

ASSESSMENT OF DIVERSITY ACTIVITIES & PRACTICES



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Assessment of Diversity Activities & Practices

Economic indicators point to a future in which the U.S. construction industry will depend more and more on the critical skills of an increasingly diverse workforce to deliver the high-quality construction projects expected by both owners and consumers. Building and sustaining diversity have emerged as key issues that construction companies must address as they invest for the future. For many of the industry's leading companies, diversity initiatives—involving women and racial and ethnic minorities—have become an integral part of their strategies as they work on building their long-term competitiveness in the United States and beyond.

To assist member companies, Associated Builders and Contractors (ABC) and the ABC National Diversity Committee have developed a self-assessment tool to help companies objectively evaluate their programs, policies and procedures with regard to increasing and sustaining diversity in the construction workforce. A number of the leading construction companies involved in this effort have agreed to share their best and most effective practices with their colleagues. Each section of the self-assessment form features a best practice from one of these companies that addresses each of the issues raised. In addition, this form allows each participating company to share its own best practice in each area. These practices will be included in a future publication.

This initiative provides recognition to each ABC-member company that catalogs its efforts toward increasing and sustaining diversity and inclusion in the workforce. Each participating company will be presented with a certificate by its chapter at a special event.

Standard Industrial Classification Code

Select the appropriate classification code for the type of work your company performs and insert the number into the SIC code space on the Diversity Submittal Sheet.

SIC

- 15 **BUILDING CONSTRUCTION, GENERAL CONTRACTORS AND OPERATIVE BUILDERS**
Land Subdivision and Land Development
Residential Building Construction
Nonresidential Building Construction
- 16 **HEAVY CONSTRUCTION OTHER THAN BUILDING CONSTRUCTION—CONTRACTORS**
Highway, street, bridge and tunnel construction
Other heavy construction (includes Petro-chem general contractors)
- 17 **CONSTRUCTION—SPECIAL TRADE CONTRACTORS**
Plumbing, heating and air-conditioning contractors
Painting and wall covering contractors
Electrical contractors
Masonry, drywall, insulation and tile contractors
Carpentry and floor contractors
Roofing, siding and sheet metal contractors
Concrete contractors
Water well drilling contractors
Other special trade contractors not specified elsewhere

Submittal Sheet

Copy information from the Diversity Key Components pages onto this sheet and forward this sheet to your local ABC Chapter

Company Name: _____ SIC: _____

Address: _____

Phone: _____ E-mail Address: _____

Annual Average Number of Construction Employees: _____

ABC Chapter: _____
(Chapter Name)

Diversity Key Components

- | | |
|----------------------------------------------------------------------|----------------------------------------------------------------------|
| A. <input type="checkbox"/> Management Commitment | J. <input type="checkbox"/> New Employee Orientation |
| B. <input type="checkbox"/> Management Policy Statement on Diversity | K. <input type="checkbox"/> Employee Diversity Training |
| C. <input type="checkbox"/> Responsibility for Diversity Defined | L. <input type="checkbox"/> Diversity Advisory Committee Meetings |
| D. <input type="checkbox"/> Diversity Budget | M. <input type="checkbox"/> Work Sites Are Diversity Friendly |
| E. <input type="checkbox"/> Diversity Program Goal Setting | N. <input type="checkbox"/> Diversity Complaints Process |
| F. <input type="checkbox"/> Diversity Policy Shared with Employees | O. <input type="checkbox"/> Recruitment Efforts |
| G. <input type="checkbox"/> Diversity Demographics | P. <input type="checkbox"/> Retention Efforts |
| H. <input type="checkbox"/> Management/Supervisory Accountability | Q. <input type="checkbox"/> Diversity Procurement and Subcontracting |
| I. <input type="checkbox"/> Employee Participation | |

Total Score: _____

Completed by: _____
(Please print)

Title: _____

Confirmed by: _____
(Please print)

Title: _____

Date: _____

ABC Chapter Executive Director or Designee: _____
(signature)



Instructions

Key components of a company's diversity program are listed on the following pages (see letters A–Q). Each component contains columns that describe four levels of commitment to diversity. Select the column that best describes your company's performance. The score (number above the column) should be circled, then written on the line labeled, "sub-score." Transfer sub-scores to the submittal sheet on page 4 and mail this form with your best practices to your ABC chapter.

A. Management Commitment

The most important component of a successful diversity initiative is unwavering commitment by top management. Without that commitment, significant changes will not be made.

