

Diversity **C**ouncil

Insights on Structure

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Diversity and Inclusion initiatives are intended to increase the demographic diversity of employee populations, and to leverage diversity to improve organizational performance.

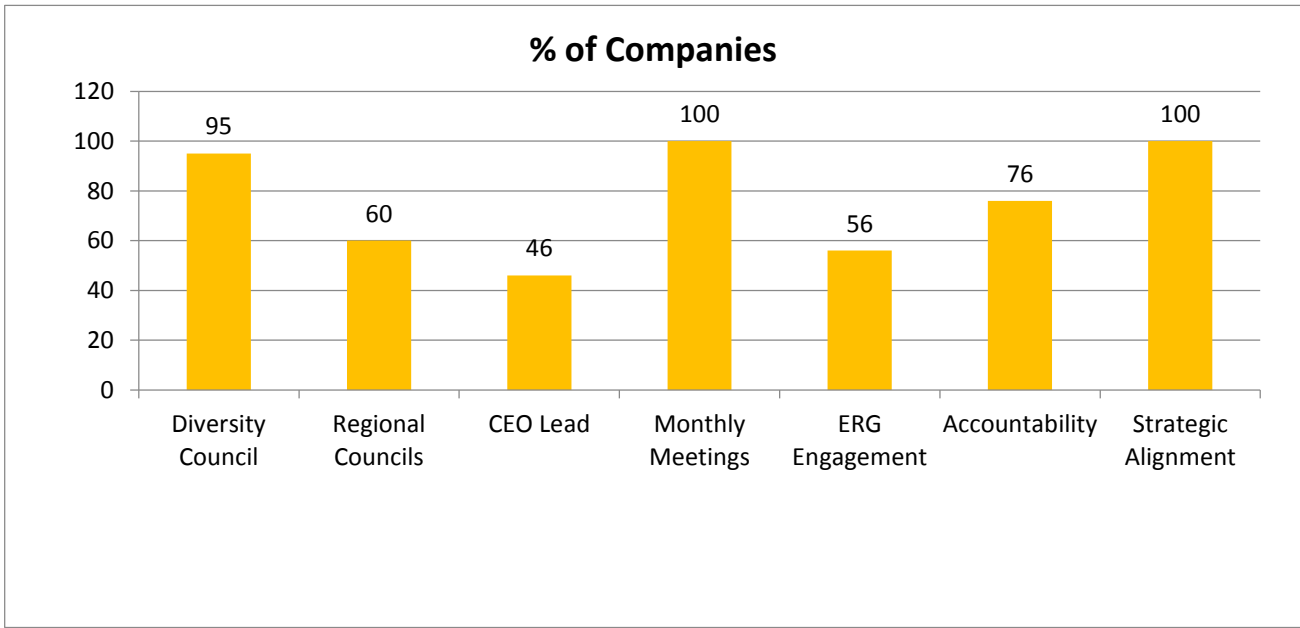
Therefore, Diversity Councils, as part of strategic diversity management plans, are an inclusive and effective mechanism for driving change in the culture.

This executive summary is intended to highlight best practices and provide insights on Diversity Council structures and practices. The insights are from the DMBA Inclusive Leadership Index with more than 350 participants.

Diversity Council Structure

95 percent of companies have Diversity Councils as part of their diversity and inclusion strategic initiatives

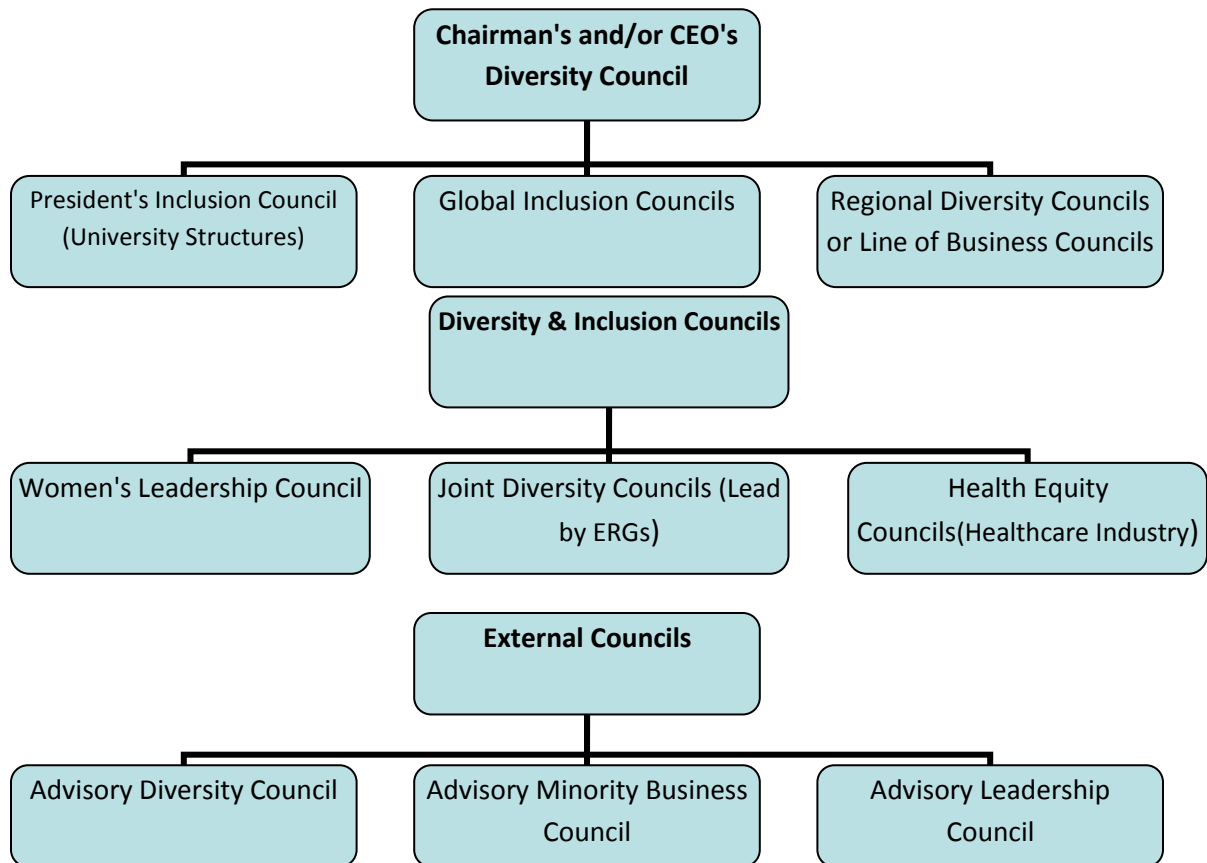
Illustration: Diversity Council Structure



