Certified Diversity Executive (CDE)® Outline

The Certified Diversity Executive (CDE)® Examination tests the following knowledge areas. Domains are the major duties and tasks that characterize a Diversity Executive. The blueprint shows the approximate percentage of test questions for each domain.

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<th>Percentage</th>
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<td>12%</td>
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**DOMAIN A: ENGAGE IN PROFESSIONAL SELF-DEVELOPMENT AND CONTINUOUS LEARNING - 11%**

1. Participate in professional conferences
2. Participate in networking activities (e.g., DEI colleagues/peers, industry professionals, ERGs)
3. Identify best practices for applicability to the organization
4. Participate in internal/external education and development activities (e.g., seminars, workshops, online)
5. Participate in personal performance review process (e.g., goal setting, self-assessment, performance review)
6. Participate in DEI and related professional organizations (e.g., domestic, international)
7. Maintain professional certifications/credentials (e.g., CDP/CDE, IDI, industry-specific)
8. Explore personal worldview/assumptions and their impact/influence on work (e.g., listening sessions, self-assessments, inventories)
9. Engage with different/opposite viewpoints (e.g., embrace discomfort, promote dialogue, solicit feedback)
10. Monitor emerging landscape for DEI insights (e.g., lessons, trends, threats)
11. Contribute to professional DEI body of knowledge (e.g., articles/op-eds, speaking engagements, blogs/vlogs)
12. Provide DEI leadership in paid/volunteer opportunities (e.g., advisory boards, task forces, corporate boards)
13. Monitor personal well-being (e.g., physical, mental, emotional)

**DOMAIN B: ADVANCE LEADERSHIP FOR ORGANIZATIONAL DEI - 12%**

1. Promote transparency and accountability among leadership on DEI and related issues
2. Provide leadership to executive team on DEI initiatives, priorities, and strategies (e.g., mentor, coach, meet them at their stage of CC)
3. Serve as organizational thought leader for DEI and cultural competence disciplines
4. Guide systems-level solutions and change management interventions
5. Oversee Diversity Advisory/Action Council
6. Embed DEI integration through seamless proactive approaches to DEI issues
7. Conduct community-based participatory research (e.g., focus groups, design thinking)
8. Identify mentorship opportunities for executive team and board members (e.g., internal, external)
9. Verify diverse talent pool and sourcing for executive/board positions
10. Participate in candidate selection process for executive/board positions (e.g., achieve diversity, identify perspectives, biases)
11. Secure sponsorship for organizational DEI projects
12. Analyze leadership hiring and promotion practices and competencies (e.g., KSAs, success profiles)

**DOMAIN C: MANAGE DEI STRATEGIC PLANNING AND BUDGET - 20%**

1. Conduct strategic planning analysis (e.g., SWOT, needs, PESTLE)
2. Provide insight into demographics (e.g., changes, baselines, trends)
3. Partner with key executives to define diversity, equity, and inclusion for the organization
4. Develop DEI strategic plan (e.g., misalignment, embed business case)
5. Align DEI strategies with business units and organizational functions/strategies (e.g., location, industry)
6. Develop job design for DEI staff roles
7. Develop DEI budget (e.g. impact statements, proposed expenditures, fiscal year outcomes)
8. Define metrics and measures of DEI strategic plan
9. Identify DEI measurement tools (e.g., surveys/assessments, spreadsheets, software)
10. Develop strategic interventions and actions to ensure defined outcomes
11. Monitor expenses and expenditures compared to budget
12. Report progress to key stakeholders (e.g., analyze data, benchmarking, provide recommendations)

DOMAIN D: CHAMPION ORGANIZATIONAL DEI POLICIES, COMPLIANCE, AND GOVERNANCE- 12%

1. Incorporate inclusive language in organizational position descriptions (e.g., objective/equitable KSAs, requirements, education/experience)
2. Collect DEI data (e.g., workforce demographics, engagement, surveys)
3. Analyze DEI data (e.g., identify trends, pipeline representation, threats/barriers/opportunities)
4. Determine impact of legislation on organizational DEI initiatives (e.g., local, national, international)
5. Educate organization on impact of legislation on DEI initiatives
6. Participate in risk-management planning to address emerging DEI-related issues
7. Provide DEI input in development of organizational code of ethical standards
8. Vet organizational third-party services/resources for compliance with DEI business standards/practices (e.g., suppliers, vendors, consultants)
9. Promote existing organizational structures that support DEI (e.g., ERGs, employee engagement processes, best practices)
10. Develop organizational policies/procedures to reflect DEI principles (e.g., anti-harassment, anti-bullying, anti-discrimination)
11. Support consistent application of organizational DEI policies/procedures
12. Conduct equity audits of organizational units/divisions/depts for meeting engagement and DEI objectives
13. Recommend interventions for organizational units/divisions/depts not meeting engagement and DEI objectives
14. Verify performance measures are objective and equitably applied to all roles
15. Conduct accessibility audits of organization (e.g., internal/external facilities, signage, technology)
16. Develop flexible job designs to accommodate employee needs (e.g., proactive, family, health)
17. Coordinate with legal/HR on organizational compliance with DEI-related legislation (e.g., ADA/EEO/AA, domestic law, international law)
18. Partner with legal/HR/other groups/depts to resolve DEI-related complaints/grievances (e.g., unions, Work Councils)