12	6	4	0
<ul style="list-style-type: none"> • Management champions the diversity program. • Management actions communicate commitment to diversity. • Management requires feedback on the diversity program. • Diversity is a core value of the company. • Management provides an ombudsman to address diversity-related issues. 	<ul style="list-style-type: none"> • Management participates in the diversity program. • Management requires feedback on the diversity program. • Management actions communicate commitment to diversity. 	<ul style="list-style-type: none"> • Management wants and supports diversity efforts but does not participate. 	<ul style="list-style-type: none"> • Management has a hand-off approach to diversity.

Sub-score: _____

Best Practice:

Three years after developing a written policy on diversity, one company that had a diverse workforce felt something was still missing. The company's human resources manager said, "We had policies in place to help managers work with this diverse workforce, yet we were not inclusive." The company's senior management then committed itself to an internal campaign to address every aspect of personnel relations: craft professional to craft professional, craft professional to supervisor, supervisor to supervisor, and so on. Now in the second year of its inclusion program, the company is working to assure that every employee can participate in every aspect of the company.

Does your company have an effective practice relating to management's commitment to diversity?

Please describe that practice:

B. Management Policy Statement on Diversity

A written management policy statement defines the company's specific goals in implementing a diversity program as well as its strategy for achieving those goals.

6	4	2	0
<ul style="list-style-type: none"> • The policy statement is written. • The policy statement is known by and has been explained to all employees. • The policy statement appears in the employee handbook. • The policy statement emphasizes management's approach. • The policy statement is signed by the CEO. 	<ul style="list-style-type: none"> • The policy statement is written. • The policy has not been explained to employees but a policy statement has been posted. • The policy statement authorizes diversity activities. 	<ul style="list-style-type: none"> • The policy statement exists but is not known by employees. 	<ul style="list-style-type: none"> • No policy statement exists.

Sub-score: _____

Best Practice:

All employees should know of management's commitment to providing a work environment that includes employees of diverse backgrounds and cultures. Creating a written policy statement on diversity is a good first step. Including the written statement in the employee handbook and referring to it in employee orientation programs strengthens and emphasizes the commitment.

Does your company have an effective practice relating to management's policy statement on diversity? Please describe that practice:

C. Responsibility for Diversity Defined

The diversity program defines specific areas of responsibility and identifies who will be responsible for implementing the program in each area. For example, areas of responsibility may include training, recruitment, EEOC reporting and supervisory responsibilities, among others. The people who are identified as responsible for these areas may include managers and operating supervisors.

9	6	3	0
<ul style="list-style-type: none"> • Responsibility for diversity is defined for all levels of the firm. • A written definition of responsibility is part of the company's policy manual. • Operating supervisors have key responsibilities. • Responsibility for diversity is reinforced on an on-going basis by a diversity advisory committee or similar group. 	<ul style="list-style-type: none"> • Responsibility for diversity is defined for all levels of the firm. • The definition of responsibility exists but is not in written form. • Operating supervisors have key responsibilities. • Responsibility for diversity is not reinforced. 	<ul style="list-style-type: none"> • A diversity coordinator has full responsibility for results of the diversity program. • Supervisors look to the diversity coordinator to perform diversity activities. 	<ul style="list-style-type: none"> • Responsibility for diversity has not been defined within the firm.

Sub-score: _____

Best Practice:

All employees are responsible for building diversity. Some ABC-member companies share this philosophy. Some companies also recognize the value of identifying the roles their senior, mid-level, and field personnel play in implementing a successful diversity policy.

Does your company have an effective practice relating to definition of responsibility? Please describe that practice:

D. Diversity Budget

company.

6	4	2	0
<ul style="list-style-type: none"> An annual budget is established for recruitment and retention of diverse workers. The budget for diversity initiatives is based on planned activities and programs, such as recruiting, retention, and so on. Operating personnel are aware of the diversity budget. 	<ul style="list-style-type: none"> An annual budget is established for recruitment and retention of diverse workers The budget for diversity initiatives is adjusted based on previous years' expenses. 	<ul style="list-style-type: none"> No separate line item has been established in the budget for diversity initiatives; however, money is taken from general funds as needed. 	<ul style="list-style-type: none"> No budget exists to cover diversity initiatives.

Sub-score: _____

Best Practice:

Budgeting for diversity initiatives can be tough, but it is feasible. One ABC-member company establishes a line item to cover diversity initiatives in each project budget. The budget is based on project size, geographic location, and local demographics. Budgeted items include gender-specific personal protective equipment and changing facilities.