This chart illustrates key components that should be included in a strong Diversity Council Structure. Councils that are CEO lead are the most effective and sustainable. Regional Councils allow companies to cascade accountability across the enterprise and to ensure the D&I strategy is executed. Engaging ERGs as part of diversity councils is a best practice.

Types of Diversity Councils

Illustration: Various types of Diversity Councils



This illustration has the various types of diversity councils that organizations have developed to support the advocacy of building inclusive cultures and achieving diversity goals. Leadership Support is a requirement. Few effective diversity councils have lasted more than a year without genuine and visible leadership support and participation. CEO's direct reports should be engaged, primarily because of influence, access and resources.

Effective diversity councils are comprised of employees at every level and from every division in the company who have been invited to serve by the CEO. These "invitees" are selected from a short list prepared by the head of each division who has been coached on what makes for an appropriate candidate. Members should serve no less than two years.

METRICS FOR MEASURING Diversity Councils

Metrics to measure the effectiveness of diversity councils should be aligned across the enterprise. *Below are insights and best practices on what companies are doing:*

- Goals for executive diversity council should be aligned with organizational strategy. Typically, companies develop the same pillars as the enterprise to ensure consistency of efforts. Understand that metrics established should have realistic expectations of timing of outcomes
- Chief Diversity Officers are the primary leads on executive diversity councils. Assigned leads are identified for regional and line of business councils.
- Representation is a leading metric for councils. Typically, assessing the change in representation over a period of time. These goals should align with talent acquisition and business units.
- Evaluations are a key tool leveraged that supports feedback, captures conversations and insights from others, and helps track change in the culture.
- Local and regional councils more effectively track metrics that support recruitment, retention, employee satisfaction, programs, training, etc.
- Quarterly reviews are scheduled to discuss progress against established goals.
- Most metrics are aligned with Human Resource metrics around advancing, retaining and developing talent.



BEST PRACTICE TIPS

Intentional processes and systems are necessary in creating good councils. *Below are insights and best practices on what companies are doing:*

AT&T: Has a systemic strategy to provide the tools, resources, and support necessary to ensure the success of all employees, including women. Their diversity councils are lead by the CEO with multi levels across the enterprise. Additionally, CEO Randall Stephenson chairs the Diversity Leadership Council with all direct reports reporting to him on the line of business progress.

Health Care Service Corporation: Values diversity champions. The operating committee carries the distinction of being local and visible champions for diversity and inclusion, supporting the enterprise diversity and inclusion strategy. These committees are also charged with identifying and supporting local initiatives.

Novant Health: Workforce and Inclusion Diversity Action Team is a champion that provides guidance and recommendations on specific aspects of business operations and opportunities to ensure Novant Health has a strong reputation for diversity and inclusion. The supplier diversity and inclusion action team assist in achieving supply chain goals as well.

DePaul University: The President's Diversity Council provide collaboration and communication by bringing together representatives from constituency groups to help actualize diversity goals and objectives. The council also focuses on issues that serve diverse student populations by recommending changes to institutionalized procedures and policies.

Accenture -The Diversity Leadership Councils focus on developing diverse talent through both formal and informal ways. Leadership programs and experiences is one formal way the Council leverages to develop talent. Reviewing talent on a quarterly basis allows the team to look at diversity candidates more closely and assess and determine development plans.

About the Author

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Pam's business experience in the diversity space spans more than 20 years. As publisher of Diversity MBA Magazine, Diversity Business Review Journal (DBR), *Inclusive Leadership Index (ILI)* and the White Paper Series, she has become one of the leading experts and resources on how companies recruit, develop, retain, and advance women and diverse talent.

Pam has spent the past 20 years as an entrepreneur building a business that recognizes and develops women and diverse talent on a national scale. Diversity MBA is a national recognized brand that ranks Fortune 500 companies for the Best Places to Work; recognized Top 100 executive leaders through events and customized platforms. Diversity MBA provides services to more than 100 companies and Universities on a national scale. Pam has her MBA in Finance and International Marketing, and MA in Public Policy, from University of California, at Berkeley. She has several executive certifications and a host of awards recognizing her contributions to leadership. She serves on five national community boards and is a loving wife and supportive mother of three young men.