

CEO EVALUATION PRINCIPLES AND METRICS

CASE STATEMENT

The diversity of America has never been more central to sustaining democracy and the creation of relevant policy making than right now. The US has seen some progress towards social equality before (Emancipation, the New Deal, the Civil Rights Act, the election of Barack Obama), and each time it has been followed by or married to racial retrenchment (Jim Crow, "The New Deal Coalition", the rollback of civil and voting rights and the election of Donald Trump). This time it's for all the marbles, it's time to move resources and the means. It's time for a commitment to equity.

People of color stand poised to become the electoral majority in the most powerful nation the world has ever known. From an environmental perspective, they are already a super-majority -- accounting for the margin of victory of almost every elected official willing to take a stand on global warming. The future of our planet is inexorably tied to the actions we, as Americans, take on global warming, and the future of those actions is inexorably tied to mobilizing activists and voters of color in favor of immediate and pressing action.

2020 is a zenith year for equity with diversity as a byproduct-- a year in which our political future will be determined largely by the politics of race, ethnicity, immigration, and inequality. To achieve our greatest ends, the environmental movement must step up and embrace this moment, must find ways of representing the hopes and aspirations not only of our traditional base, not only of our actual, quite diverse electoral base, but also of indigenous and black diaspora communities and communities of color already on our side but whom we have so far been unable to serve effectively.

This is the challenge of the present for the US environmental movement, and it is in this spirit that the Green Leadership Trust offers the following guidance to align the performance of our leader towards equity and inclusion aimed at building the power we need to win.

PERFORMANCE EVALUATION PRINCIPLES

- Performance matters: We care about results because they reflect our values, drive the outcomes we seek, and foster transparency, learning, and modeling about what we think is important.
- Metrics at the top: Measures of CEO and board performance are critical drivers and critical indicators of an organization's most important outcomes. They must be integral to evaluation of the CEO's performance by the Board and the Board's own performance.
- Quality AND quantity: High performance has both quantitative and qualitative dimensions. Quantitative measures drive the scale of activity, while qualitative ones ensure that the activity stays focused on innovation as well as the ultimate goal and the depth of achievement.
- Internal AND External: Metrics must reflect internal performance on diversity, equity, inclusion and justice within the organization's four walls. They must also encompass external measures of success -- the ways in which DEI has led the organization to serve more diverse populations and to grow power.
- We speak for ourselves: Our members have deep roots in communities of color and environmental justice, but this document does not replace the need to gather more feedback and listen to your own constituencies of color and others most impacted by your equity programming.

PERFORMANCE EVALUATION METRICS

We offer 4 subsections for capturing your metrics. Within each subsection, we list specific metrics for you to consider with the understanding that some will be more relevant than others given organizational size and capacity. Further, some organizations may already collect this information or may collect even more information not listed here. This guidance is intended to provide reference points and benchmarks for your evaluations and a standard created by your own board members.

Process Metrics: the mechanics of your equity programming and the process for implementation of those mechanics must be measured and

accounted for. Below is a sampling of the kinds of data we recommend you collect to capture your equity processes and progress within.

TRAINING

- % of Board trained on Diversity, Equity and Inclusion
- % of Board trained on unlearning racism and oppressive systems
- % of staff trained to identify unconscious bias
- % of staff in leadership trained to identify/act on racism and related oppressive structures
 - Note President/CEO involvement in this training
- % of staff in leadership trained to manage across difference
 - Note President/CEO involvement in this training
- % of staff trained to understand organizational value of equity and inclusion

POLICIES

- Developed/implemented external equity value to mission, vision and values statements
- Developed/implemented internal equity value to mission work-planning
- Funded and staffed, cross-organizational equity practice (development & evaluation) group
- Participation by President/CEO in that equity practice group
- Consistent reporting and updates to board on equity programs and metrics
- Initial pools, finalist pools, hiring teams & interviewers consist of 50% Indigenous and People of Color members of hiring teams. This process should result in the very real consideration of, and selection of candidates of color.

