

# Doing It By The Numbers

The Forum on Workplace Inclusion, April, 2019

Diversity works. Prove it through metrics.



# Agenda



- Why Metrics
- The Power of Diversity Metrics Model
- Small Discussion Groups
- Action Planning

*“If you don’t collect any metrics, you’re flying blind.*

*If you collect and focus on too many, they may be obstructing your field of view.”*

- Scott M. Graffius,  
*Agile Scrum:Your Quick Start Guide with Step-by-Step Instructions*

# Why metrics?



Management  
wants them



Build trust that you are  
helping achieve corporate  
goals, improving bottom line



More budget for  
your ideas



Engage senior leaders



Better use of resources,  
growing your programs



Metrics are a business  
best practice

# What are Metrics?



- A metric is a comparison between two (or more) data sets that has agreed upon relevance
- A metric will give a result
- Results reporting provides context to the result & relevance to the organization

# Using Metrics

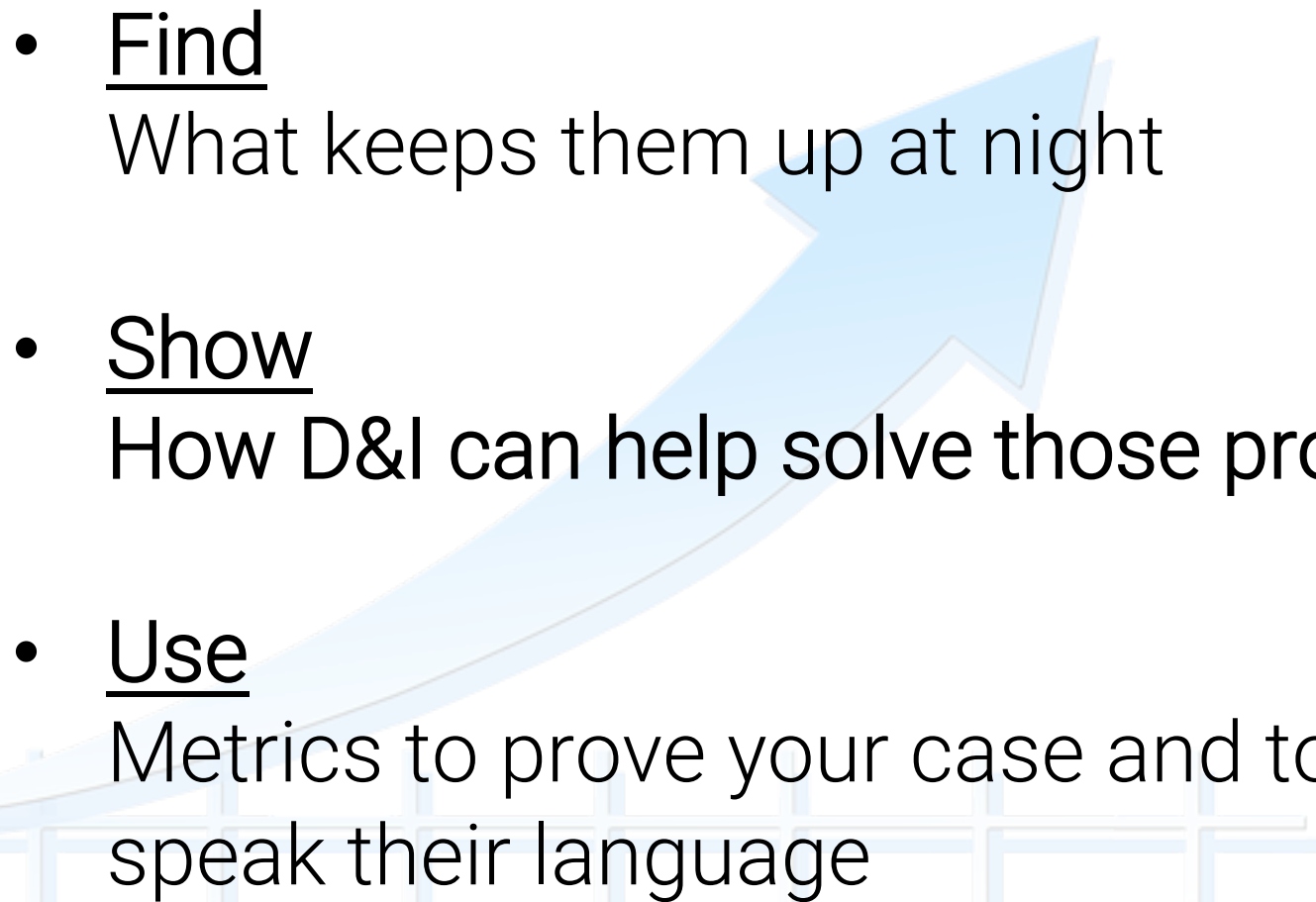
- Metrics explore which data:
  - Sets defined success, failure
  - Creates decision inflection points
- Metrics:
  - Vary across industries and verticals
  - Important diversity metrics can vary from company to company
  - Can be used as benchmarks when judged against industry standards

