KEY PERFORMANCE INDICATORS (KPIs) FOR AN ERG

Your ERG has a mission and high-level objectives. You are now planning your activities and you want to make sure that your group is delivering on its promise. How will you know that you are?

If you find it challenging to define the success criteria for your ERG, you are not alone. Many ERG leaders struggle with establishing the right metrics. This tool will help you with that.
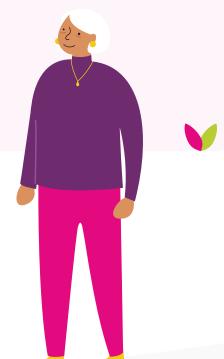
HOW DO YOU MEASURE SUCCESS?

You can establish a set of key performance indicators (KPIs) and evaluate your results based on them. KPIs are quantifiable measures that assess your performance against a set of targets or standards. A set of well-chosen metrics will:

- reflect your priorities,
- enable you to manage your activities
- allow you to measure your progress
- help you tell a compelling story about your work

It is better to start with a few key metrics, make specific people accountable for them, and communicate your progress to relevant stakeholders regularly.

TIP:
Setting the right measures is a learning process so be prepared for testing and fine tuning your metrics annually. You will see that some of them will help you focus while others do not help in managing and reflecting what is important in your work.

WHAT KPIs SHOULD AN ERG SET?

There are two different types of KPIs to consider – **operational** and the ones that will help you measure your **impact**.

Operational KPIs will help you track the health of your group (participation levels, degree of executive support, members involvement, growth in membership, etc.) and your activity (number of initiatives completed, reach of your communication, budget performance, etc.). They reflect what you have done.

EXAMPLES OF OPERATIONAL KPIs:

- X members
- X new members recruited
- X educational events launched for the whole organization
- X participants in our events (or attendance in specific events)
- X senior executives in your programs
- X editions of the newsletter published
- X initiatives completed including [name the key ones]
- X recruiting events with an ERG representative present
- X % of the budget spent

TIP:
How do you decide on the exact commitment and numbers? The first time is the most difficult one as you don't have a benchmark. Think about your desired results and try to estimate how much effort it would take. Can you talk to other ERG leaders or project leads who have done similar things and can give you a sense of what is feasible? Be cautious and don't over promise if you don't have enough resources.

IMPACT KPIs

The difference between what you have done and the impact of your work can be best described by an example.

Imagine that you organized a leadership development program. You designed and delivered four training sessions, 20 participants completed the program, and five executive leaders acted as mentors, 90% of participants would recommend the program to their peers. This is great, but see how much more powerful it gets when you can also talk about your impact:

- 80% of participants increased their leadership skills
- 100% of participants developed connections with executive leadership
- 20% of participants were promoted 6-months after completing the program
- Program testimonial: The program was a game-changer for my career. I developed skills, confidence, and expanded my network with critical connections. Amazing. Name and job title of the participant

The impact of your work is more difficult to measure as it typically takes time to see the results. It takes planning and an effort to collect the data but it is a great investment. You would focus on the impact of the specific initiatives like in the example above, but also your ERG as a whole (e.g., representation of women in senior leadership, feeling of belonging in the organization). Think about establishing short-term and medium to long-term impact indicators (1-3 years).

EXAMPLES OF IMPACT KPIs:

- **X%** of program participants increased their skills
- **X%** of participants developed connections
- **X%** of attendees of our events started to communicate more inclusively at work
- **X** policies and practices were updated to be more inclusive for …
- **X%** of ERG members increased their feeling of belonging in the organization
- **X%** increase in applicants identifying as…*
- **X%** increase in hiring…*
- **X%** increase in retention rates for …*
- **X%** of our employees are…*
- **X%** of our leaders are…*
- **X%** increase in engagement levels for…*
- Testimonials

*These are only possible if your organization is collecting and analyzing self-identification data at different levels of employee life-cycle or analyzing engagement levels for different groups of employees.

Some indicators above speak to a larger organizational Diversity, Equity, and Inclusion (DEI) work that your ERG contributes to but is not ultimately accountable for. You can still use the company-wide measures or adapt measurements that are already in place to show your long-term impact.

For example, one of the objectives of your ERG is to build an inclusive culture in your organization. This is aligned with the larger organization goal measured through employee engagement survey and questions like "I feel like I belong in this organization".

If your organization analyzes the responses by different demographics (e.g., 80% of women agreed) this is a perfect benchmark for you. If this is not the case, see if you can include the same question in a survey for your members. Tracking and analyzing differences year by year is a powerful indicator of the ultimate impact of your work.

There is no one-size-fits all approach to measurement. Think about what makes sense in your context and what metrics will be ultimately helpful to you and your members. **Good luck!**

TIP:
Some of these KPIs will be used only internally, but some are a great way of telling the story of your network. Think about which KPIs are internal, which you want to report on to the specific stakeholders, and which ones will be used in the communication to the larger public in your organization but also outside of it.