



Associated Builders & Contractors
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Contact: Jen Huber, Director of Diversity
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Request for Proposal – Diversity Manual **January 3, 2008**

Associated Builders and Contractors (ABC) is a national association representing nearly 25,000 merit shop construction and construction-related firms in 78 chapters across the United States. ABC's membership represents all specialties within the U.S. construction industry and is comprised primarily of firms that perform work in the industrial and commercial sectors of the industry.

Most ABC members are small businesses, with limited resources to develop new business strategies such as supplier diversity programs. Moreover, the construction industry lags the general US business community in developing supplier diversity strategies. ABC, lead by its National Supplier Diversity Committee, is seeking proposals for the production of a Supplier Diversity Program Manual for its members. The Manual is intended to be a "how-to" tool to help our members develop and implement a Supplier Diversity program in their companies.

The attached narratives outline the initial recommendations of the ABC Diversity Committee for manual content. ABC acknowledges that existing program manuals may exist, and these programs could be tailored to meet our intended use. This is an acceptable alternative to developing a custom manual for ABC.

Additional information on existing ABC diversity programs and resources can be viewed at: www.abc.org/wmspage.cfm?parm1=941

Specific requirements of a formal response shall include:

1. An overview of company and your experience in developing like manuals in the past.
2. A narrative description of each production step:
 - determining best practices
 - developing the final list of manual topics
 - writing each topic section
 - developing artwork and illustrations
 - publishing (print and electronic versions)
3. Cost for manual development:
 - Phase 1 production cost _____
 - Phase 2 production cost _____
4. Timeline for development
 - Phase 1
 - Phase 2

5. Describe the type and amount of interface time you will require with the ABC Diversity committee and staff to collect information for and content feedback on the Supplier Diversity Program Manual.
6. A brief description of the best practices and additional topics you would propose adding to the manual content.
7. Define any assistance and networks you would provide for manual distribution.
8. Other information you feel is applicable to highlight the capabilities of your firm.

The timeline for RFP responses is as follows:

- | | |
|----------------------|------------------|
| 1. RFP Issue Date | January 3, 2008 |
| 2. Questions due | January 18, 2008 |
| 3. Addendum issued | January 25, 2008 |
| 4. RFP Responses due | February 6, 2008 |

RFP responses should be sent to:

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**Member Company Manual – Section Narratives
September 17, 2007**

Phase 1 Manual

Definitions – the Language of Inclusion

Inclusion has become the overriding descriptor of effective diversity programs. Stephen Covey points out that "inclusiveness" is a transition process of moving away from unhealthy practices, attitudes and tendencies from one generation to another. We need to develop a working definition of inclusion that exemplifies the need for acceptance of everyone's cultures, ideas, creative ideas and idiosyncrasies as we build our businesses.

The Business Case for Diversity

Inclusive business planning, workforce development, community engagement, social responsibility and the changing demographics in the marketplace all form a part of the business case for diversity. Companies who will become or remain leaders in their industry must have as a part of their business plan a central focus on managing diversity.

Understanding Demographic Change (define diverse backgrounds: people of color, women, GLBT's, people with disabilities, vets, older workers)

Diversity as we traditionally know it is changing. More and more people with diverse situations are coming to the table and asking that their needs and challenges be understood and addressed. The rights of various groups are finding its place on corporate and organizational agenda's. They are insisting that harassment, stereotyping and acts of omission due to one's differences be deemed unacceptable and a cause for disciplinary action. (Refer to "A Business Case for Diversity")

Defining Barriers and making the Cultural Shift

It is imperative that we look at the barriers that impede anyone (especially minorities and women) from being successful. Sometimes barriers are visible to all and other times they are only visible to the individuals who are trying to knock them down. Organizationally, you must be aware of these barriers and seek input from all individuals associated with the organization to assist in identifying these barriers.

Also important to overcoming barriers is the knowledge of negotiation techniques employed by people from different backgrounds or gender.

Employee Orientation – What are our goals

From the onset, employees must understand and have input in the goals of the organization. Economic Inclusion or diversity goals should align themselves with the goals of the organization. Goals must be clearly stated and supported by

executive management as well as implemented and driven across the organization by senior management.

Database set-up and management

The implementation and management of a supplier diversity database is critical to the success of the organization. This is because it shows the organization's commitment to a strategy. Clear processes must be in place to understand what the position of supplier diversity is as well as the standards and criteria that will be used to evaluate those entities looking for opportunities. Maintaining connections with those in your database should include ...

Membership in local M/WBE Affiliate organizations

NAWIC, NAMC, WCOE, WBEC, HCA and NMSDC are leaders in connecting companies of all diversities and backgrounds. Where these organizations have local affiliates, membership and involvement are essential to building a strong diversity program. This section will provide contact information for local affiliate organizations, and present various ways to get involved with these affiliates.

Developing Relationships with market M/WBE Resources

Beyond local affiliate organizations whose purpose is to promote diversity, other organizations and businesses have a strategic plan to increase diversity. Many trade organizations have diversity initiatives to promote diversity in their industry. Many companies (some with diverse ownership, some majority owned) also make expansion of diversity a central focus of their business plan. Identifying and gaining access to these organizations is an excellent way to advance your own diversity efforts.

