



**The CORPORATE EQUITY
& INCLUSION
ROUNDTABLE**

**Materials for Impacting
The Pittsburgh Region
regarding**

Diversity, Equity & Inclusion

MAKING THE CASE FOR DIVERSITY, EQUITY & INCLUSION

INTRODUCTION

Now, more than ever, organizations are spearheading diversity and inclusion Initiatives. But what do they really get out of this? Why is it necessary in Pittsburgh? What is the “business case” for diversity and how does it drive better business outcomes?

WORKFORCE AND CORPORATE MINORITY ENTERPRISE (MBE) SUPPLIER STATISTICS

In Pittsburgh:

- The poverty rate for Black populations is more than twice that of White populations in the City of Pittsburgh ⁷
- Only **47%** of Black men in the City are employed ¹
- 85% of other large cities have a higher Black employment rate than Pittsburgh ¹
- Every **\$1** spent with a certified MBE yields a **1.5x** impact in the community ⁸

Overall:

- **67%** of active and passive job seekers said that a diverse workforce is an important factor when evaluating companies and job offers ²
- **57%** of people think their company should be doing more to increase diversity among its workforce ²
- By the year 2025, **75%** of the global workforce will be made up of millennials - **74%** of them believe inclusion leads to more innovation ³

THE BUSINESS CASE

Blacks spend **\$3.8 to \$3.9 Billion** in the Pittsburgh region ⁹

Inclusive teams have a **2.3** times higher cash flow per employee over a three-year period ⁴

Gender-diverse teams have a **27%** likelihood of outperforming their peers ⁵

Companies in the top-quartile for ethnic/cultural diversity on executive teams were **33%** more likely to have industry-leading profitability ⁴

Businesses with more diverse management teams have **19%** higher revenues due to innovation ⁶

Organizations with the most ethnically diverse boards are **43%** more likely to experience higher profits ⁵

Minority Business Enterprises (MBE's) contributed **\$4.6 billion** to the Pennsylvania GDP ⁸

WHAT YOU CAN DO

- **ADOPT** the Comprehensive Rooney Rule - With Results; which Includes Corporate Supplier Diversity
- **IMPLEMENT** “Ban the Box”
- **CREATE** an *action plan* based on the CEIR Initiative to assess your organization’s commitment to change, and develop a timeline for implementation



The Three Major Requests of CEIR



ADOPT the "Comprehensive Rooney Rule- With Results"

- Advocates that African Americans be considered for *all* positions from entry level through the "C Suite" and for *all* contracting/procurement opportunities.



IMPLEMENT "Ban the Box"

- Campaign aimed to remove from the hiring applications the check box that asks if applicants have a criminal history.



CREATE an *action plan* for change

- Identifies short and long-term objectives for implementation of the CEIR principles with measurable goals.



**CORPORATE EQUITY AND INCLUSION
ROUNDTABLE:**

***“Resetting the Commitment – Going from
Well Meaning to Well Doing”***

THE EXECUTIVE SUMMARY



The Pittsburgh/Southwestern
Pennsylvania Initiative for Diversity,
Equity and Inclusion



CORPORATE EQUITY AND INCLUSION ROUNDTABLE:

“Resetting the Commitment – Going from Well Meaning to Well Doing”

THE EXECUTIVE SUMMARY

(Revised June 6, 2019)

Purpose: To achieve higher levels of inclusion of African Americans in employment, in business ownership, and in business development in the Pittsburgh and Southwestern Pennsylvania Region. The Roundtable’s vision is to bring about *measurable lasting* change and breakthroughs in workforce diversity and inclusion and economic opportunities.

Mission:

To develop and implement strategies to overcome the diversity and inclusion challenges within the corporate sector in Pittsburgh and southwestern Pennsylvania, by facilitating collaboration with key partners from educational institutions, community organizations, workforce development agencies and professional organizations collectively working toward a common goal of branding the region with a strong and meaningful commitment to diversity, equity, and inclusion.

