

Executive Diversity Councils

►► For D&I staff, HR staff, legal staff, diversity-council members, employee-resource-group leaders

Accountability: Metrics and Goals

Eighty-six percent of DiversityInc Top 50 companies have their executive diversity council set D&I goals and metrics for the organization, up from 54 percent five years ago. And 52 percent link those goals to executive compensation, up from 22 percent five years ago.

Those goals usually are set company-wide for such factors as recruitment, retention, engagement and promotion of underrepresented groups (Blacks, Latinos, Asians, American Indians, women in management or untraditional jobs, LGBT people, people with disabilities and veterans), supplier diversity, and factors such as employee-resource-group or cross-cultural-mentoring participation.

When linking these goals to council members' compensation, companies usually include them in performance reviews and/or make them part of bonuses. Most but not all councils make overall corporate goals, such as those described above, half of the discretionary compensation for an executive, with the other half tied to individual goals (such as serving as executive sponsor of a resource group, being a cross-cultural mentor).

The most important aspect of the council's setting goals and holding executives accountable for those goals is that this causes specific action at the companies and creates forward momentum linked to business goals. Councils that are merely "advisory" and just listen to what diversity-and-inclusion plans are in the works accomplish little or nothing.

Corporate-wide goals are usually presented to executive diversity councils in scorecards that must be clear, simple and focused on big-picture items for these senior executives. See [What Makes a Good Diversity Scorecard/Dashboard?](#)

Guided Questions for Staff

»» What types of goals are of greatest need at your company?

As you examine your DiversityInc Top 50 report card (free to all companies filling out the survey), see which areas represent the most opportunity and whether your council's goals match with those. How are those goals presented to senior executives?

»» How are executives compensated for diversity success at your company?

It doesn't really matter if the compensation for results is in the form of bonuses, raises, promotions or part of performance reviews as every corporate culture is different. What is important is that diversity-and-inclusion goals are as important as other business goals.

»» Does your CEO sign off on these goals?

Personal involvement of the CEO is essential to everyone, especially senior executives, getting on board with these goals. All DiversityInc Top 50 CEOs sign off on diversity-management goals, which usually include supplier diversity.