

# Catalyst Member Benchmarking Virtual Roundtable

## Metrics and Accountability

### About This Tool

As a supplement to the [Catalyst Member Benchmarking Virtual Roundtable](#) held on June 10, 2010, this tool provides a brief summary of Catalyst knowledge on metrics and accountability and offers questions and points of consideration for organizations looking to develop and implement measurement and accountability practices to help meet their diversity and inclusion (D&I) objectives.

For Catalyst members who were unable to attend, audio recordings are available for the two Virtual Roundtable presentations conducted on June 10, 2010 at [9:30 a.m. EST](#) and [1:00 p.m. EST](#).

### Understanding Metrics and Accountability

Catalyst believes that [metrics](#) are essential to monitoring and sustaining D&I programming and ensuring its success. Metrics are tools that measure and display progress on critical areas of focus or change. Metrics help organizations [build a business case](#), identify progress to celebrate, point out problem areas, and serve as the basis for accountability.

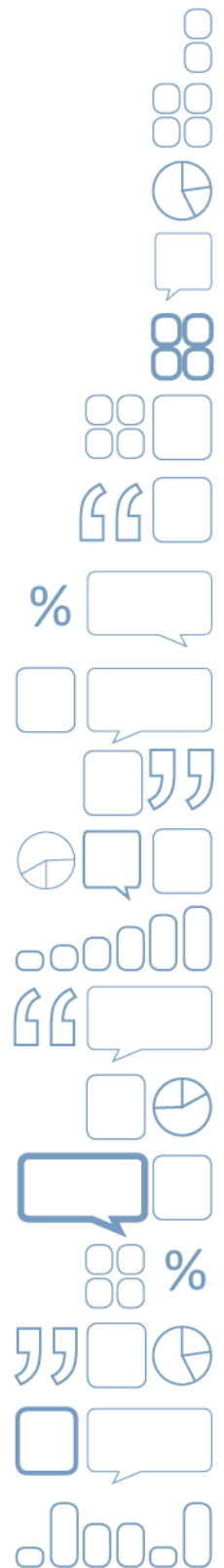
Metrics are not only quotas. While numerical targets may make sense for some organizations, it is essential to focus on the *movement* over time of critical metrics such as representation, attrition, promotions, and new hires, as well as how metrics vary across employee groups. Organizations should gather metrics from a variety of sources, including employee surveys, interviews, and focus groups.

Metrics need to have an owner and buy-in. The owner makes sure relevant data is collected, analyzed, and shared. Buy-in ensures leaders are committed to the process and that people at all levels care about the results. The owners and supporters should communicate the purpose and mechanics of the metrics to employees and review the metrics quarterly to avoid surprises. Using a [scorecard or dashboard](#) to assemble and report metrics serves this purpose well.

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## Accountability

Accountability mechanisms hold managers and professionals accountable for meeting the stated goals of specific work, initiatives, or efforts. These formal mechanisms allow organizations to connect D&I goals with positive consequences to reward progress or negative consequences to penalize a lack of progress. Mechanisms may include links to compensation, an impact on performance reviews or advancement decisions, and leveraging peer pressure.

[More sophisticated D&I initiatives](#) reinforce goals with stringent accountability systems. Holding managers and leaders accountable for programs and policies helps ensure the success of D&I initiatives. By tying positive and negative consequences to diversity efforts and to designated individuals, organizations demonstrate that diversity is an integral part of the organization’s future success.

## Metrics and Accountability in Practice

Questions	Considerations
<ul style="list-style-type: none"> <li>What specific mechanisms or tools are used to measure progress?</li> </ul>	<ul style="list-style-type: none"> <li>What are the goals of the initiative?</li> <li>Do the metrics have clear rationales that link back to the initiative and business goals?</li> <li>Should there be multiple versions of the tool (firm-wide, business unit, region, office)?</li> </ul>
<ul style="list-style-type: none"> <li>How many metrics should be tracked?</li> </ul>	<ul style="list-style-type: none"> <li>Two to five key metrics typically work best in Catalyst Advisory Services’ experience.</li> </ul>
<ul style="list-style-type: none"> <li>What will be the frequency of measurement, information sharing, and tool review?</li> </ul>	<ul style="list-style-type: none"> <li>There can be different frequencies for different indicators.</li> <li>Measure not more than quarterly, not less than yearly.</li> </ul>
<ul style="list-style-type: none"> <li>Who is held accountable for D&amp;I efforts and in what ways?</li> </ul>	<ul style="list-style-type: none"> <li>Identify an “owner” to lead the accountability process and ensure compliance.</li> <li>Identify champions to help support communication efforts.</li> <li>Cast a wide net with accountability structures, building out efforts beyond human resources to business leaders.</li> </ul>

