## TOOL 1.22

# Monitoring and Accountability

» **GOAL:** Track and support gender diversity progress

» **TARGET UNIT:** Training

Developing strategies for monitoring indicators, rewarding growth, and promoting sustained progress will help ensure that you can effectively track your gender diversity gains and continue to improve.

## Monitoring

The first step in developing a monitoring strategy is to determine what is being monitored. With many gender interventions, there is a tendency to simply monitor how a given intervention is impacting women within the company. But gender initiatives are not only about increasing the number of women, for instance—they also support creating a gender-diverse and inclusive workforce that improves the company as a whole. Monitoring of gender interventions should include specific gender targets, but should also be linked to broader company goals to capture how changes in gender inclusion and diversity are impacting the company.

Indicators for gender programs should be SMART (specific, measurable, agreed-upon/ accountable, realistic, and time-based). Everyone in the company should be aware of the targets and understand their role in helping to meet them, as well as their accountabilities and responsibilities.

Next, companies need to determine the monitoring approach and frequency. How will progress towards targets be reviewed? How often? What measurement instruments will be used? Many of these instruments can be used multiple times, from the initial assessment to subsequent monitoring and evaluation. Here is a suggested monitoring schedule:

## Quarterly Monitoring

Recurring data collection should include:

- Recruitment: Gender ratios of job applicants, shortlists, new hires
- Promotion: Gender ratios on promotions for positions with qualified male and female applicants
- Gender ratios in requests for telework and status of telework requests
- Percentage of women at each staff level, and in each job description

## Yearly Monitoring

This annual exercise should include:

- Abridged gender audit: Include a selection of questions from the initial gender audit based on corporate priorities, as well as a review of the physical environment
- Follow-up pay gap study: Use same metrics as in original and evaluate change
- Review recruitment materials and advertisements and review targets for women's representation on recruitment shortlists
- Review performance reviews: Track changes in KPIs on gender
- Track number, frequency, and attendance for gender-related training activities
- Track reports of sexual harassment, and use of ombuds services
- Review uptake of flexible work arrangements by gender
- Review uptake of mentorship and professional development programs by gender
- Conduct additional monitoring to comply with the Global Reporting Initiative

## Biennial Monitoring

- Repeat full gender audit

After determining your monitoring approach and setting a schedule, the next step is to decide on reporting responsibilities for each of the metrics. Assign appropriate units, designate specific measuring instruments to use, stipulate presentation format for results, and set a timeline for completion. Led by the gender champion, the gender equity task force should take charge of gathering all results.

After pulling together all the information, the gender equity task force should review and analyze data to identify ways to improve and sustain positive results. The task force might be able to handle this task on its own, or the group may decide to bring on an expert consultant to assist.

For all of the metrics examined above, review accountability: Are responsible team leaders aware of and trained on the progress they are trying to achieve? What kinds of specific accountability mechanisms are in in place? For example, are results discussed during performance evaluations? Are results linked to bonuses?

In addition, the monitoring process should include a look at whether incentives are in place for teams and their managers to support continued investment in progress and foster a sense of shared benefit and accomplishment.

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