OBJECTIVES:

Human Resources

- Develop strategies for identifying, recruiting, hiring, developing, promoting, mentoring, sponsoring, and retaining more African Americans from entry level to corporate executive positions, including the “C” suite.
- Create an effective campaign that raises awareness of the value and *“the business case”* of having a diverse workforce, one which the Allegheny Conference on Community Development would embrace and that has measurable goals and recognition for its member companies.

Institutional Policies

- Implement a *corporate* version of the “The Rooney Rule” concept similar to that utilized by the National Football League (NFL), which made standard the practice of interviewing African Americans for top executive positions, but one which is more comprehensive.
- The CEIR’s “The COMPREHENSIVE ROONEY RULE – WITH RESULTS” advocates that African Americans be considered for *all* positions from entry level through the “C Suite”, and for *all* contracting/procurement opportunities. The rule embraces an *intentional* commitment to achieve *new, meaningful and measurable* levels of diversity, equity, and inclusion throughout the *entire* organization.

- A full and *ongoing* acceptance and implementation of “The COMPREHENSIVE ROONEY RULE – WITH RESULTS” throughout the Pittsburgh Metropolitan Statistical Area (MSA) would potentially impact the level of wealth for African Americans, and in turn, positively impact their families and communities, as well as increasing the economic health of our city, county and region in general.
- Support the adoption of “Ban the Box” which allows persons with criminal histories to be considered for employment and would allow the opportunity for their skills to be assessed without prejudgment. The application must exclude the box which historically required disclosure of past criminal conviction. As of December 2012, seven states and forty-three (43) cities had adopted Ban the Box legislation. The City of Pittsburgh adopted Ban the Box in 2012 and Allegheny County adopted Ban the Box in November 2014. On September 28, 2015 Allegheny County Executive Rich Fitzgerald and Pittsburgh Mayor Bill Peduto signed a joint letter urging area employers to adopt similar policies within their organizations.
- In April 2016 the White House announced, “The Fair Chance Business Pledge” which represented “... A call to action for all members of the private sector to improve their communities by eliminating barriers for those with a criminal record and creating a pathway for a second chance”.

On May 5, 2017 Governor Tom Wolf adopted a Fair Chance Hiring Policy supporting Ban the Box for all future non-civil service jobs under the Governor’s jurisdiction.

An important by-product of area employers adopting “The Comprehensive Rooney Rule – With Results” *and* “Ban the Box” will be the resulting reduction in violence and crime in many of the predominantly African American communities throughout the region. Much crime is caused by the *absence* of full access to opportunities for employment and legal and positive entrepreneurial opportunities.

Institutional Values

- Expand the commitment to develop, mentor, promote, and retain *current* African Americans employed in area corporations, universities, colleges, and non-profits, as well as recruit similar new employees.
- Identify and implement corporate “best practices” for achieving the highest levels of diversity in both employment and in contractual opportunities which would, at a minimum parallel the representation of these persons within the Greater Pittsburgh Region. Best practices should include mentoring, orientation, training, communication skills, performance evaluations, etc. There should be a corporate commitment to create a pool of resources to invest, *long term*, into a talented diversity pool. For purposes of accountability it is recommended that the principles of workplace diversity, equity, and inclusion be included in the *performance evaluations of high level managers*, both for those who hire, and for those who are responsible for the awarding of contracts. The strategic implementation of these goals *throughout the entire organization is a must!*
- Identify an individual or organization to monitor and evaluate the status of implementation of the *successful* accomplishment of this mission, as well as best practices within the partnering companies, corporations and entities of the Corporate Equity and Inclusion Roundtable. This individual or organization will provide expertise in building diverse cultures and identifying ways of ensuring commitment to the cause of diversity, equity, and inclusion throughout the Pittsburgh Region and beyond.