Leveraging lower tier spend to achieve diversity goals

An all out effort and communication to drive supplier diversity all the way down to lower tiers is imperative to the success of the program. Quite often the majority of spend dollars are realized and obtained at the lower tier levels. Tracking of lower tier spend by prime contractors or business partners will achieve superior results.

Success Story Vignettes – input from Diversity Committee welcomed

Guilford Corporation partners with Clark Construction
Jostin Concrete

Resource Contact Information

Chapters that have a Diversity Committee
Messer Construction Co.
Harkins Builders

Other member companies who will share their experiences and best practices with ABC member companies embarking on a diversity program

Appendices

Phase 2 Manual

Leadership buy-in

Board and CEO commitment do more than set the stage for an effective Diversity program. Commitment reflected in the actions and communications of top leaders tell the rest of the company how important this is to the company. Their personal passion, when expressed, carries more weight than any announced "program". Accountability, incentives, regular reports given to top leaders are all elements to demonstrate leadership buy-in. Fostering cultural training and mentoring with the active support of leadership defines leadership in the company and in the diversification of the company. Who reports to the CEO and what budgets are available for Diversity all reflect Leadership Buy-In. With these ideas in mind, what steps do our eager leaders take now to get our own company going?

Getting started – a checklist of steps

Now that we (the member company) have begun to evaluate where we might be with greater Diversity, consider the following areas. How are we doing? How would we grade ourselves? Do all of these apply to us now?

- Management Commitment
- Management Policy Statement on Diversity
- Responsibility for Diversity Defined
- Diversity Budget
- Diversity Program Goal Setting
- Diversity Policy Shared with Employees
- Diversity Demographics
- Management/Supervisory Accountability
- Employee Participation
- New Employee Orientation
- Employee Diversity Training
- Diversity Advisory Committee Meetings
- Work Sites Are Diversity Friendly
- Diversity Complaints Process
- Recruitment Efforts
- Retention Efforts
- Diversity Procurement and Subcontracting

Corporate Goals and Executive Leadership – Moving Beyond Inclusion to Competitive Advantage – The Business Case for Diversity

Supply Chain Management includes higher-level thinking around Supplier Diversity and ultimately Economic Inclusion. Assisting MBE and WBE firms in their growth, beyond just providing them business opportunities, is the next step. Companies that have a strategic mindset to grow their firms to be competitive, viable companies in the marketplace will benefit the community at large. Assisting minority and women owned firms to embrace the concept and then to execute this strategy requires the assistance of larger firms who do not fear competition and want to improve the communities in which they live. Success will require the leadership of executive management.

Supplier Diversity Leadership Team – Championing Diversity and Leveraging Competitive Advantage

Most companies embrace new ideas and processes because they follow leaders inside the company who find value in the change. One way to promote implementation of diversity is to create a cross functional team of employees who champion the cause for diversity in their department or region, bringing constant focus to the need for diversity. This group also meets routinely to discuss best practices and share new ideas for improving diversity management.

Internal Inclusion Training – Understanding the Differences, the Goals, the Plan

Inclusion training will be in support of our company's specific initiatives. Training is most effective with leadership participation so complete that the first to go thru the training, are prepared to conduct the next round. Time to practice what we learn is also a great motivator if we know we'll be reconvened in the future to go over our lessons-learned and experiences. The session of reconvened graduates then provide an expanded basis of personal understandings to use in future training. No single, short training will do much good. A new vocabulary that our employees use to stretch ourselves in our personal diversity efforts will be needed if our company is to really find change. Now does our Company's Diversity Statement still make sense? Have we given the right resources to really change us? Inclusion training needs a kick-off, but it must never end. It is a cycle of increased understanding leading to new and further understandings.

Website Enhancement

As the Millennials who grew up surfing the Web move into leadership positions, the face of every company will be their website. The attention a website gives to diversity, inclusion and social responsibility will allow visitors to make an immediate judgment about the company's commitment to these issues (good or bad). Some basic website do's and don'ts will be presented, and resources to website enhancement provided.

Advanced Database Management – defining M/WBE and cleansing the data

A clear position on definitions is imperative to the success of a M/WBE program. Acceptance of certifying agencies that meet the organization's objectives

communicates to M/WBE's what will and will not be accepted as certifications. Following up with M/WBE's on certification expirations and being a resource for information is imperative in order to have a successful program. Constantly updating data and identifying a single internal approval person within the organization validates data, informs supplier diversity departments of information, and maintains the integrity of the information.

Community Outreach

Investing in the communities in which your organization is located is just good business. When everyone feels that they are connected to the community, everyone will contribute to the success of the community, leading to the improvement in economic status for all. Only in communities where everyone feels invested do you have an environment that will promote the interest of your industry. People want to live where successful organizations, corporations and progress lives.

Supplier Advisory Council

No one knows it all. No one can be everywhere. The Supplier Advisory Council aggressively addresses these two issues. The council is made up of organizations who routinely do business with your organization, and who are willing to have a voice in helping you improve. Sharing best practices within the organization is one key ingredient with a council. Raising the level of intelligence via best practices improves the entire organization. Having an advocate to continue to stress to the organization the importance of supplier diversity/economic inclusion will keep the initiative in the forefront of your organization. Assistance in dealing with local issues and concerns with a local person who understands the problems will show the value of the council.

Appendices

Other concepts to fit in:

How do we improve the image of ABC Member companies in the eyes of government agencies? How do we change the requirements to meet with reality?