# Metrics Insights

- Use processes that provide:
  - Consistent data sets for measurement
  - Ways to compare over time
- Metrics provide insights & ideas but cannot replace:
  - Judgement
  - Confidence
  - Vision



# Using Metrics to Sell D&I to Senior Leaders

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- Find  
What keeps them up at night
  - Show  
How D&I can help solve those problems
  - Use  
Metrics to prove your case and to speak their language



# Aligning Metrics to Strategic Goals

Strategic Goal	D&I Support	Metrics
Retain top talent	Creating respectful, inclusive workplace culture, training, supporting manager with tools	Lack of complaints Higher engagement scores Talent retention numbers
Increase sales	Coaching on how different markets/ customers buy, ideas for new markets/ products from ERGs, using ERG members as testers in research	Sales to new customer demographic New product launches
Improve Innovation	Coach hiring managers on the benefits of diverse teams for innovation, coaching for inclusion, building support for openness to new ways of approaching problems	Breakthrough ideas Increase of diversity on teams Engagement survey reports better teamwork and creativity

# Finding Larger Patterns



- Senior Leaders
  - What activities engage your senior leaders, how are you engaging them in a way that works for them?
- Finding diversity super users
  - Who attends your events, training programs, how can you engage them?
- Sponsorships
  - What are your sponsorship dollars getting you? Is this worth the money?
- Explore Links to Engagement
  - Do certain departments/groups of employees interact with diversity programs more and do they show higher engagement scores?

# Supporting Managers Using Metrics



- Find Your Super Stars
  - What are they doing right? Can this be replicated?  
Can they coach others?
  - Find them by: Lack of turnover, innovation, great engagement scores
- Provide managers metrics to show business case
  - Be specific about their teams, work, goals they are working on
  - How does D&I help them and their work?
  - How does having a diverse team help them prepare for the future?
- Give managers support
  - Give them tools to help them manage diverse teams

# Small Groups

- **What metrics are you tracking now?**
- **How are you tracking those metrics?**  
Software, excel, sharepoint, by hand....
- **Where are you struggling with metrics?**

# Power of Diversity Metrics Model

Data Collection What We Are Doing		Data Comparison How We Are Doing		Data Comparison Why These Results Matter	
<b>Data</b> Data is a single piece of information that captures an action or an activity. What you collect depends on what you are trying to gain insight into.	<b>Data Sets</b> Data points are combined into data sets. In order to be relevant, data sets need to be collected consistently and accurately so that any comparisons made are valid.	<b>Metrics</b> Metrics are the agreed upon comparisons between data sets. Metrics are chosen as a way to gain the insights you want into data. Metrics are static equations or formulas	<b>Results</b> Results are the numbers that come out of the metrics. The results are not static, but change based upon the data sets used in the metrics.	<b>Interpretation</b> Interpretation is looking at the results and deciding what they mean. It is about deciding which results you will use and how you will use them.	<b>Reporting</b> Reporting is using selected results to craft and tell your story. It is about putting context and meaning around the results so that others understand the meaning of the results.
<b>Example</b> Data Point: The number of events held this month.	<b>Example</b> Data set: The number of events held every month in the past six months.	<b>Example</b> Metric: How does the number of events held last month compare to two months ago?	<b>Example</b> Result: 12 events were held last month; 10 were held two months ago.	<b>Example</b> 12 events last month is an improvement over what we did two months ago.	<b>Example</b> Our program is doing well because we are increasing the number of events we are offering each month.