Government Policies

- Create incentives for companies to achieve a significantly diverse workforce. There should be efforts for public recognition and accountability. (As of May 2012, Allegheny County Executive Rich Fitzgerald had begun to utilize the Rooney Rule for the hiring of top executives for County government. On April 19, 2017, Mayor Bill Peduto signed an Executive Order officially adopting the Rooney Rule for the City of Pittsburgh to affect the hiring of senior management personnel for Pittsburgh.)
- On May 29, 2018 Pittsburgh Mayor Bill Peduto signed Executive Orders designed to increase minority participation on city construction projects aimed at increasing the number of minorities in trade union training programs.

Government Values

- Initiate a commitment from public officials which leads to the announcement that anyone doing business with the city or county will be evaluated partially based the percentage of African Americans and the number of such individuals in leadership positions within their companies, as well as the company's commitment to supplier diversity. When implemented, such a commitment would send a clear message that diversity must be embedded within the business strategy of area companies and corporations.

The Background Rationale for Committed Action:

On June 10, 2010, the *Pittsburgh Post-Gazette* in an article by Harold Miller reported that the Pittsburgh Region was ranked 'dead last' on indicators of racial and economic parity in comparison to 39 other regions in the country with regard to the Black working poor and African American children. A 2012 analysis prepared by the Three Rivers Workforce Investment Board reported that African Americans in the Pittsburgh Region make less than other groups in the same sector of work.

The lack of equity and inclusion of African Americans and other minorities in our region's workforce is also quite evident even at the professional level. According to a 2012 survey conducted by the National Association for Law Placement (NALP), nationwide minorities accounted for 6.71% of law firm partners and 20.32% of law firm associates. By comparison in Pittsburgh, minorities accounted for only 2.03% of the 395 partners and 8.90% of law firm associates based on information submitted by eight firms with offices in Pittsburgh. Pittsburgh had the second lowest percentage of minority partners of the 42 cities represented in the survey.

The problems to be addressed by the Corporate Equity & Inclusion Roundtable are also evident at the national level in that the country is experiencing the largest wealth gap between whites and minorities of the last quarter century. According to the 2010 Census Bureau Report, whites have 20 times the wealth of African Americans and 18 times the wealth of Hispanics.

The Corporate Equity & Inclusion Roundtable partners agree that the time is ripe for increased dialogue and deliberate identification and implementation of effective strategies and policies among *all* stakeholders which will, in turn, create a common brand to market the Pittsburgh region as a region with a strong and meaningful commitment to diversity, equity, and inclusion.

To Communicate with CEIR

Email us at ceirpittsburgh@gmail.com

Call us at 412.212.8775, 412.758.7898 or visit us at www.ceirpittsburgh.org

The Pittsburgh/Southwestern Pennsylvania Initiative for Diversity, Equity and Inclusion



In order to thrive and prosper in the global economy, the Southwestern Pennsylvania Region must work collectively to achieve significantly higher levels of inclusion of African Americans in the workforce, in business ownership, and in business development.

"A PLAN FOR ACTION!"

Presented by the Corporate Equity and Inclusion Roundtable - June 9, 2014

**Updates: May 22, 2015
May 8, 2017
July 19, 2019
March 13, 2020**

Preamble

The Corporate Equity & Inclusion Roundtable consists of community and corporate partners that are committed to making southwestern Pennsylvania (SWPA) a better place to live and work for *all* of its citizens. The Roundtable's purpose is to bring about broad-based, *lasting* change and breakthroughs in workforce diversity, inclusion, and equity in economic opportunities. Our goal is to develop a spirit of inclusiveness, and market our diversity as a positive attribute of our region. We are specifically focused on ensuring equal access to employment and economic opportunities for African Americans throughout Southwestern Pennsylvania. It is our intention that the efforts of CEIR will positively impact *all* communities of color.

To that end we urge *every* organization in the Region to adopt and implement, *ongoingly*, 'THE COMPREHENSIVE ROONEY RULE – WITH RESULTS'. "The Comprehensive Rooney Rule – With Results" advocates that African Americans be considered for *all* positions from entry level through the "C Suite", and for *all* contracting/procurement opportunities. The rule embraces an *intentional* commitment to *achieve new, meaningful and measurable* levels of diversity, equity and inclusion throughout the *entire* organization. The efforts of this rule should also in the end, impact *all* communities of color."