Does your company have an effective practice relating to budgeting for diversity initiatives? Please describe that practice:

E. Diversity Program Goal Setting

Establishing specific goals and objectives for your company's diversity initiatives will help ensure that the program meets the needs of your company.

9	6	3	0
<ul style="list-style-type: none"> • The diversity program has specific goals and objectives. • The program's goals and objectives are published. • Management requires feedback on how the diversity program has met its goals and objectives. • Audits are made to measure performance. 	<ul style="list-style-type: none"> • The diversity program has specific goals and objectives. • The program's goals and objectives are published. • Management requires feedback on the how the diversity program has met its goals and objectives. 	<ul style="list-style-type: none"> • The diversity program includes informal goals. • The results of the diversity program are discussed at least annually. 	<ul style="list-style-type: none"> • The diversity program does not have specific goals or objectives.

Sub-score: _____

Best Practice:

Diversity program goal setting typically involves establishing numeric goals. One ABC-member company uses numeric goals, but in a slightly different way. Every project superintendent has a goal established for his or her project. Project superintendents who meet their goals receive "numeric" bonuses, and superintendents who exceed their goals receive increased bonuses.

Does your company have an effective practice relating to diversity goals and objectives? Please describe that practice:

F. Diversity Policy Shared with Employees

Communicating diversity goals and objectives to employees will help maximize the success of a diversity initiative.

9	6	3	0
<ul style="list-style-type: none"> • Policy goals and objectives are written and easy to understand. • All employees are aware of the policy. • Copies of the policy are located at work sites. • The policy is enforced. ▪ The policy is reviewed annually. 	<ul style="list-style-type: none"> • Policy goals and objectives are written and easy to understand. • All employees are aware of the policy. • The policy is enforced. 	<ul style="list-style-type: none"> • Policy goals and objectives are written and easy to understand. • The policy is enforced. 	<ul style="list-style-type: none"> • The company has no diversity policy.

Sub-score: _____

Best Practice:

Whether for diversity, safety, quality assurance, or any other purpose, creating a policy without conveying the goals and objectives of that policy to employees is a definite way to kill a policy. Companies with strong diversity programs share the goals and objectives of their policies with every employee through orientations, training sessions, and team and project meetings.

Does your company have an effective practice relating to sharing policy goals and objectives with employees? Please describe that practice:

G. Diversity Demographics

Effective goal-driven initiatives incorporate tools, such as employee demographics, that can be used to measure the effectiveness of a diversity program.

6	4	2	0
<ul style="list-style-type: none"> Employee demographics (such as the number of women and minorities who hold positions as officers, managers, supervisors, clerical staff, craft professionals or laborers) are gathered to determine if diversity efforts are effective. Employee demographics are collected annually. Management and supervisor demographics reflect the demographics of the company's craft professionals. The company has a program in place to address demographic surveys. 	<ul style="list-style-type: none"> Employee demographics (such as the number of women and minorities who hold positions as officers, managers, supervisors, clerical staff, craft professionals or laborers) are gathered to determine if diversity efforts are effective. The company has a program in place to address demographic surveys. 	<ul style="list-style-type: none"> Employee demographics (such as the number of women and minorities who hold positions as officers, managers, supervisors, clerical staff, craft professionals or laborers) are gathered to determine effects of diversity efforts. 	<ul style="list-style-type: none"> No employee demographics are collected.

Sub-score: _____

Best Practice:

One ABC-member company gathers demographic data on every project. The demographics are compiled according to a particular geographic area. The company uses the data as a benchmark for recruiting to increase employee diversity on upcoming projects in that geographic area.

Does your company have an effective practice relating to diversity demographics? Please describe that practice:

H. Management/Supervisory Accountability

Included in performance criteria for management compensation, diversity goals and objectives communicate and reinforce the company’s commitment to diversity.

9	6	3	0
<ul style="list-style-type: none"> • Monthly meetings are held with managers and supervisors on diversity-related issues such as worker retention, language barriers, and so forth on the agenda. • Managers and supervisors present a status report on job-site diversity activities during the monthly meeting. • Performance criteria for managers’ and supervisors’ compensation includes a diversity component. 	<ul style="list-style-type: none"> • Meetings are held at least quarterly with managers and supervisors on diversity-related issues such as worker retention, language barriers, and so forth on the agenda. • Managers and supervisors present a status report on jobsite diversity activities at these regular meetings. • Performance criteria for managers’ and supervisors’ compensation includes a diversity component. 	<ul style="list-style-type: none"> • Occasional meetings are held with managers and supervisors at which diversity is discussed. • Information is given to managers and supervisors on diversity. • Diversity issues are sometimes reviewed. 	<ul style="list-style-type: none"> • No meetings addressing diversity are held with managers and supervisors.