# Power of Diversity Metrics: Events

Data Collection <i>What We Are Doing</i>	Data Comparison <i>How We Are Doing</i>	Data Comparison <i>Why These Results Matter</i>
<p>Number of:</p> <ul style="list-style-type: none"> <li>• Employees attending internal &amp; external events and what departments or teams they are part of</li> <li>• Employees speaking at events</li> <li>• Senior leaders &amp; managers attending events</li> <li>• Press, social media mentions, &amp; engagements (internal &amp; external)</li> <li>• Applicants for open positions collected/ inquiries about jobs at events</li> </ul> <p>Tracking</p> <ul style="list-style-type: none"> <li>• Budget by categories such as speakers, travel, materials, food, beverage etc.</li> <li>• Evaluations on events including speakers, locations, food, partnerships, timing etc.</li> </ul>	<ul style="list-style-type: none"> <li>• What is the cost per employee for different events?</li> <li>• Which partnerships are providing the biggest ROI?</li> <li>• What teams/departments/senior leaders have the highest attendance at events?</li> <li>• What events/speakers/locations get the best evaluations?</li> <li>• What trends do we see in the people attending, topics, or locations?</li> <li>• What are the organizational goals for having events overall and how does our data support them?</li> <li>• What were the goals for each event and were they met?</li> <li>• Which locations/topics/speakers have higher engagement levels?</li> </ul>	<ul style="list-style-type: none"> <li>• What insights do we gain from the results from our events?</li> <li>• Which community partners provide the best results for our events- measured by attendance, media impressions, applicants collected etc.?</li> <li>• What data do we find is key in measuring the success of events (and how is success measured)?</li> <li>• How can we align our events to strategic goals &amp; objectives?</li> <li>• What events/groups need coaching to help them achieve better results?</li> <li>• Where do we need to re-align resources for better return from our events from money, time &amp; other resources?</li> </ul>

# Power of Diversity Metrics: Diversity Training

Data Collection <i>What We Are Doing</i>	Data Comparison <i>How We Are Doing</i>	Data Comparison <i>Why These Results Matter</i>
<p>Number of:</p> <ul style="list-style-type: none"> <li>• Employees attending internal &amp; external training programs by team/departments</li> <li>• Programs offered, how long they are, where they are offered</li> <li>• Press, social media mentions, &amp; engagements (internal &amp; external)</li> <li>• Trainers required for programs</li> <li>• Senior leaders &amp; managers attending</li> <li>• Non-classroom/online trainings/educational events conducted, on which topics</li> <li>• Manager-led discussions that support diversity and that are “bite-sized education” – how often, by whom and what topics</li> <li>• What topics are requested, how often, by whom?</li> <li>• People returning for more training</li> </ul> <p>Track</p> <ul style="list-style-type: none"> <li>• Budget by categories such as speakers, travel, materials, food, beverage etc.</li> <li>• Evaluations on events including speakers, locations, food, partnerships, timing etc.</li> </ul>	<ul style="list-style-type: none"> <li>• What is the cost per employee for different training programs?</li> <li>• What is the ROI for each training compared to cost and how are we measuring the ROI?</li> <li>• What teams/departments/senior leaders have the highest attendance at training programs?</li> <li>• What managers are the most engaged in training and on what topics?</li> <li>• What trainings/speakers/locations get the best evaluations?</li> <li>• What trends do we see in the people attending pertaining to the topics offered, by trainers, locations, time of day etc.?</li> <li>• How often do people come back wanting more training; what trends are there such as departments they are part of; what courses get more repeat requests?</li> </ul>	<ul style="list-style-type: none"> <li>• How does our level of attendance at training programs change YOY?</li> <li>• What can we tell from different team and department participation rates?</li> <li>• What training programs are taken by different teams/departments?</li> <li>• What are we trying to achieve with our diversity training and do the results support the achievement of those goals?</li> <li>• How can we use data driven insights to improve our trainings?</li> <li>• How can we align our trainings to strategic goals &amp; objectives?</li> <li>• Which trainers/managers need coaching to help them achieve better results?</li> <li>• Where do we need to re-align resources for better return from our training programs from money, time and other resources?</li> <li>• Do our results align with employee engagement result?</li> </ul>