We also encourage all entities throughout the Pittsburgh Region to adopt the "BAN THE BOX" policy (which has been adopted by both the City of Pittsburgh and Allegheny County), so that the question of prior arrests and/or convictions does *not* appear on the job application, and to update hiring and recruitment software and job applications so that prior convictions are not an automatic disqualifier to hiring. This extends to updating human resource policies so that prior convictions are evaluated to determine relevancy to the position being sought.

Shared Beliefs

1. The competitive strength of our region's businesses and organizations and the quality of life available to our citizens and families depend on the *full and fair* participation of *all* segments of the community in the region's economic growth. Stagnant socio-economic opportunities, an aging workforce, and high levels of poverty have a detrimental impact on the desirability of a region and can lead to the loss of talented, younger workers who are so important to future economic prosperity.
2. Local businesses, being the main driving force of economic growth in the region, have a powerful and pivotal role to play and must lead the way. Rectifying economic inequities and disparities in workforce representation and in business ownership, will require *focused and deliberate* actions to change corporate cultures related to human resource hiring and promotion policies, as well as supplier diversity.

3. **While many employers in the region are engaged in programs to expand diversity in their workforce, *much* still remains to be done. We strongly encourage, where possible, the appointment of at least one African American to *every* interview panel. Increasing promotional opportunities and improving retention rates among African Americans will ensure that our businesses and communities benefit from this wealth of talent and potential.**
4. **The board of directors should clearly make the implementation of meaningful and measurable diversity, equity, and inclusion a top priority – as a board initiative. The goal must be embedded into the system. The commitment comes from the highest level of leadership.**
5. **Education is the cornerstone of opportunity for all of our citizens. Organizations have a powerful and pivotal role to play in strengthening our educational system to ensure all children become part of a world-class workforce, possessing the knowledge, education, and technological skills necessary to thrive in a global economy.**

Action Steps for Organizations:

To achieve full participation of all segments of the community the following is necessary:

1. **Business opportunities should be broadcast to the widest possible market of product and service providers to ensure businesses owned by African Americans are fully aware of all opportunities that capitalize on their products, programs, and services. This should include actively seeking new and creative approaches.**
2. **Employment opportunities should be broadcast to the widest possible market of qualified/qualifiable job candidates, to encourage recruitment, hiring and training of African Americans who can capitalize on the opportunities offered from entry level to “C suite.”**
3. **Financial institutions should create and expand initiatives that significantly improve access to capital for businesses owned by African Americans.**
4. **SWPA businesses should create and *implement* career-path programs that encourage professional development/training at all levels of the workforce for African Americans.**

Goals

ITEM	TYPE OF ACTIVITY
<p>1. Increase and expand market opportunities for suppliers owned by African Americans.¹</p> <ul style="list-style-type: none"> a. Companies, corporations, non-profits, universities, and colleges should have a stated commitment to African Americans to a specific spend percentage based on the annual spend commitment of said entity. b. Provide pre-bid open house events, with specific emphasis on African Americans, for prospective contracts at least every six months. c. Explore how an organization can be more aggressive in marketing contracts and vendor opportunities to African Americans, including creating ‘matchmaking’ partnerships between majority and smaller African American contractors and suppliers. d. Provide extensive and recurring opportunities to African Americans for <i>non-bid</i> contracts. (This is a frequently unused, but easily implemented tool to increase diversity in the allotting multi-year contracts). e. Establish goals that are <i>measurable</i> for procurement, along with a commitment to have at least annual, and in some cases, semi-annual meetings with department heads to review progress. f. Provide annual published reports on the utilization of vendors who are African American. Such reports should include actual <i>total</i> dollar amounts given to African American vendors as well as a percentage of total contracts that are rewarded to African American vendors. There should be a specific listing of companies receiving contracts, however the specific contract amount is not required. (See sample corporate diversity metrics document located at the end of this document.) 	<p>Supplier Development</p>
<p>2. Increase capital available for businesses owned by African Americans.²</p>	<p>Supplier Development</p>
<p>3. Increase corporate and business participation in minority chambers of commerce, economic development programs, and business development councils.</p>	<p>Supplier Development</p>

¹ Utilize the “Comprehensive Rooney Rule – With Results” to consider awarding construction and procurement contracts to companies owned by African Americans.

