



Diversity, equity, and inclusion councils and committees

A toolkit to support an organization's DEI implementation goals

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Canadian Centre for Diversity and Inclusion
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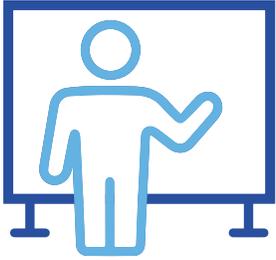
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Introduction



About this toolkit

Organizational leaders send a powerful message when they demonstrate a commitment to diversity, equity, and inclusion (DEI) that goes beyond rhetoric. One best practice to demonstrate this level of commitment and involvement is by forming and leading a DEI council or committee.

Council and committee members are highly accountable for achieving the organization's diversity goals.¹ They support the development or validation of an organization's diversity strategy by helping to operationalize DEI efforts into the day-to-day workings of the organization.^{2,3} As a result, these groups are instrumental in developing strong institutions that put DEI at the forefront of their philosophy, strategic direction, mission, vision, and values.⁴

This toolkit builds on CCDI's 2017 toolkit, "Diversity & inclusion councils". This version, created in 2023, has been updated with recent research and resources to bring fresh perspectives and insights about DEI councils. Additionally, with the aim of making it even easier to develop effective DEI councils, this toolkit is organized into five steps:

1. Prepare the groundwork
2. Prepare council framework and charter
3. Recruit and onboard council
4. Launch, act, and communicate
5. Measure, analyze, adjust

Each section shares a list of actions to complete and concludes with reflection questions and helpful resources. Not all steps will be relevant or required for every organization. However, we encourage all teams to use this document as a starting point and will highlight areas where smaller teams in particular can integrate specific actions as key takeaways.⁵ We also suggest you use the table of contents to locate sections that most align with your organization's needs.

A note on terminology

Although councils and committees perform similar roles, they are two different groups. Diversity councils provide insights and information that are reflected in the organization to accelerate DEI efforts.⁶ A diversity committee is a task force of staff members to encourage changes within the workplace to promote the DEI culture.⁷ Each group can play a significant role, so it is important to consider what works best for your organization. Since councils are larger and have more power than committees, this toolkit will use the term "council" for the remainder of this document for clarity.

We use the acronym DEI which stands for diversity, equity, and inclusion. Your organization and others may use any number of acronyms including D&I (diversity and inclusion), EDI (equity, diversity, and inclusion), or IDEA (inclusion, diversity, equity, and accessibility). Your choice of acronym depends on your organization's workforce demographics, geographical location, size, DEI maturity, and goals. In fact, the process of developing your business case and subsequent strategy can be helpful in determining your organization's goals and the most appropriate acronym to describe them.

Creating, supporting, and maintaining a DEI council

Step 1: Prepare the groundwork

It is important to lay a solid foundation for a successful DEI council. Consider your team, business case, and type of council to better understand the purpose of creating one. These elements are the main building blocks for the following stages.

➔ Building a team

Start by putting together a team that is focused on launching the council. This team could include your Chief Diversity Officer or the most senior person in the organization responsible for diversity and inclusion. Ensure the launch team has cross-functional representation and is not solely comprised of DEI or HR employees.⁸

➔ Creating buy in

Prepare a proposed budget and business case for this council to get leadership buy-in or support. The following lists highlight the benefits to your organization, human resources team, and employees to support your argument. However, we encourage you to find additional research that may be more specific to your organization, industry, or location.⁹

Benefits to organizations

- Provide strategic governance and oversight of the operationalization of an organization's DEI strategy.¹⁰
- Demonstrate visible leadership commitment and accountability for driving DEI throughout the organization.¹¹
- Offer focus and strategic direction to workplace initiatives.¹²
- Help build an inclusive workplace culture.¹³
- Assist the company's leadership by becoming a trusted advisor and a resource to help accelerate results.¹⁴
- Determine appropriate actions to optimize organizational performance that align with its DEI goals.^{15 16}