## Power of Diversity Metrics: Employee Resource Groups – ERG/BRG/EN

Data Collection <i>What We Are Doing</i>	Data Comparison <i>How We Are Doing</i>	Data Comparison <i>Why These Results Matter</i>
<p>Number of:</p> <ul style="list-style-type: none"> <li>• Members, in which groups</li> <li>• Members attending meetings</li> <li>• Executive sponsors engaged with the group - what is the level of that involvement?</li> <li>• Activities sponsored, &amp; people impacted</li> <li>• Times departments reach out to them for insights or assistance</li> <li>• Press, social media mentions, &amp; engagements (internal &amp; external)</li> <li>• People in line for leadership roles</li> </ul> <p>Tracking</p> <ul style="list-style-type: none"> <li>• Where do the members come from &amp; their organizational role?</li> <li>• Member demographics</li> <li>• Feedback from participants on the events/activities</li> <li>• Budget spend by category</li> <li>• Length of term for group leaders</li> <li>• Leaders who receive promotions in the organization</li> <li>• Types of programs offered, how long they are, where they are offered?</li> </ul>	<ul style="list-style-type: none"> <li>• How does the cost for each E/BRG compare to output of events/activities?</li> <li>• What is the cost per employee for E/BRG activities – how do these compare across groups?</li> <li>• How does the ROI for each E/BRG compare to cost?</li> <li>• How do different teams/departments/senior leaders compare in terms of the highest involvement with E/BRGs?</li> <li>• What is the comparison of E/BRG leaders who are promoted in their roles within 18 months of their E/BRG work?</li> <li>• What events/activities get the best evaluations?</li> <li>• What trends do we see in the people attending, topics, or locations?</li> <li>• Is there adequate back-up for B/ERG leadership to ensure continuity in the future?</li> <li>• Do E/BRG members align with employee engagement?</li> </ul>	<ul style="list-style-type: none"> <li>• How are our E/BRGs aligned with our organizational goals?</li> <li>• How are we supporting the groups? i.e. time, money, resources, senior leadership support, visibility etc. Are we giving them enough support?</li> <li>• How are we using the E/BRGs to develop the management &amp; leadership skills of the members? Do we see this in promotion rates?</li> <li>• What trends are we seeing with groups, their members, &amp; the interest in their events?</li> <li>• How can we use E/BRGs to engage more with community organizations by offering space, speakers, etc.? What goals would this help us to accomplish?</li> <li>• How can we align our E/BRGs to strategic goals &amp; objectives?</li> <li>• Which groups need coaching to help them achieve better results?</li> <li>• Where do we need to re-align resources for better return from our B/ERG programs in terms of money, time, and other resources?</li> </ul>



# Power of Diversity Metrics: Diversity Recruiting

Data Collection <i>What We Are Doing</i>	Data Comparison <i>How We Are Doing</i>	Data Comparison <i>Why These Results Matter</i>
<p>Number of:</p> <ul style="list-style-type: none"> <li>• Channels to diversity media outlets, organizations, &amp; websites</li> <li>• Successful diverse hires who have clear career paths within the organization</li> <li>• Diverse employees hired/lost</li> <li>• Diverse employees mentored and prepared for promotion</li> <li>• Community organizations in partnership to develop pipelines</li> </ul> <p>Tracking</p> <ul style="list-style-type: none"> <li>• The applicant pool</li> <li>• Those being interviewed</li> <li>• Interviewing panels make-up</li> <li>• Those receiving an offer</li> <li>• Those accepting an offer</li> <li>• Applicants in the internal applicant pool <ul style="list-style-type: none"> <li>– Recruited</li> <li>– Applied</li> <li>– Promoted</li> </ul> </li> </ul> <p>Recording</p> <ul style="list-style-type: none"> <li>• Which department hired diversity?</li> <li>• Which departments lost diversity?</li> </ul>	<ul style="list-style-type: none"> <li>• How does our applicant pool compare to local demographics?</li> <li>• Is the diversity in our applicant pool increasing or decreasing?</li> <li>• What percentage of diverse applicants are hired compared to non-diverse candidates?</li> <li>• What is our rate of promoting diverse employees- how does this compare to non-diverse employees?</li> <li>• How many diverse employees have a clear career path compared to non-diverse employees?</li> <li>• Which community organizations provide the most/best qualified candidates?</li> <li>• Which hiring managers are having the most success hiring and keeping diverse talent?</li> </ul>	<ul style="list-style-type: none"> <li>• How is diversity represented in different teams and departments?</li> <li>• Where do our best candidates come from?</li> <li>• What best practices are the top hiring managers using to achieve success?</li> <li>• How do our diversity recruiting goals support our organizational goals?</li> <li>• How is the diverse talent that we are recruiting filling in talent gaps that we have?</li> <li>• What process are we using to help remove bias from the selection process?</li> <li>• What are the trends among hiring managers in terms of diversity of candidate slates, who is interviewed and who is ultimately hired?</li> </ul>