PROGRAMS

- Annual research and program planning informed by Indigenous and People of Color staff and partner teams
- Strategic planning and growth plans informed by values of diversity, equity and inclusion

Internal Metrics: evaluating the staff policies, paths to leadership, hiring processes, and current leadership culture will shed light on the internal health of equity and inclusion within your organization.

POLICIES

- Equitable practice tracked at every organizational level as a function of job performance
- Offers all employees equal opportunities to participate in professional development
- Evaluating board members in their commitment to diversity, equity and inclusion
- Flat pay scaling across positions and core competencies w/ regular market analysis
- Is transparent with employees around pay data
- Trauma-informed leave, sabbatical and professional development policies
- Has policies to address discrimination complaints
- Meaningful and transparent exit interviews

STAFFING/LEADERSHIP

- % Indigenous and People of Color Staff retention 1-3 years, 3-5 years, 5-10 years
- % Indigenous and People of Color Staff loss 1-3 years, 3- 5 years, 5-10 years

LEADERSHIP PATHWAYS FOR INDIGENOUS AND PEOPLE OF COLOR

- Annual % Indigenous and People of Color on organizational leadership teams
- % Indigenous and People of Color of total staff in entry positions
- % Indigenous and People of Color of total staff in supervisory management positions
- % Indigenous and People of Color of total staff in senior management positions
- % Indigenous and People of Color of total staff in supervisory C-suite positions

PROGRAMS

- Programs/Projects/Investment in Actions/Activities specifically aimed at ensuring representation, leadership, management, and direction by Indigenous and People of Color around environmental decision making
- Existence and ongoing evaluation of a plan to serve ethnically & racially diverse constituencies proportionally close to their representation in the US population or an appropriate reference population for your organization
- Existence of proactive initiatives to cultivate donors of color
- % of budget targeted to building equity externally
- % of budget targeted to building equity internally

External Metrics: understanding how your organization interacts and impacts indigenous communities and communities of color is a highly visible and highly effective means for progress on equity and inclusion for the future of the movement.

- % of organizational “audience” (as traditionally defined by your own organization) that are Indigenous people and/or People of Color; Improving/accelerating rates of recruitment and retention in these populations
- % Campaign, research and project planning targeted to reach Indigenous and People of Color communities
- % Partnerships lead by impacted communities, Indigenous and People of Color in communities served

- % Indigenous and People of Color partners and vendors paid for services as market rate technical assistance, subject matter experts and knowledge holders
- Communications storytelling, narrative and impact analysis via subject matter experts, Indigenous and People of Color members, base, or community
- Direct, public engagement from the President/CEO on issues affecting communities of color (i.e. op-eds, speaking remarks, direct action)
- Actions/Activities targeted to decrease risk and susceptibility to climate change, Environmental justice factors and excess death rates for Indigenous and People of Color
- Actions/Activities targeted to address and ameliorate the economic risk and susceptibility to environmental threats faced by Indigenous and People of Color
- Programs/Projects/Investment in Actions/Activities specifically aimed at creating and improving access, economic opportunity and benefits to Indigenous and People of Color around sustainability, climate, clean energy, clean water, land use, conservation, and more

2020 Context Measures: As noted in the case statement, there is an urgency to prioritize these metrics in a moment where the nation is in the middle of a cultural sea change and the power of communities of color and indigenous people to secure a safe, healthy and prosperous nation can no longer be ignored. 2020 is a critical opportunity to step up to that challenge, so any CEO evaluation in 2020 must prioritize equity and inclusion.

- Actions/Activities targeted to highlight increased risk and susceptibility to climate change related events, and health impacts, and excess mortality rates for Indigenous and People of Color
- Engagement with voters of color and ability to convert them to long-term organizational affiliation/membership.
- Actions/Activities targeted to highlight economic risk and susceptibility to executive action that increases environmental threats to Indigenous and People of Color
- Actions/Activities targeted to highlight loss of economic

opportunity to Indigenous and People of Color communities by executive action in support of fossil fuels

- Actions/Activities designed to highlight loss of economic opportunity to Indigenous and People of Color communities due to executive actions adverse to increase investments in sustainable development, renewable and clean energy infrastructure in communities of color
- Direct involvement from the President/CEO in all of the above