Benefits to human resources and people managers

- Add an efficient point of contact that represents the entire organization.¹⁷
- Enable leaders of the strategy to extend their reach across the organization.¹⁸
- Provide HR with a wide scope of the organization by having all units represented; strategies and initiatives can be tailored to meet the direct needs of the units.¹⁹

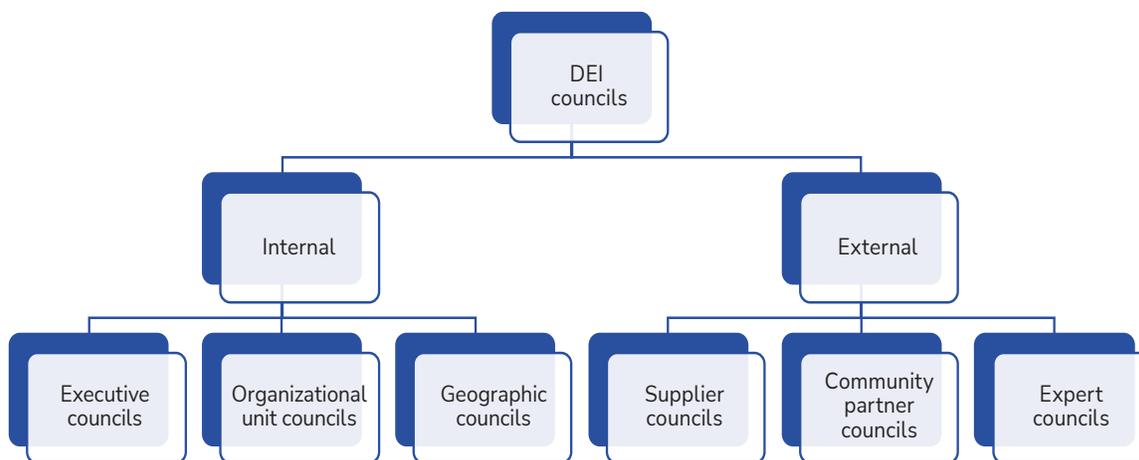
Benefits to employees

- Provide an additional way for employees to raise concerns and give feedback.²⁰
- Offer a top down, bottom-up approach to sharing employee feedback about an organization's DEI efforts (e.g., the council listens to employee feedback, then shares feedback directly with leadership and employee-led groups like ERGs).²¹
- Facilitate the development of an inclusive culture where employees feel safe to bring their whole selves to work.

➔ Choosing a type

There are many different types of councils. They vary in membership, reporting structure, vision, mission, goals, and business focus.²² Therefore, it is important to select the appropriate council to best meet the needs of your organization. Figure 1 (below) is an illustration of some internal and external types.

Figure 1: Types of diversity councils



Types of internal councils

Executive councils

This group is led by a senior leader (often a CEO or executive director) and includes representatives from all organizational units.²³ The council oversees the implementation of the DEI strategy and provides direction for the rest of the DEI councils.²⁴

Organizational unit councils

A unit leader, such as a department head, may sponsor a diversity council to ensure the strategy is rolled out throughout their unit. Membership is diverse and can include a mix of job levels, experience, and diversity dimensions including age, gender, race, and disability. This group updates executive leadership on the needs and progress of DEI initiatives within their department.²⁵

Geographic councils

These groups represent geographically-specific units – global, national, or local. This is to ensure that the strategy is carried out at the regional level.²⁶