Sub-score: _____

Best Practice:

Some ABC-member companies list diversity topics as an agenda item in regular meetings with managers and supervisors. These topics include communications with “English as a second language” employees, safety training, and staffing job sites. One ABC-member company has taken management and supervisory accountability a step further. This company incorporates diversity into its supervisory performance evaluation system reviewing recruitment and retention performance on each project supervisor’s work site.

Does your company have an effective practice relating to management and supervisory accountability for diversity? Please describe that practice:

I. Employee Participation

Employee training and participation in the diversity program are important components of a company's diversity initiative.

9	6	3	0
<ul style="list-style-type: none"> • An employee diversity program has been developed and implemented. • Supervisors receive training on facilitating employee participation in the diversity program. • Procedures are set up for employees to participate in diversity training and mentoring programs. • An employee suggestion or feedback program has been implemented. 	<ul style="list-style-type: none"> • Supervisors receive training on facilitating employee participation in the diversity program. • Employees are encouraged to participate in diversity training and mentoring programs. • An employee suggestion or feedback program has been implemented. 	<ul style="list-style-type: none"> • Information is given to supervisors on how to involve employees in diversity activities. • An employee suggestion or feedback program has been implemented. 	<ul style="list-style-type: none"> • No employee participation program has been established.

Sub-score: _____

Best Practice:

For one ABC-member company, employees' ability to participate in and be a part of diversity initiatives has been important to the program's success. This company restructured its diversity program to ensure inclusiveness of all employees. Early in the process, the company created task forces to listen to employee comments and review written comments. All comments are collected and forwarded to a senior management-level diversity committee for review and potential implementation.

Does your company have an effective practice relating to employee participation in diversity initiatives? Please describe that practice:

J. New Employee Orientation

As part of their orientation, new employees are informed of company goals and expectations with respect to diversity issues.

6	4	2	0
<ul style="list-style-type: none"> The company’s new employee orientation includes information on company diversity, which may include policies on sexual harassment, conflict resolution, and so on. The company maintains a record of each new employee orientation showing the date, the person who conducted the orientation, and the topics covered. Management’s concern for fair employment practices is stressed at orientation sessions. Each employee signs a sheet acknowledging that diversity-related information was covered during the orientation session. 	<ul style="list-style-type: none"> The company’s new employee orientation includes information on company diversity, which may include policies on sexual harassment, conflict resolution, and so on. The company maintains a record showing topics covered at each new employee orientation. Fair employment practices are stressed at orientation sessions. 	<ul style="list-style-type: none"> The company’s new employee orientation covers diversity topics. No records of the orientation sessions are maintained. 	<ul style="list-style-type: none"> The company either has no new employee orientation or its new employee orientation does not cover diversity topics.

Sub-score: _____

Best Practice:

Some of the ABC-member companies incorporate their diversity policies and programs into their new employee orientation sessions. At one ABC-member company, the human resources manager and project superintendents conduct these orientations. The company believes that project superintendents’ active participation at the orientations better instills the message of the company’s commitment to diversity.

Does your company have an effective practice relating to new employee orientation with regard to diversity initiatives? Please describe that practice:

K. Employee Diversity Training

Successful diversity initiatives include training that communicates to employees the company's specific goals and objectives.

12	8	4	0
<ul style="list-style-type: none"> • Training needs assessments include diversity as a topic. • Diversity training is provided and documented. • Training is provided for diversity instructors (for example, train-the-trainer programs). • Training comprehension/understanding by employees is verified and documented. • Managers' and supervisors' training may include: <ul style="list-style-type: none"> – Diversity in the workforce – Human relations – Construction – Spanish (or other second language) – Employment law – Conflict resolution 	<ul style="list-style-type: none"> • Diversity training is provided and documented. • Training is provided for diversity instructors (for example, train-the-trainer programs). • Training comprehension/understanding by employees is verified and documented. 	<ul style="list-style-type: none"> • Diversity training is provided and documented. • Training comprehension/understanding by employees is verified and documented. 	<ul style="list-style-type: none"> • No diversity training is provided.

