resources to support this shift:

- [Diversity Wheel](#) to improve awareness of different dimensions of diversity
- [W3C's web user persona stories](#) resource
- [ITCC DE&I Maturity Model Companion Guide to DE&I Definitions, Dimensions, and Certification Program Aspects](#)

Expanding Our View of Difference

Difference extends beyond what we can see or otherwise perceive.

The goal is to consider how personal context and related factors impact learning and certification experience...

...and these factors may vary by existing and target candidate population or program market.



Some Helpful Definitions

DE&I Related Term	Definition
Diversity	Representation of the world's differences and similarities. Diversity dimensions include demographic and other personal characteristics of humans, for example age, disability, sex, sexual orientation, gender, gender identity, race, color, nationality, ethnic or national origin, religion or belief, as well as characteristics related to socio-economic context. Equity
Equity	Fair, bias-free experience and access.
Inclusion	Promotion of a sense of empowerment and well-being among all constituents regardless of dimensions of human difference. Inclusion can involve the practice of including all stakeholders in organizational contexts, as well as offering opportunities to people on the basis of their knowledge, skills and abilities, and providing access to resources that enable their participation.
Bias	Bias is an inclination, tendency, opinion, or prejudice in favor of or against one thing, person, or group compared with another usually in a way that's considered to be unfair. Biases may be held by an individual, group, or institution and can have negative or positive consequences. Bias can be conscious (also known as explicit bias) or unconscious (also known as implicit bias). Intersectionality
Multidimensionality	The way in which multiple dimensions of difference and diversity may apply to a single individual
Intersectionality	The complex, cumulative way in which the effects of multiple forms of discrimination (such as racism, sexism, and classism) combine, overlap, or intersect especially in the experiences of marginalized individuals or groups.

Definitions adapted from:

- Accenture: <https://www.accenture.com/cz-en/insights/software-platforms/measuring-inclusion-diversity-equity-goals>
- UCSF: <https://diversity.ucsf.edu/programs-resources/training/unconscious-bias-training>
- ISO 30415: <https://www.iso.org/obp/ui/#iso:std:iso:30415:ed-1:v1:en>

Dimensions of Human Difference

Dimension of Difference	Type
Level of test anxiety/confidence	Assessment Specific
Physical Ability/Disability (including auditory, speech and visual characteristics)	Core Demographics
Cognition/Neurodiversity	Core Demographics
Gender Orientation	Core Demographics
Race/Ethnicity	Core Demographics
Sexual Orientation	Core Demographics
Age	Core Demographics
Religion/Spiritual Beliefs	Core Demographics
Nationality/national origin	Core Demographics
Culture	Supplemental Demographics
Language	Supplemental Demographics
Regional location	Supplemental Demographics
Income/Class/Status	Supplemental Demographics

Adapted from Loden's diversity wheel: <https://community.astc.org/ccli/resources-for-action/group-activities/diversity-wheel>

Diversity of Certification Holders



1 – Basic

2 – Emerging

3 – Progressing

4 – Integrated (or Optimized)

Diversity of Certification Holders

Yet programs may not fully understand the current state of diversity for their certification holders, making it harder to address multiple factors impacting program diversity. So, the model guides increasing collection/use of diversity characteristics.

Limited or unknown
demographic
characteristics

Estimated demographic
characteristics

Demographic
characteristics collected
and used

Demographics
continuously collected
and used

Diversity of Certification Holders

Tools and Resources



1 – Basic

2 – Emerging

3 – Progressing

4 – Integrated (or Optimized)

Diversity of Certification Holders

Yet programs may not fully understand the current state of diversity for their certification holders, making it harder to address multiple factors impacting program diversity. So, the model guides increasing collection/use of diversity characteristics.

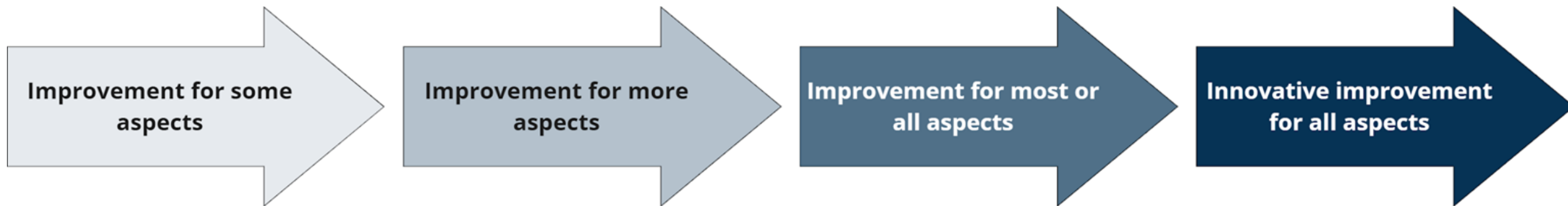
Tools/Resources to support this shift:

- Moving Beyond's DE&I Data Maturity Model and related Metrics Inventory
- Climate for DE&I Survey tool to help measure program/organization DE&I

Scope of DE&I



Also, certification pathways may not be equitable for all populations. So, in addition to increasing consideration for more dimensions of difference, the model guides increasing the certification journey aspects considered for improving DE&I.



Scope of DE&I

Tools and Resources



1 – Basic

2 – Emerging

3 – Progressing

4 – Integrated (or Optimized)

Scope of DE&I

Also, certification pathways may not be equitable for all populations. So, in addition to increasing consideration for more dimensions of difference, the model guides increasing the certification journey aspects considered for improving DE&I.

Tools/Resources to support this shift:

- ITCC DE&I Maturity Model Companion Guide to DE&I Definitions, Dimensions, and Certification Program Aspects
- Inclusive Item Writing Resource

Certification Program Aspects for DE&I



Aspect	Primary DEI Category
Program reach and access for underrepresented populations	Diversity
Exam and other program content	Equity
Approaches to how candidates demonstrate skill and knowledge	Equity
Learning experience	Equity
Exam preparation and practice options	Equity
Post-certification support options	Equity
Equipment/technology requirements and support	Equity
Candidate registration experience	Inclusivity
Exam delivery experience	Inclusivity

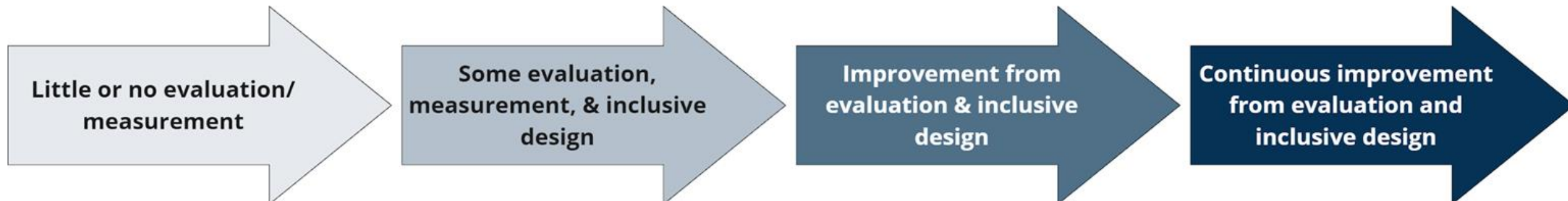
Adapted from Loden's diversity wheel:

[http://www.loden.com/Web_Stuff/Articles - Videos - Survey/Entries/2010/9/3_Global_Diversity_Puts_New_Spin_on_Lodens_Diversity_Wheel.html](http://www.loden.com/Web_Stuff/Articles_-_Videos_-_Survey/Entries/2010/9/3_Global_Diversity_Puts_New_Spin_on_Lodens_Diversity_Wheel.html)

Approach to DE&I



But how can programs ensure that certification outreach, communication, experience, and process across different aspects of the journey remain inclusive of diverse human needs and contexts? The model guides increasing the use of evaluation/measurement and inclusive design practice to help programs with this challenge.



Approach to DE&I

Tools and Resources



1 – Basic

2 – Emerging

3 – Progressing

4 – Integrated (or Optimized)

Approach to DE&I

But how can programs ensure that certification outreach, communication, experience, and process across different aspects of the journey remain inclusive of diverse human needs and contexts? The model guides increasing the use of evaluation/measurement and inclusive design practice to help programs with this challenge.