Table 1 – Types of internal councils

	EXECUTIVE COUNCIL	DEPARTMENTAL COUNCIL	GEOGRAPHIC COUNCILS
Chair	<ul style="list-style-type: none"> Executive Director; Chief Executive Officer; or Organizational leader appointed to lead 	<ul style="list-style-type: none"> Departmental head 	<ul style="list-style-type: none"> Regional leadership
Co-Chair	<ul style="list-style-type: none"> Chief Diversity Officer; Chief Human Resources Officer; or Senior HR leader 	<ul style="list-style-type: none"> Senior diversity leader; or Human resources 	<ul style="list-style-type: none"> Senior diversity leader; or Human resources
Scope/goals	<ul style="list-style-type: none"> Provide strategic direction for DEI initiatives 	<ul style="list-style-type: none"> Implement the DEI strategy at the unit level, and report to the executive council on progress 	<ul style="list-style-type: none"> Implement the DEI strategy at the regional level, and report to the executive council on progress
Membership composition	<ul style="list-style-type: none"> Fixed members: Executive Director, Chief Executive Officer, organizational leader, Chief Diversity Officer, Chief Human Resources Officer, senior HR leader, etc. Rotating members are appointed based on the focus of the strategy. 	<ul style="list-style-type: none"> Fixed members: Departmental leadership Rotating members are appointed 	<ul style="list-style-type: none"> Fixed members: National, regional, or local leadership Rotating members are appointed

Types of external councils

Supplier diversity councils

These councils facilitate the growth of certain businesses, by connecting them to procurement opportunities with institutions committed to a diverse and inclusive supply chain. Membership in this type of council generally includes a partnership of employees, vendors, suppliers, and potentially government representatives.²⁷ Supplier diversity councils can be internal or external to the company and may vary greatly in structure from a formalized council to a supplier diversity initiative.²⁸ Examples of external supplier diversity councils include the **Canadian Aboriginal Minority Supply Council**, **Canada's LGBTQ+ Chamber of Commerce**, and the **Inclusive Workplace Supply Council of Canada**. These groups offer access to certifications, directories, and other resources to increase your supply chain diversity.



Small organizations

Joining supplier diversity councils can be a great way to leverage outside resources to help your company bring DEI into additional elements.

Community partner councils

These councils aim to build relationships with their community partners to gain insight into their needs.²⁹ The focus could range from seeking knowledge on a specific topic, recruitment efforts, and responding to concerns.³⁰

Expert councils

This group provides guidance and support to organizations regarding best practices in DEI, either by correspondence or through meetings.³¹ Members consist of experts from many different sectors like government, academia, business, or non-profit.³²

Table 2 – Types of external councils

	SUPPLIER DIVERSITY COUNCIL	COMMUNITY PARTNERS COUNCIL	EXPERT COUNCIL
Scope/goals	<ul style="list-style-type: none"> Connect organizations to a diverse and inclusive supply chain 	<ul style="list-style-type: none"> Learn about the needs and concerns of community partners 	<ul style="list-style-type: none"> Share best practices in DEI
Membership composition	<ul style="list-style-type: none"> Key leaders from organization's DEI and procurement functions and main suppliers 	<ul style="list-style-type: none"> Select community members 	<ul style="list-style-type: none"> Government, academic, business, non-profit etc.

➔ Decide on the guiding principles

Now that you have support from leadership and have chosen a type, you will need to create guiding principles to direct your decisions, planning, and practices. Articulate the mission, vision, values, and mandate of the council while being cognizant of its type. It is recommended that you call this a draft version and engage the newly formed council in reviewing and revising.³³



Reflection questions

- Who are potential council members in your organization?
- How will your team create “buy-in” from leadership?
- What type of council will best serve your employees?
- How will your team decide the mission, vision, value and mandate of your council?



Helpful resources

Bilingual

- [Making the case for diversity, equity, and inclusion \(PDF\)](#) / [Plaider en faveur de la diversité, de l'équité et de l'inclusion \(PDF\)](#), Canadian Centre for Diversity and Inclusion

English only

- [5 Steps You Should Take To Build A DEI Team In The Workplace](#), Positive Hire
- [7 ways to get exec buy-in for diversity and inclusion work](#), Industry Drive
- [How to Craft a Diversity, Equity and Inclusion \(DEI\) Mission Statement](#), Senior Executive
- [Creating a DEI Purpose Statement for your Organization](#), LinkedIn

