



ABC EMPLOYER GUIDE  
FOR Diversity  
AND Inclusion

# ABC EMPLOYER GUIDE FOR DIVERSITY AND INCLUSION

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## PHASE 2 – COMING SOON!

**Leadership Buy-in**

**Best Practices**

**Roadmap for Development**

**Performance Targets and Corporate Goals**

**Advisory Council**

**Database Management**

**Marketing Enhancement**

**Community Outreach**

**Internal Inclusion Training**

**Resources – studies, references, etc.**

# 1. Introduction and Purpose

ABC is committed to supporting industry efforts to overcome the challenges and maximize the opportunities associated with an increasingly diverse workforce and subcontractor/supplier base.

ABC's objective is to help shape an industry that is welcoming to all people—where employees and suppliers are limited only by their own potential, clients' needs are actively served and shareholders receive value for their investment.

**The purpose of the Employer Guide is to provide guidance, direction, information, and reference materials for ABC member companies that are initiating or further developing an existing Diversity Program.**

## ABC AND THE MERIT SHOP PHILOSOPHY

Associated Builders and Contractors, Inc. is the voice of the merit shop in the construction industry. We accept the responsibility for making that voice heard. We believe the merit shop movement is a movement for the betterment of the individual... the construction industry... and the nation.

**We believe** in the system of free enterprise.

**We believe** employees and employers should have the right to determine wages and working conditions through either individual or collective bargaining, as they choose, within the boundaries of the law.

**We believe** the employer must have concern for the general welfare of the employee and that there must be a fair compensation for work performed. At the same time, we believe

that the employee has an obligation for satisfactory performance of assigned work.

**We support** sound legislation in the areas of workers compensation, safety and unemployment compensation.

**We believe** legislation that embraces fair play for employer and employee is essential to the preservation of our free enterprise system.

**We believe** the law should protect the right of employees to work regardless of race, color, creed, age, sex, national origin or membership or non-membership in a labor organization. We believe work opportunities should be made available to all legal residents and we support programs toward this end.

**We oppose** violence, coercion, intimidation and the denial of the rights of employees and employers.

**We believe** it is incumbent upon all branches of government to be responsible stewards of taxpayer dollars and we believe that government should award contracts only to the lowest responsible bidder. We oppose unjust pressure to violate these principles.

**We believe** monopolies or any kind of price or wage fixing, in either the public or private sector, are detrimental to our system of free enterprise.

**We believe** the destiny of all Americans can be best served by cooperation, reconciliation and following the tenants of free enterprise and a democratic government. We believe business leaders can best preserve these tenets by becoming active in politics and civic affairs.

## MISSION

Associated Builders and Contractors will provide the best training, government and legal representation, and programs to ensure members a competitive advantage, add value to the industry's clients, promote a safe work place and enhance the lives of the industry's employees.

## VISION

Associated Builders and Contractors will lead the construction industry, promoting and defending the guiding principles of the merit shop and free enterprise whereby anyone can succeed solely on merit.

## 2. Business Case and Value Proposition

Workforce diversity is not just a moral imperative or societal goal; rather, it should be viewed as a competitive advantage and a business opportunity. Diversity is a business priority for organizations that strive to achieve a fully inclusive and culturally competent workforce.

### A. WHY ORGANIZATIONS INCORPORATE DIVERSITY

The major reasons organizations strive to incorporate diversity are to improve productivity and remain competitive. Organizations should not implement diversity programs because of social or legal reasons, or because it is the “in” thing to do. While the need for incorporating diversity may appear to grow out of notions of social and economic fairness and morality, the real need is to maintain and increase profits amid national and global competition.

The impetus for diversity initiatives must come from awareness of the business implications: addressing the needs of workers, satisfying the demands of competitiveness and fulfilling the requirements of the company's role in the community.

Organizations are willing to accept change related to diversity only if the potential benefits are clear and worthwhile. With that in mind, perhaps the strongest rationale for incorporating diversity is to increase productivity among all workers, especially groups that historically have been underrepresented and underutilized (such as women, people of color, people with physical disabilities, older workers, and gay or lesbian employees).

### B. DEFINING DIVERSITY

Diversity is about recognizing, respecting and valuing differences in ethnicity, gender, age, race, religion, disability, national origin and

sexual orientation. It also includes an infinite range of unique characteristics and experiences, such as communication style, career path, life experience, educational background, geographic location, income level, marital status, military experience, parental status and other variables that influence individual perspectives.

These life experiences and personal perspectives make people react and think differently, approach challenges and solve problems differently, make suggestions and decisions differently, and see opportunities differently. Thus, diversity is also about diversity of thought. Superior business performance requires tapping into these unique perspectives.

### C. DIVERSE WORKPLACE

To become a true industry leader and form lasting business relationships with increasingly diverse regional, national and global customers, organizations must understand their customers' cultures and decision-making processes, not merely their languages.

It is well proven that diverse, heterogeneous teams promote creativity, innovation, and product development and delivery. Only by fully embracing diversity and maximizing the well-being and contributions of its diverse employees and suppliers/subcontractors can an organization fully maximize its strength and competitiveness. Embracing diversity enables businesses to realize strategic business goals through positive organizational change.

### D. DEMOGRAPHICS

The faces of customers, employees and suppliers have been transformed into a dynamic mix of people comprised of various races, cultures and backgrounds. “Minorities” are now the majority in six

out of the eight largest metropolitan areas of the United States.

Clearly, the U.S. population—and the global population—are changing dramatically. Forward-looking organizations recognize and understand the implications of these demographic shifts, and accordingly alter their customer focus, employee and supplier base, and business practices to better manage the needs of current and future customers and employees.

## E. VALUE PROPOSITION: TARGETS FOR SUCCESS

### Market Development

- Fulfillment of customer contract requirements
- Alignment with business strategy
- Maximize market opportunities (current and future)

### Business Management

- Prepare and respond to demographic changes
- Consistency of practice throughout organization
- Sustainability of efforts

### Performance Acceleration

- Employee satisfaction and contribution
- Product/service innovation
- Alignment with performance architecture (e.g. TQM, triple bottom line)

### Business Image

- Industry recognition
- Community leader – economic development

### Supplier / Subcontractor Development

- Strengthen and broaden supply chain
- Align with demographic changes
- Respond to industry requirements

### Risk Management

- EEO compliance
- Legal action

### Employment Management

- Employee attraction and retention
- Mobilizing and managing a diverse workforce (age, ethnicity, gender, etc.)
- Leadership and management skills