

# What Should a Commissioner Know About Diversity?

## EXTERNAL - THE REGULATED UTILITIES

### OVERVIEW

Does the company have a Diversity & Inclusion mission statement and philosophy?  
How well known is this philosophy among the employees?

Does this mission include a clear statement including generational diversity, sexual orientation/gender identity, and veterans and service-disabled veterans as part of the Diversity & Inclusion focus? What programs/systems support this mission & philosophy?

How does the company's commitment to Diversity & Inclusion connect to its business goals?

### STARTING AT THE TOP: THE C-SUITE AND CORPORATE BOARD

Does the CEO know about Diversity & Inclusion, including supplier diversity, language access/customer service, governance diversity and philanthropic diversity? Does he/she see its benefits and support it?

Is there a regular report to the Board of Directors on Diversity & Inclusion? Who gives this report?

Are the corporate Board members able to speak knowledgeably about the Diversity & Inclusion mission and explain it to others?

Does the corporate Board currently reflect the diversity the Commission would like to see?

Which executive is the ultimate champion of Diversity & Inclusion in the company?  
Does she/he help report on it to the Board of Directors?

## MAKING IT WORK: DIVERSITY & INCLUSION IN THE COMPANY

Does the company have a Diversity & Inclusion Team led by a Diversity & Inclusion executive? To whom does this executive report?

Is Diversity & Inclusion a part of the company's performance goals? Internal and external? Does this include supplier diversity?

## INTERNAL ALIGNMENT: COMMUNICATING WITHIN THE COMPANY

How does the company communicate with employees about Diversity & Inclusion?

Does the company have labor unions? Is the Diversity & Inclusion strategy impacted by the labor unions? Are they supportive of this strategy?

Does the company conduct an annual employee culture survey? What Diversity & Inclusion questions are included? How does it rank and perform? What, if any, follow up is there to the survey?

## SHARING THE MESSAGE: WORKING WITH THE CUSTOMERS

Does the company have a diversity webpage? Is it easy to find out not only diversity goals but also the **names** of the diversity and supplier diversity leaders? Is the page ADA compliant? Is the company's overall website ADA compliant?

How easy is it to reach the diversity and supplier diversity team through the website or social media?

What social tools does the company use?

LinkedIn

Twitter

Facebook

Instagram

Huh?

How would you rate the cultural and generational competence of the customer service/customer facing staff? Does the customer facing staff reflect the company's customers?

## RECRUITING, HIRING AND CAREER DEVELOPMENT

### *Recruiting/Hiring*

How does the company attract diverse candidates? Do the company's customers know about the chance to work with the company?

Does the company currently recruit at minority serving institutions (Historically Black College and Universities, Hispanic Serving Institutions, Tribal Colleges and Universities, and others)? If not, why?

Does the company recruit in collaboration with associations like NSHMBA or NSBE? With AABE and similar organizations?

Does the company use the Rooney rule?

Does the company utilize blind recruitment/hiring at any point in the process?

### *Career Development*

Do the employees know what's expected for consideration for promotion? Including to the management and executive ranks?

Does the company measure the diversity (in all aspects) of the high potential and leadership pipeline? What, if anything, is done to help make sure that opportunities do not narrow more for diverse candidates?

What is the diversity in middle management, executive and C-Suite? Is it what the Commission would like to see?

## PERFORMANCE GOALS/MEASURES

Is Diversity & Inclusion a part of the company performance goals?

Are regulators made aware of those performance goals/measures?

Does the company conduct an annual employee culture survey? What Diversity & Inclusion questions are included? How do they rank and perform? What, if any, follow up is there to the survey?

Is executive compensation tied to Diversity & Inclusion metrics? To what extent and in what way?

If yes, how far down into the management chain?

## WALKING THE WALK: DIVERSITY IN THE COMMISSION

### OVERALL

Does your Commission have a Diversity & Inclusion mission statement and philosophy? How well known is this philosophy among the employees?

Does this mission include a clear statement including generational diversity, sexual orientation/gender identity, and veterans and service-disabled veterans as part of the Diversity & Inclusion focus? What programs/systems support your mission & philosophy?

Is there a regular report to the Commissioners on Diversity & Inclusion? Who gives this report?

Does your Commission currently reflect the diversity you would like to see?

Is Diversity & Inclusion a part of your performance goals? Internal and external? Does this include supplier diversity?

### SUPPLIER DIVERSITY \*

Do you have a dedicated supplier diversity program?

How does your procurement team work with your prime contractors to identify diverse suppliers? Veteran and service-disabled veteran owned businesses?

Do you have a contracted expectation with your primes as to diversity in subcontractors?

## COMMUNICATION

Does the Commission have a diversity webpage? Is it easy to find out not only your goals but also the names of the diversity and supplier diversity leaders? Is the page ADA compliant?

How easy is it to find your diversity and supplier diversity team through your website or social media?

What tools do you use?

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Huh?

## RECRUITING, HIRING AND CAREER DEVELOPMENT

At what colleges does your Commission recruit? How are they selected? How much does the recruiting team know about diversity?

Do you currently recruit at minority serving institutions (Historically Black College and Universities, Hispanic Serving Institutions, and others)? If not, why?

How do you attract diverse candidates?

Do you offer internships and/or apprenticeships?

Do you have a formal career development track for diverse employees? For veteran and service disabled veteran employees?

Do you have a formal mentoring program for your employees?

Do you measure the diversity (in all aspects) of your high potential and leadership pipeline? What, if anything, do you do to help make sure that opportunities do not narrow more for diverse candidates?

Do you use the Rooney rule?

Do you utilize blind recruitment/hiring at any point in your process?

Do you use a buddy system in your onboarding process?

How often do you connect with new hires to see if they are settling in? Who does this?

Do your employees know what's expected for consideration for promotion? Including to the management and executive ranks?

What is the diversity in your middle management, executive and C-Suite? Is it what you would like to see?

\* A questionnaire focused on supplier diversity is forthcoming.