**DOMAIN E: CHAMPION ORGANIZATIONAL VALUES AND INCLUSIVE CULTURE- 22%**

1. Promote an inclusive workplace culture
2. Promote organizational DEI behavior standards and expectations
3. Create inclusive environment for engagement in crucial DEI conversations (e.g., psychological safety, conscious inclusion, virtual/F2F)
4. Model values and behaviors for crucial DEI conversations (e.g., curiosity, active listening)
5. Coach organizational staff on appropriate modes of engagement in DEI topics (e.g., curiosity, respect, active listening)
6. Develop plans for constructively addressing generational trends in DEI activism and social responsibility
7. Facilitate access, engagement, and representation within organizational structures (e.g., policies, practices, programs)
8. Model innovation and disruption through diversity of thought (e.g., experimentation, collaboration, problem solving)
9. Resolve actual and perceived DEI conflicts (e.g., encounters, jokes, comments)

**DOMAIN F: ADVANCE ORGANIZATIONAL STAFF EDUCATION, DEVELOPMENT, & TRAINING- 12%**

1. Evaluate DEI education, training, and development resources (e.g., staff, curricula, assessments)
2. Identify learning strategies that support DEI skill-building and systemic change (e.g., organizational level, individual learning journeys, curriculum maps)
3. Develop DEI education, training, and development in alignment with identified learning strategies (e.g., format, methods, content)
4. Verify selection criteria for educational opportunity/T&D program participants (e.g., objective vs. subjective, equity audit/access)
5. Develop staff coaches/facilitators/trainers (e.g., train-the-trainer, build capacity, QA)
6. Support delivery of DEI organizational development activities (e.g., staff, executives, board)
7. Facilitate DEI education, development, and training activities
8. Provide DEI competency coaching across organizational levels (e.g., executives, managers, staff)
9. Monitor organizational implementation of staff education, development and training plans
10. Evaluate efficacy of staff education, development and training
11. Contract with external providers to provide staff education, development and training
12. Promote staff awareness of DEI learning resources (e.g., libraries, webinars, services)
13. Integrate DEI concepts into staff feedback process and development plans (e.g., reviews, dialogue, informal)

**DOMAIN G: LEVERAGE DEI STAKEHOLDERS & PARTNERSHIPS- 3%**

1. Build relationships with internal stakeholders to drive internal diversity-related initiatives (e.g., work councils, unions)
2. Build relationships with external stakeholders to drive internal diversity-related initiatives (e.g., Tribal governments, FBOs)
3. Cultivate robust partnerships with organization’s ERGs to enrich perspectives
4. Represent organization in the community/industry
5. Develop community partnerships that support organizational DEI projects/plans/initiatives and business strategies (e.g., sourcing/recruiting, social responsibility, mentorship)
6. Partner with organizations to develop educational programs that support DEI regionally (e.g., business, NGOs, CBOs)
7. Provide guidance to local WFD board leadership on engaging underrepresented groups
8. Promote awareness of DEI-related resources and support services (e.g., govt/non-profit agencies, PFLAG, legal aid)
9. Consult with innovative industry thought leaders to drive current/future DEI initiatives and position organization as leader in DEI best-practices
10. Develop internship programs with local community educators (e.g., tech schools, colleges)
DOMAIN H: LEAD ORGANIZATIONAL DEI INITIATIVES & INTEGRATION EFFORTS- 2%

1. Define standardized DEI vocabulary and terminology
2. Establish organizational ERGs/BRGs
3. Manage ERG/BRG initiatives (e.g., grow, develop, provide strategic direction)
4. Develop organizational communications review committee to evaluate content/materials through a DEI lens (e.g., webpages, social media, print/visual)
5. Collaborate with internal/external partners on DEI content development (e.g., products, services, trainings/interventions)
6. Review DEI impact of how organizational products/services are designed, produced, and marketed
7. Pilot staff/volunteer engagement techniques (e.g., virtual/hybrid, inclusivity, breakouts)
8. Monitor supplier diversity initiatives (e.g., collect data, success rates, accountability)
9. Coordinate cultural competency education programs for third parties (e.g., vendors, consultants, independent contractors)
10. Cultivate integration of organizational cultures throughout merger/acquisition process
11. Collaborate across organizational dept/division to build DEI infrastructure within their respective departments (e.g., feedback mechanisms, consistent communication, supports)
12. Develop virtual/hybrid DEI community
13. Maintain DEI resource directory (e.g., standardized terminology/vocabulary, manuals, articles)
14. Coordinate individual personal betterment programs (e.g., work/life fit, wellness, caregiver support)
15. Co-develop recruiting events to support career transitions (e.g., working parents, veterans/active military, prison re-entry)
16. Support career development programs for individuals transitioning from declining professions (e.g., timber, coal, outsourced)
17. Coordinate with internal partners to implement organizational social responsibility initiatives
DOMAIN I: COLLABORATE ON DEI ORGANIZATIONAL COMMUNICATIONS & ENGAGEMENT- 6%

1. Create DEI communication and engagement strategies
2. Engage with executive leadership to communicate link between organizational values and DEI strategy internally/externally
3. Conduct DEI audit of internal/external communication and engagement methods (e.g., website/social media, marketing materials, training resources)
4. Review organizational communication and engagement messaging for accessible formats and language (e.g., employee handbook, announcements, website)
5. Review signage and documents to remove restrictive language (e.g., "handicapped", gender-specific)
6. Provide translation resources (e.g., cultural, language, interpretation services/VRI for ASL)
7. Drive DEI-related messaging campaigns (e.g., radio/audio, social media, print/visual)
8. Respond to staff DEI inquiries/issues
9. Coordinate with internal partners on crisis communications (e.g., criteria, messaging, delivery)
10. Coordinate messaging between ERG/BRG and corporate leadership
11. Relay information about diversity initiatives, events, progress internally and externally