Tools/Resources to support this shift:

- Moving Beyond's [DE&I Data Maturity Model](#) and related [Metrics Inventory](#)
- [Inclusive Item Writing Resource](#)
- Inclusive design resources:
 - [Inclusive design principles](#)
 - [Microsoft's guide to inclusive design](#)
 - [Interaction Design Foundation's guide to human-centered design](#)
 - [HBS Online article on the benefits and practice of human-centered design](#)
- Accessibility checklists to use in conjunction with testing to ensure accessible experiences:
 - [Deque's comprehensive checklist](#) for accessibility
 - [WebAIM's checklist](#) that breaks down WCAG criteria under the POUR concept
 - [The W3C Easy Checks](#) resource

Diversity of Certification Team



1 – Basic

2 – Emerging

3 – Progressing

4 – Integrated (or Optimized)

Diversity of Certification Team

A lack of diversity among the individuals who inform and make program decisions contributes to the challenge of advancing program DE&I. So, the model guides making and sustaining progress on increasing representative diversity of who informs and makes program decisions.

Little or no progress

Some progress

Significant progress

Sustained progress

Diversity of Certification Team

Tools and Resources



1 – Basic

2 – Emerging

3 – Progressing

4 – Integrated (or Optimized)

Diversity of Certification Team

A lack of diversity among the individuals who inform and make program decisions contributes to the challenge of advancing program DE&I. So, the model guides making and sustaining progress on increasing representative diversity of who informs and makes program decisions.

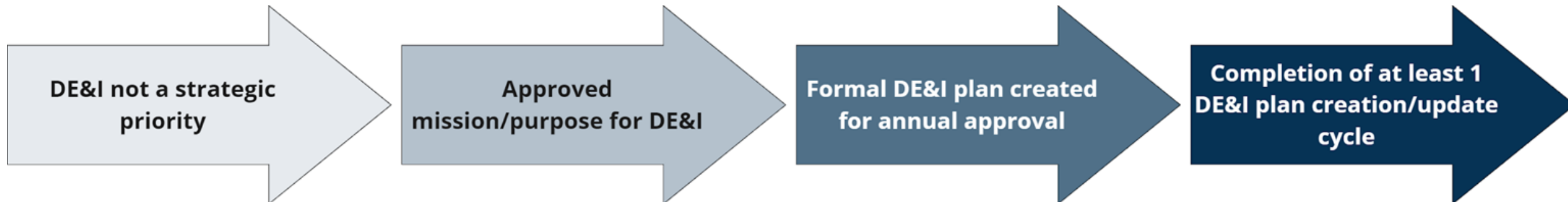
Tools/Resources to support this shift:

- [Diversity Wheel](#) to improve awareness of different dimensions of diversity
- ITCC DE&I Maturity Model [Companion Guide to DE&I Definitions, Dimensions, and Certification Program Aspects](#)
- Moving Beyond's [DE&I Data Maturity Model](#) and related [Metrics Inventory](#)
- [Climate for DE&I Survey tool](#) to help measure program/organization DE&I

Commitment to DE&I



Improving program DE&I also requires actionable commitment to that work. So, the model guides increasing a program's level of commitment to planning and action for improved DE&I.



Commitment to DE&I

Tools and Resources



1 – Basic

2 – Emerging

3 – Progressing

4 – Integrated (or Optimized)

Commitment to DE&I

Improving program DE&I also requires actionable commitment to that work. So, the model guides increasing a program's level of commitment to planning and action for improved DE&I.

Tools/Resources for helping your program commit to DE&I as a strategic priority regardless of your level of authority:

- Use the ADKAR model for driving and influencing change by considering the need to create Awareness of need for change; Desire, Knowledge, and Ability to change, and Reinforcement to sustain change
- Use a problem-solving framework such as an issue tree to identify the root cause for why your organization is at its current level of maturity (overall or for a particular maturity model category) so that you can brainstorm ways to address that root cause such as the underlying structures and mental models (part of the iceberg model) – contributing to the observed issue or gap.

Commitment to DE&I

Tools and Resources, Continued



1 – Basic

2 – Emerging

3 – Progressing

4 – Integrated (or Optimized)

