

**NOTE: Please print a copy of this handout prior to the session!**

## Incorporating Metrics Into the Unbiasing Process

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### Metrics Defined

A **Key Performance Indicator** (KPI) that clarifies how effectively something is working.

#### Metrics

*Staff Diversity Percentage*

Number of Diverse Employees

Total Number of Employees

- Tells you how effective you are at increasing diversity at various **organizational levels** (e.g., specific leadership levels, specific positions).

*Turnover Rate*

Number of Terminated Employees

Average Employee Population

- Tells you how effective you are at **retaining** your employees.
- Allows you to compare **retention** rates between different employee demographics and categories.

*Candidate Pool Diversity Percentage*

Number of Diverse Candidates

Total Number of Candidates

- Tells you how effective you are at **increasing** the diversity of candidate pools.

*Diversity Hire Percentage*

Number of Diverse Hires

Total Number of Hires

- Tells you how effective you are at **hiring** diverse candidates from your candidate pools (e.g., if your Diversity Hire Percentage is higher than your Candidate Pool Diversity Percentage, you are doing a good job).

*Employee Satisfaction Survey*

Examine the scores on an Employee Satisfaction Survey that assesses employee attitudes and opinions on many variables such as:

Quality of Work Life

The Work Itself

Organizational Communication

Teamwork and Support

Salary and Benefits

Conflict Management

Employee Engagement (e.g., commitment)

Overall Satisfaction and Morale

Diversity Management

Professional Development and Advancement

- Tells you how effective you are at creating a **positive** work environment.
- Tells you where the weak areas are in terms of employee **satisfaction** and **retention**.
- Identifies the most likely causes of **turnover**.
- Allows you to compare satisfaction levels and opinions between different employee **demographics** and categories.

NOTE: Similarly, you can implement customer satisfaction surveys that highlight how customers feel about your products and services.

*Hit Rate*

Number of Job Offers Accepted by Candidates

Number of Job Offers Extended to Candidates

- Tells you how effective you are at **marketing** the organization to potential candidates.

*Diversity Hit Rate*

Number of Job Offers Accepted by Diverse Candidates

Number of Job Offers Extended to Diverse Candidates

- Allows you to **compare** hit rates between different employee demographics and categories.

*Diversity Mentoring Rate*

Number of Culturally Different Employees with a Mentor

Total Number of Employees with a Mentor

- Tells you how effective you are at getting culturally different employees into **mentoring** relationships.

*Cost per Hire*

AC + AF + RB + TR + ST + MT + MISC

Total Number of Hires

- Tells you how much it costs for each **person hired**.
- Tells you how **cost effective** your recruitment and selection techniques are.

*Cost per Diverse Hire*

AC + AF + RB + TR + ST + MT + MISC

Total Number of Diverse Hires

- Tells you how much it costs for each **diverse** employee hired.
- Allows you to compare **differences** in hire costs between different employee demographics and categories.

AC = Advertising Costs

AF = Agency Fees

RB = Referral Bonuses

TR = Travel and Relocation Expenses

ST = Staff Time\*

MT = Management Time\*

MISC = Miscellaneous Expenses

### Dr. Tyrone A. Holmes, Ed.D.

Dr. Tyrone Holmes is a professional speaker, consultant and coach who has spent more than two decades teaching thousands of people to build powerful relationships in diverse settings. He has facilitated over 1,500 live and virtual presentations that have taught participants to reduce the “noise” in their lives, to effectively communicate their messages, to connect with diverse audiences and groups, and to reduce the negative impact of unconscious bias. Dr. Holmes served as a full-time faculty member at Eastern Michigan University in the Department of Leadership and Counseling, and at Wayne State University in the Department of Theoretical and Behavioral Foundations. He is also a Past President of the Arizona Chapter of the National Speakers Association. Dr. Holmes was awarded the designation of eSpeakers Certified Virtual Presenter and most recently, Certified Virtual Host.