² Implement “The Comprehensive Rooney Rule – With Results”

<p>4. Significantly increase the diversity of corporate boards of directors, particularly in terms of the presence of African Americans.</p>	<p>Corporate Culture</p>
<p>5. Ensure corporate cultures exist where diversity, equity, and inclusion are valued, promoted, and expected through actions, words, and deeds. Have a clear commitment come from the very top leadership.</p>	<p>Corporate Culture</p>
<p>6. Increase employment opportunities for African Americans at every level, including entry level, professional, middle and senior management positions, and boards of directors.³</p>	<p>Employment Practices</p>
<p>7. Identify and eliminate informal barriers to employment, promotion, and retention of African Americans.</p>	<p>Employment Practices</p>
<p>8. Evaluate internal staffing plans to ensure African Americans and other people of color are aware of and given consideration for promotional opportunities.</p>	<p>Employment Practices</p>
<p>9. Ensure developmental opportunities such as mentoring, networking, training, and professional development, are provided for all employees to improve the ability of African Americans to qualify for advancement opportunities.</p>	<p>Employment Practices</p>
<p>10. Provide opportunities for sponsorship from entry level to the C-suite.</p>	<p>Employment Practices</p>
<p>11. Conduct exit interviews with African Americans:</p> <ul style="list-style-type: none"> • Determine the reason for leaving. • If the reason was negative, ask what could have been done differently to make the experience or environment more positive and inclusive. • Use this information to improve recruitment, development, advancement, engagement, and retention of a more diverse workforce. 	<p>Employment Practices</p>
<p>12. Develop employment recruitment strategies that include:</p> <ul style="list-style-type: none"> • Building ongoing relationships with minority advisors and diversity coordinators of local colleges and universities; • Build ongoing relationships with Historically Black Colleges and Universities (HCBUs) and Predominantly Black Institutions (PBIs)⁴; 	<p>Employment Practices</p>

³ Implement “The Comprehensive Rooney Rule – With Results” to assure a commitment to interview African Americans.

⁴ For listings and contact information of HBUs and PBIs, Companies should contact NAFEO (the National Association for Equal Opportunity in Higher Education). www.nafeonation.org

<p>Build ongoing relationships with nationally recognized professional organizations and social networks, that further career opportunities for African Americans, i.e. National Black MBA and Engineers Associations, etc.</p>	
<p>13. Create internal and inter-organizational affinity groups or employee resource groups that share effective innovations and remove barriers to equity, diversity and inclusion, which provide a supportive environment for all employees.</p> <hr/> <p>14. Implement an <i>effective ongoing required</i> comprehensive Diversity & Inclusion Training Program for <i>all</i> employees, with the support of boards of directors, CEO's/CFO's, a program that encompasses cultural awareness and addresses unconscious bias in the areas of gender identity, race, color, ethnicity, language, nationality, sexual orientation, religion, socio-economic status, age, physical and mental ability, all aimed to positively impact the policies, systems and practices in an organization.</p> <hr/> <p>15. Implement the concept of "The Diversity Dashboard" to act as a mirror in every department or division of any organization to help identify how staff members are helping their employer to meet definitive goals of diversity, equity and inclusion.</p> <hr/> <p>16. Aggressively implement and expand the number of internships or fellowships aimed at increasing the presence of African Americans in the workforce, thus providing them exposure to the work environment, which in some instances might lead to employment.</p> <hr/> <p>17. Seek and share ideas for creating and implementing acknowledgments, and incentives for staff, departments and divisions aimed at significantly increasing the level of diversity, equity and inclusion within the organization.</p>	<p>Employment Practices</p>
<p>18. Establish cooperative processes among firms to share best practices that improve recruitment, development, retention, and engagement of African Americans. Encourage corporations to share and establish similar internal equity and inclusion metrics that can be combined into an anonymous regional measure for comparing year after year progress of the region as a whole.</p>	<p>Employment Practices</p>