# Power of Diversity Metrics: Diversity Communication

Data Collection <i>What We Are Doing</i>	Data Comparison <i>How We Are Doing</i>	Data Comparison <i>Why These Results Matter</i>
<p>Number of:</p> <ul style="list-style-type: none"> <li>• Communication channels that speak about diversity</li> <li>• Mentions of diversity in corporate communications</li> <li>• Senior leaders speaking regularly about diversity</li> <li>• Diversity images on the website &amp; in brochures &amp; ads</li> <li>• Hits on the diversity page (external &amp; internal)</li> <li>• Articles &amp; resources on the intranet diversity page</li> <li>• Speakers provided to outside organizations to talk about diversity</li> <li>• Managers speaking about diversity topics at team meetings</li> <li>• Candidates mention the diversity messages/branding</li> <li>• Open rates of diversity messages</li> <li>• Images that have diverse people in them</li> </ul>	<ul style="list-style-type: none"> <li>• How often are we communicating about diversity?</li> <li>• How do diversity messages from different sources compare in terms of open rates or forwards?</li> <li>• Which senior leaders have the most success with their diversity messages?</li> <li>• How often are we communicating about diversity &amp; is this going up or down?</li> <li>• Are we using the same diversity message or different ones? If different ones, how often do we speak about different topics and how do their open rates compare?</li> <li>• Which images are we using the most in our diversity communication?</li> </ul>	<ul style="list-style-type: none"> <li>• What are we communicating to our employees/marketplaces/candidates with our diversity communications?</li> <li>• What message(s) are we seeking to convey about diversity to both our internal &amp; external stakeholders &amp; customers?</li> <li>• What are the trends on when diversity communication messages are sent, opened, &amp; on what topics? How does this impact our D&amp;I work?</li> <li>• Are we being consistent in our messaging about diversity?</li> <li>• Are we getting support from senior leaders &amp; consistent messaging from them about diversity?</li> <li>• Are the messages being communicated consistently in the messaging?</li> <li>• How are we keeping diversity in mind when we are writing “non-diversity” communications so diversity is incorporated into many aspects of what we are communicating – not just in diversity communications?</li> </ul>

# Power of Diversity Metrics: Senior Leadership Engagement

Data Collection <i>What We Are Doing</i>	Data Comparison <i>How We Are Doing</i>	Data Comparison <i>Why These Results Matter</i>
<p>Number of Senior Leaders:</p> <ul style="list-style-type: none"> <li>• Nominally supporting diversity</li> <li>• Providing some support for diversity work</li> <li>• Actively engaged in diversity work</li> </ul> <p>How Often Do Senior Leaders:</p> <ul style="list-style-type: none"> <li>• Attend programs/events</li> <li>• Speak about diversity to their departments/teams</li> <li>• Support corporate communication on diversity by lending their ideas/being willing to send communications</li> <li>• Sponsor or participate in an B/ERG (employee resource group), Diversity Council, or diversity activity</li> <li>• Share the budget costs of diversity programs for their departments</li> <li>• Actively seek diverse candidates in their applicant pools</li> <li>• Hold their direct reports accountable for diversity involvement/achieving diversity goals</li> </ul>	<ul style="list-style-type: none"> <li>• Who are our most engaged senior leaders?</li> <li>• Which activity or topic keeps senior leaders engaged the most? Does this vary by leader or are there trends?</li> <li>• Which topics do senior leaders talk about the most?</li> <li>• Which ERG has the most senior leadership engagement?</li> </ul>	<ul style="list-style-type: none"> <li>• What is keeping senior leaders from engaging &amp; how can we engage them? <ul style="list-style-type: none"> <li>– Individual “hooks” on topics they care about</li> <li>– Talking points on diversity that are easy to use</li> <li>– Tailored training/coaching/business case</li> </ul> </li> <li>• How does having senior leaders actively supporting diversity efforts support the work?</li> <li>• Have we provided a clear vision for how diversity supports organizational goals &amp; that shows how diversity is supporting the bottom line to senior leaders?</li> </ul>

# Small Group Discussions

- **Choose a topic of interest:**
  - Employee Resource Groups
  - Senior Leadership Engagement
  - Diversity Events
  - Diversity Recruiting
  - Diversity Communication
- **In the groups, fill out the chart based on your experience**
- **Choose one person to report back to the larger group**

# Small Group Charts

<b>What we do/could measure</b>	<b>How metrics drive our results</b>
<b>What we do with the numbers</b>	<b>Questions we have:</b>

# Action Planning

- **Pick what area you will focus on**
- **Complete the worksheet for your organization**
- **Share with a 1-2 other people for ideas/clarification/focus**

# Action Planning Worksheet

<b>Data Collection</b> <i>What We Are Doing</i>	<b>Data Comparison</b> <i>How We Are Doing</i>	<b>Data Comparison</b> <i>Why These Results Matter</i>



# Wrap-Up

- Metrics compare data sets
- Results come from comparing data sets consistently
- Patterns, trends emerge with metrics
- Used well, metrics can show alignment to the bottom line & strategic goals
- Use data-based decisions to:
  - Compete for resources
  - Drive better results





# Thank You!



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<https://www.diversitydashboard.biz/news/2018/9/25/the-power-of-diversity-metrics>

***“Performance metrics are numbers in context,  
results related to the strategic goals  
of the business.”***

***— Pearl Zhu, The Change Agent CIO***