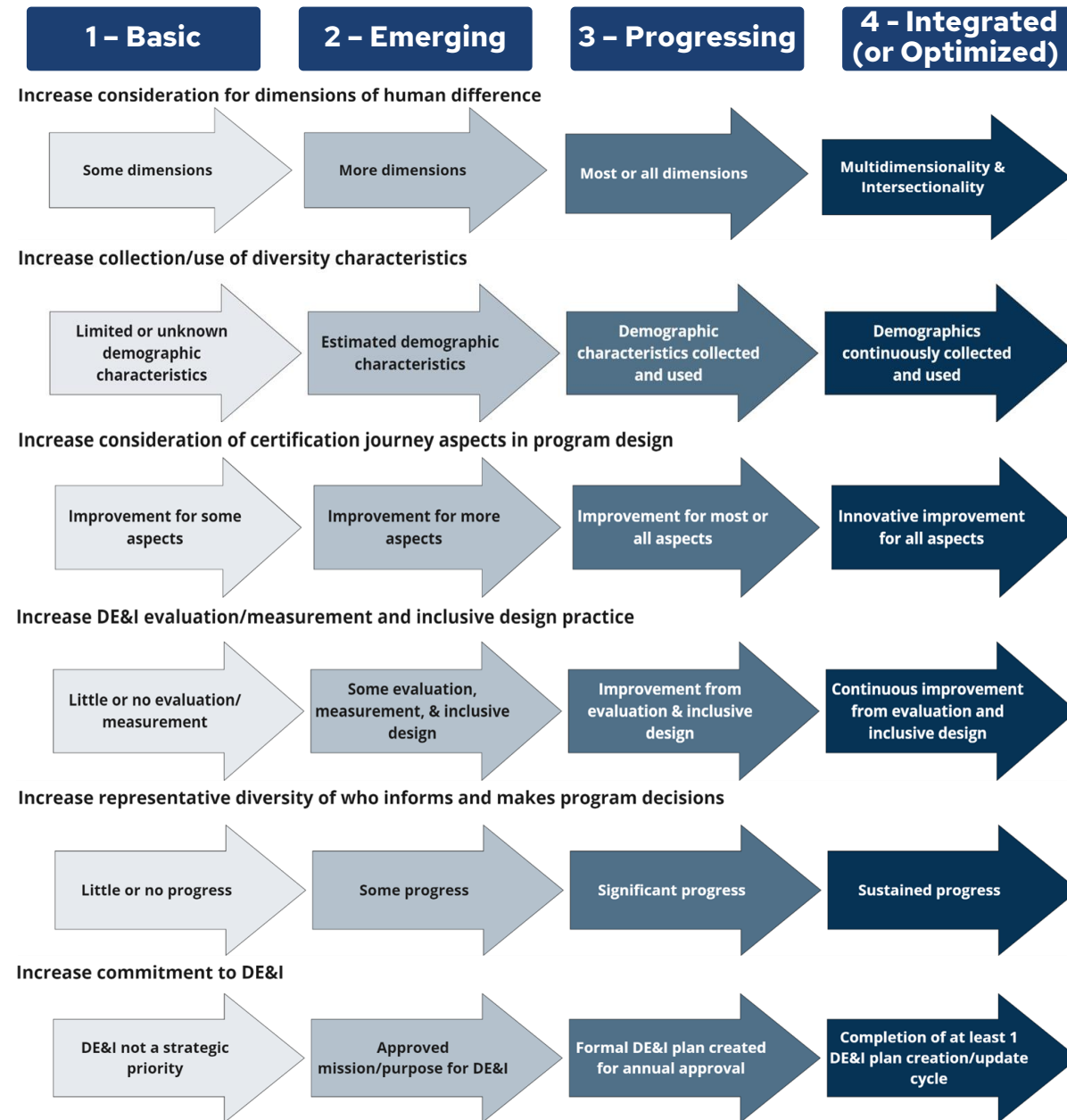
Commitment to DE&I

Improving program DE&I also requires actionable commitment to that work. So, the model guides increasing a program's level of commitment to planning and action for improved DE&I.

Tools/Resources for helping your program commit to DE&I as a strategic priority regardless of your level of authority:

- Do a program/organization assessment (like the one described in [Sharpen Your Inclusion Edge: The 8 Step Approach](#)) to determine
 - possible entry points for influencing change within your program/organization
 - your program/organization's specific "why" when it comes to improving DE&I
 - how your program/organization's culture influences the practices impacted by advancing DE&I maturity such as decision making, accountability, data collection/use policies, and communication.
- Share and use the stories of other organizations demonstrating DE&I progress as inspiration
 - [12 Companies Ramping Up Their Diversity & Inclusion Efforts - and How You Can Too](#)
 - [9 Companies Around the World That Are Embracing Diversity in a BIG Way](#)

DE&I Maturity Model for Certification



DE&I Maturity Model

RESOURCE TOOLKIT

HOW THIS DOCUMENT CAN BE USED

Access – External

Usage – You may share the whole document with anyone, noting it was developed by ITCC

Expiration – N/A

Copyright – This is copyrighted material and the source must be cited