<p>19. Adopt the “Two in the Pool” concept for finalists interview pools which would help guarantee more representation of African Americans, which means <i>more than one</i> African American would be present in the final pool of candidates.</p>	<p>Employment Practices</p>
<p>20. Investigate and implement creative alternative transportation options to encourage greater employment by individuals without automobiles.</p> <hr/> <p>21. Discontinue use of questions regarding prior salary history in the application/hiring process as this propagates the known gender and color wage gap. Ensure that pay is not based on prior salary history and , if known, this is not a determining factor in employment decisions.</p> <hr/> <p>22. Utilize a transparent pay scale for each position, upon request of an applicant or interviewee, to decrease the potential for wage differentials based on race or gender.</p> <hr/> <p>23. Take a key leadership role in the Pittsburgh region to urge other employers to adopt and implement the key components of the CEIR Pittsburgh/Southwestern PA Initiative for diversity, equity and inclusion.</p>	<p>Employment Practices</p>
<p>22. Encourage staff to participate on community boards to broaden their networks and provide expertise, resources, and support to community organizations, particularly within the African American community.</p>	<p>Community Outreach</p>
<p>23. Increase corporate allocations for sustainable projects/programs that improve African Americans communities. Encourage civic and philanthropic organizations to do the same.</p>	<p>Community Outreach</p>
<p>24. Invest and create jobs in neighborhoods where African Americans typically reside.</p>	<p>Community Outreach</p>

<p>25. Establish partnerships with public school systems, including vocational programs, to support curriculum development and establish programs for career exploration, mentoring, internships, job shadowing, and entry level employment.</p> <hr/> <p>26. University and colleges should identify and increase the number of professional scholarships available for African American students.</p> <hr/> <p>27. University and colleges should identify ‘best practices’ and new initiatives aimed at encouraging African American graduates to stay in the Pittsburgh Region so as to develop their new talents and skills to benefit area communities.</p> <hr/> <p>28. Aggressively identify and implement new and creative strategies aimed at significantly increasing the number of African American professors and adjunct professors, particularly males. “Best practices’ could be shared with other universities and colleges in the Pittsburgh region.</p> <hr/> <p>29. Establish community investment in non-profit organizations (NPO) which have a commitment to provide career training and placement programs</p>	<p>Education</p>
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that build sustainable capacity and scale. This should be an <i>ongoing, permanent</i> commitment to the community.	
30. Establish partnerships with community colleges, universities, and trade schools to develop curriculum to support “industry specific” needs.	Education

Outcome Metrics:

1. Organizations will select and implement goals that will promote an internal culture of equity, diversity, and inclusion.
2. Organizations should track and report their results annually in terms of:
 - a. The total “supply-chain spend” to African American owned businesses and organizations, and the percentage of that spend, in relationship to all purchases.
 - b. The number of African American hired and/or promoted into entry-level positions, professional positions, middle and senior management positions, and boards of directors, and the percentages in relationship to the totals hired and/or promoted at each level.
 - c. The turnover of African Americans in entry-level positions, professional positions, middle and senior management positions, and boards of directors in relationship to total turnover at each level.
 - d. Other metrics based on the selected goals. See Appendix for other data collection metrics.
3. The Corporate Equity & Inclusion Roundtable Working Group will:
 - a. Update and review strategies and tactics to support participating companies’ efforts to achieve the above outlined goals.
 - b. Assist organizations and businesses in identifying priority initiatives.
 - c. Assist in the establishment of working groups to further focus on solutions.
 - d. Identify companies deserving special recognition based on exemplary results.
 - e. Recognize organizations and businesses which have successfully implemented CEIR initiatives and principles.