Sub-score: _____

Best Practice:

Some ABC-member companies provide diversity training for all of their employees, including craft professionals, crew supervisors, clerical staff, and senior management. Some companies hold two-day quarterly meetings with senior staff to discuss company projects, policy changes and improvements, and other topics. Two to four hours of diversity training for senior staff are a regularly scheduled part of these two-day meetings.

Does your company have an effective practice relating to diversity training? Please describe that practice:

L. Diversity Advisory Committee Meetings

The company diversity program includes an advisory committee with both management and employee members. The committee facilitates effective communication of the company’s diversity initiatives.

6	4	2	0
<ul style="list-style-type: none"> • The diversity advisory committee is composed of executive management, middle management, craft professionals, and an ombudsman. • The diversity advisory committee meets every six months. • Attendance records and minutes are kept for diversity advisory committee meetings. • The diversity advisory committee’s strategic plan is communicated to all employees. 	<ul style="list-style-type: none"> • The diversity advisory committee is composed of executive management, middle management, craft professionals, and an ombudsman. • The diversity advisory committee meets annually. • Attendance records and minutes are kept for diversity advisory committee meetings. 	<ul style="list-style-type: none"> • A diversity advisory committee has been established. • The diversity advisory committee meets annually. 	<ul style="list-style-type: none"> • No diversity advisory committee has been established.

Sub-score: _____

Best Practice:

Diversity policies are best implemented directly with field employees. One ABC-member company has established regional task forces composed of craft professionals and managers. These task forces meet to discuss diversity concerns and possible solutions. Minutes from task force meetings are forwarded to a corporate advisory committee. The corporate committee reviews regional task force comments, then makes recommendations to improve company diversity policies and procedures.

Does your company have an effective practice relating to diversity advisory committees? Please describe that practice:

M. Work Sites Are Diversity Friendly

A successful diversity program includes ensuring that work sites have the equipment and tools needed by a diverse workforce.

9	6	3	0
<ul style="list-style-type: none"> • Personal protective equipment is available in various sizes to meet the needs of all genders and nationalities (for example, small gloves for women on crews, proper lanyards, and so forth). • Sanitary facilities are provided for both genders. • Mentors are assigned to women and minority employees. • Signage on jobsites reflects languages spoken by workers. 	<ul style="list-style-type: none"> • Personal protective equipment is available in various sizes to meet the needs of all genders and nationalities (for example, small gloves for women on crews, proper lanyards, and so forth). • Sanitary facilities are provided for both genders. • Signage on jobsites reflects languages spoken by workers. 	<ul style="list-style-type: none"> • Personal protective equipment is available in various sizes to meet the needs of all genders and nationalities (for example, small gloves for women on crews, proper lanyards, and so forth). • Sanitary facilities are provided for both genders. 	<ul style="list-style-type: none"> • No accommodation has been made for variations in personal protective equipment, sanitary facilities, or signage language.

Sub-score: ____

Best Practice:

One of the most challenging issues in a diverse workplace is communication with employees whose primary language is not English. One ABC-member company addresses this issue through the use of multi-language signs at its corporate headquarters and job sites. This company reinforces the jobsite posters by providing some literacy training as needed to ensure that workers understand the verbiage, meaning, and intent of the posters.

**Does your company have an effective practice relating to making work sites diversity friendly?
Please describe that practice:**

N. Diversity Complaints Process

An effective complaint procedure addresses miscommunications and ensures positive communication with the workforce.

12	8	4	0
<ul style="list-style-type: none"> • Written procedures have been developed to address diversity complaints. • Written procedures identify the timeframe in which diversity complaints are addressed. • Written procedures designate the officials who address diversity complaints. • Complaint procedures are publicized, for example, through postings at job sites or on the company website. • Supervisors are trained to handle complaints following the written procedures. 	<ul style="list-style-type: none"> • Written procedures have been developed to address diversity complaints. • Written procedures identify the timeframe in which diversity complaints are addressed. • Written procedures designate the officials who address diversity complaints. 	<ul style="list-style-type: none"> • An informal process is in place for handling diversity complaints. • Supervisors are informed of the informal complaints process. 	<ul style="list-style-type: none"> • No process is in place for handling diversity complaints.

Sub-score: _____

Best Practice:

Some ABC-member companies have established written procedures for handling diversity complaints. Typically, these procedures are incorporated into more general company policies such as the employee complaints procedure, grievance procedure, and so forth.

Does your company have an effective practice relating to diversity complaints procedures? Please describe that practice:

O. Recruitment Efforts

Successfully recruiting a diverse workforce requires structuring the recruiting process to send an inclusive message.

9	6	3	0
<ul style="list-style-type: none"> • Recruitment efforts include placing notices in minority and women’s publications and media. • Recruitment efforts include participation in minority and women’s recruitment job fairs. • Recruitment efforts include sending notices to minority and women’s organizations, Historically Black Colleges and Universities, and representatives of Native American and Hispanic communities. • Recruitment efforts include internships for minorities and women from local high schools and colleges. • Recruitment efforts include summer internships offered to diverse populations. 	<ul style="list-style-type: none"> • Recruitment efforts include placing notices in minority and women’s publications and media. • Recruitment efforts include participation in minority and women’s recruitment job fairs. • Recruitment efforts include sending notices to minority and women’s organizations, Historically Black Colleges and Universities, and representatives of Native American and Hispanic communities. • Recruitment efforts include internships for minorities and women from local high schools and colleges. 	<ul style="list-style-type: none"> • Recruitment efforts include sending notices to minority and women’s organizations, Historically Black Colleges and Universities, and representatives of Native American and Hispanic communities. • Recruitment efforts include internships for minorities and women from local high schools and colleges. 	<ul style="list-style-type: none"> • No recruitment efforts specifically target minorities and women.

Sub-score: _____

Best Practice:

One ABC-member company employs a full-time recruitment manager. This manager oversees activities that include participation in job fairs for women and minorities, and recruitment on minority college campuses. The same company has incorporated the phrase “Employer of First Choice” into its statement of corporate values (see item P).

Does your company have an effective practice relating to recruitment for diversity? Please describe that practice:

P. Retention Efforts

Effective retention of a diverse workforce requires a company infrastructure that ensures all employees enjoy the same opportunities for success.

9	6	3	0
<ul style="list-style-type: none"> • The retention program addresses the needs of a diverse workforce. • A career ladder assists qualified female and minority employees in advancing management positions. • Retention data is collected and new policies are implemented as necessary to address diversity retention issues. • A mentoring program is in place. 	<ul style="list-style-type: none"> • The retention program addresses the needs of a diverse workforce. • A career ladder assists qualified female and minority employees in advancing management positions. • Retention data is collected and new policies are implemented as necessary to address diversity retention issues. 	<ul style="list-style-type: none"> • The retention program addresses the needs of a diverse workforce. • A career ladder assists qualified female and minority employees in advancing management positions. 	<ul style="list-style-type: none"> • No retention program is in place to address the needs of a diverse workforce.

Sub-score: _____

Best Practice:

One ABC-member company uses the term “Employer of First Choice” throughout its diversity recruitment and retention efforts. This company’s philosophy is to “create a work environment where everyone can contribute to their fullest, without any holding back.” Management strongly believes that in an inclusive environment, where employees are allowed to contribute not just through their craft skills but also in relation to the company’s mission, those employees will be committed to the company.

Does your company have an effective practice relating to retention and diversity? Please describe that practice:

Q. Diversity in Procurement and Subcontracting

A successful diversity initiative offers inclusiveness at every level of the company’s endeavors.

6	4	2	0
<ul style="list-style-type: none"> • The procurement office has a written diversity plan and works with diverse vendors and subcontractors. • The procurement office has measurable goals related to its diversity efforts. • The procurement office meets at least semi-annually to review the effectiveness of diversity programs for vendors and subcontractors. • Subcontractors are encouraged to have a written diversity policy. 	<ul style="list-style-type: none"> • The procurement office has an informal diversity plan for working with diverse vendors and subcontractors. • The procurement office meets periodically to review the effectiveness of diversity programs for vendors and subcontractors. 	<ul style="list-style-type: none"> • The procurement office has an informal diversity plan for working with diverse vendors and subcontractors. 	<ul style="list-style-type: none"> • Responsibility for diversity in procurement has not been defined.

Sub-score: _____

Best Practice:

Typically, diversity in procurement and subcontracting brings quotas to mind. Although comparative numbers offer the most objective measures of diversity, one ABC-member company takes procurement a step further. Working with the Small Business Administration, this company has established mentoring programs that help minority- and women-owned firms become competitive in the marketplace.

Does your company have an effective practice relating to diversity in procurement and subcontracting? Please describe that practice:

Total Score

Add the sub-scores for sections A through Q, then enter the total score below. Also enter sub-scores and total score on the Diversity Submittal Sheet.

Total Score: _____

Submit to your ABC chapter.

All certificates will be forwarded to your ABC chapter.



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