Time Horizons

The full attainment of our goals is a *long-term* undertaking. This particular initiative is seen as a concerted effort aimed at producing a cultural shift as to how entities in the Pittsburgh Region

function with regard to their efforts to achieve *a meaningful and sustained* level of diversity, equity and inclusion. Such an aggressive vision cannot be tied to a certain number of years, the commitment must be *ongoing and never ending*, but committed to meaningful results!

To Communicate with CEIR

Email us at ceiroundtable@gmail.com

Call us at 412.212.8775, 412.758.7898

or visit us at www.ceirpittsburgh.org

Appendix: Organizational Diversity Score Card (ODSC)

(See next page)

ORGANIZATIONAL DIVERSITY REPORT CARD (ODRC) - EXAMPLE TEMPLATE

Name of Organization:

Reporting Period:

	African Am	Hispanic	Other	Non-Minority	Total %	Total #	Category
Total # of employees							Employment
% of all employees							Employment
# of middle managers							Employment
% of middle managers							Employment
# of senior managers							Employment
% of senior managers							Employment
# of board seats							Employment
% of board seats							Employment
# of promotions							Employment
% of internal promotions							Employment
% turnover of all employees							Employment
% of turnover of middle managers							Employment
% of turnover of senior managers							Employment
# of home purchase loans							Consumer Loans
\$value of home purchase loans							Consumer Loans

ORGANIZATIONAL DIVERSITY REPORT CARD (ODRC) - EXAMPLE TEMPLATE

Name of Organization:

Reporting Period:

	African Am	Hispanic	Other	Non-Minority	Total %	Total #	Category
# of lines of credit							Consumer Loans
\$ value of line of credit							Consumer Loans
# of contracts to minority firms							Contract Opportunities
% of contracts awarded to minority firms							Contract Opportunities
\$ of contracts awarded to minority firms							Contract Opportunities
% of total, value of contracts to minority firms							Contract Opportunities
# of business loans							Access to Capital
\$ value of business loans							Access to Capital
% of total value of business loans to minority firms							Access to Capital
# of lines of credit							Access to Capital
\$ value of lines credit							Access to Capital
% of total value of lines of credit to minority firms							Access to Capital
# of new business loan/lines of credit							New Business Loans/Lines of Credit
\$ value of new business loan/lines of credit							New Business Loans/Lines of Credit
% total value, new business loans, minority firms							New Business Loans/Lines of Credit

CEIR Corporate Equity and Inclusion Roundtable

Goal	Pre-Action Plan Assessment				
	Committed and currently in place across the organization	Committed and ready to implement	Committed, but unsure of implementation (timeline, process, scope, etc.)	Cannot commit as an organization/team right now	Not applicable to organization's processes OR not allowable
Increase and expand market opportunities for suppliers owned by African Americans.					
Increase capital available for businesses owned by African Americans.					
Increase corporate and business participation in minority chambers of commerce, economic development programs, and business development councils.					
Significantly increase the diversity of corporate boards of directors, particularly in terms of the presence of African Americans.					
Ensure corporate cultures exist where diversity, equity, and inclusion are valued, promoted, and expected through actions, words, and deeds. Have a clear commitment come from the very top leadership.					
Increase employment opportunities for African Americans at every level, including entry level, professional, middle and senior management positions, and boards of directors.					
Identify and eliminate informal barriers to employment, promotion, and retention of African Americans.					
Evaluate internal staffing plans to ensure African Americans and other people of color are aware of and given consideration for promotional opportunities.					
Ensure developmental opportunities such as mentoring, networking, training, and professional development, are provided for all employees to improve the ability of African Americans to qualify for advancement opportunities.					
Provide opportunities for sponsorship from entry level to the C-suite					
Conduct exit interviews with African Americans:					
<ul style="list-style-type: none"> Determine the reason for leaving. 					
<ul style="list-style-type: none"> If the reason was negative, ask what could have been done differently to make the experience or environment more positive and inclusive. 					
<ul style="list-style-type: none"> Use this information to improve recruitment, development, advancement, engagement, and retention of a more diverse workforce 					

Develop employment recruitment strategies that include: Building ongoing relationships with minority advisors and diversity coordinators of local colleges and universities;					
Build ongoing relationships with Historically Black Colleges and Universities (HCBUs) and Predominantly Black Institutions (PBIs)					
Build ongoing relationships with nationally recognized professional organizations and social networks, that further career opportunities for African Americans, i.e. National Black MBA and Engineers Associations, etc.					
Create internal and inter-organizational affinity groups or employee resource groups that share effective innovations and remove barriers to equity, diversity and inclusion, which provide a supportive environment for all employees.					
Implement an effective ongoing required comprehensive Diversity & Inclusion Training Program for all employees, with the support of boards of directors, CEO's/CFO's, a program that encompasses cultural awareness and addresses unconscious bias in the areas of gender identity, race, color, ethnicity, language, nationality, sexual orientation, religion, socio-economic status, age, physical and mental ability, all aimed to positively impact the policies, systems and practices in an organization.					
Implement the concept of "The Diversity Dashboard" to act as a mirror in every department or division of any organization to help identify how staff members are helping their employer to meet definitive goals of diversity, equity and inclusion.					
Aggressively implement and expand the number of internships or fellowships aimed at increasing the presence of African Americans in the workforce, thus providing them exposure to the work environment, which in some instances might lead to employment.					
Seek and share ideas for creating and implementing acknowledgments, and incentives for staff, departments and divisions aimed at significantly increasing the level of diversity, equity and inclusion within the organization.					

Establish cooperative processes among firms to share best practices that improve recruitment, development, retention, and engagement of African Americans. Encourage corporations to share and establish similar internal equity and inclusion metrics that can be combined into an anonymous regional measure for comparing year after year progress of the region as a whole.					
Adopt the "Two in the Pool" concept for finalists interview pools which would help guarantee more representation of African Americans, which means more than one African American would be present in the final pool of candidates.					
Investigate and implement creative alternative transportation options to encourage greater employment by individuals without automobiles.					
Discontinue use of questions regarding prior salary history in the application/hiring process as this propagates the known gender and color wage gap. Ensure that pay is not based on prior salary history and , if known, this is not a determining factor in employment decisions.					
Utilize a transparent pay scale for each position, upon request of an applicant or interviewee, to decrease the potential for wage differentials based on race or gender.					
Take a key leadership role in the Pittsburgh region to urge other employers to adopt and implement the key components of the CEIR Pittsburgh/Southwestern PA Initiative for diversity, equity and inclusion.					
Encourage staff to participate on community boards to broaden their networks and provide expertise, resources, and support to community organizations, particularly within the African American community.					
Increase corporate allocations for sustainable projects/programs that improve African Americans communities. Encourage civic and philanthropic organizations to do the same.					
Invest and create jobs in neighborhoods where African Americans typically reside.					
Establish partnerships with public school systems, including vocational programs, to support curriculum development and establish programs for career exploration, mentoring, internships, job					

University and colleges should identify and increase the number of professional scholarships available for African American students.					
University and colleges should identify 'best practices' and new initiatives aimed at encouraging African American graduates to stay in the Pittsburgh Region so as to develop their new talents and skills to benefit area communities.					
Aggressively identify and implement new and creative strategies aimed at significantly increasing the number of African American professors and adjunct professors, particularly males. "Best practices" could be shared with other universities and colleges in the Pittsburgh region.					
Establish community investment in non-profit organizations (NPO) which have a commitment to provide career training and placement programs that build sustainable capacity and scale. This should be an ongoing, permanent commitment to the community.					
Establish partnerships with community colleges, universities, and trade schools to develop curriculum to support "industry specific" needs.					

TOTALS					
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