French only

- [Pourquoi un comité EDI est-il indispensable à votre stratégie en diversité et inclusion](#), URelles
- [4 conseils pour ne pas que votre comité en équité diversité et inclusion stagne](#), URelles
- [La création d'un comité EDI en organisation, une étape importante](#), Facteur

Step 2: Prepare the council charter or terms of reference

One of the most integral elements of a DEI council is the creation of a charter or terms of reference. When created collaboratively, the charter outlines the ways in which the group agrees to work together to accomplish their goals. By having a shared set of expectations, the charter can be a crucial step in creating accountability. Although not an exhaustive list, your charter may include the following:³⁴

- Principal activities
- Meeting frequency and structure
- Communication plan
- Strategic plan
- Budget considerations/fund allocation



Small organizations

For smaller organizations, DEI responsibilities may be assigned to one or a few people, but clarifying responsibilities allows the work to be shared more equitably.

→ Articulate your goals

Think about, discuss, and articulate the goals of the council. It is recommended to set around three to five goals, and they should be written using the SMART (Specific, Measurable, Attainable, Realistic, and Timely) format. It is important to identify specific short-term objectives that can be completed within the year, and long-term objectives that can be completed within the length of a term.³⁵

→ Establish the roles and responsibilities

The effectiveness of the council depends on each member fulfilling their role, so clearly define what is expected of each member.³⁶ An overview of the roles and responsibilities of council members is shown below in Table 3.

Table 3 – Roles and responsibilities of council members

POSITION	ROLE AND RESPONSIBILITIES ³⁷
Chair	Facilitate the effective functioning of the council and ensure that objectives are achieved.
Co-Chair/ Vice Chair	Support the Chair with their responsibilities and acts as the Chair in their absence.
Secretary	Organize and take meeting minutes to provide documentation of council discussions.
Council member	Participate in council meetings and perform other duties, as needed and assigned. <i>*All council members take equal and shared responsibility for the councils work as a whole. Council members can only carry out specific aspects if they are authorized to do so.</i>

→ Define the operational guidelines

Operational guidelines are rules, regulations, and policies necessary for the proper organization and administration.³⁸ Create this document to streamline operations and ensure that your team has a set of standard procedures.

The statements below are an excerpt from the sample operating guidelines created by the Collaborative Leaders Network.³⁹ These rules encourage mutual understandings between council members to overcome any disagreements during meetings.

- We will listen with care and sensitivity to the full range of all members' interests.
- We will share factual, technical, or scientific information that will help lead to agreements.
- We will not monopolize discussions or dominate the floor.
- We will refrain from disparaging remarks or personal attacks.
- We will remain open to new ideas.

Use these statements as a starting point in creating your own operational guidelines for meetings, decision making, communication, and more.



Reflection questions⁴⁰

- **Membership recruitment plan:** What are the criteria to join? What does membership provide employees?
- **Application processes:** How does someone apply? When does someone apply?
- **Roles and responsibilities:** What are the specific roles and responsibilities of the positions in the previous chart? What will be the decision-making process of the council?
- **Meetings:** How often are meetings held and on which day and week of the month? Will there be a required quorum?
- **Time commitment expectations in the short and long term:** How many hours are council members required to dedicate to this group? How long is a term? How many terms are allowed?



Helpful resources

Bilingual

- [Terms of reference for the Diversity and Inclusion Committee / Mandat du Comité pour la diversité et l'inclusion](#), Canadian Museum for Human Rights
- [How to create an Equity, Diversity and Inclusion \(EDI\) Plan / Comment créer un plan d'équité, de diversité et d'inclusion \(EDI\)](#), Government of Canada

English only

- [Four Tips for Creating a DEI Council Charter](#), LinkedIn
- [How to Create a Team Charter \(Example & Template Included\)](#), ProjectManager
- [The quick guide to making a team charter](#), Miro
- [Diversity and Inclusion Committee Terms of Reference \(PDF example\)](#), Alberta Municipalities

French only

- [Comité Équité, Diversité et Inclusion](#), Uqàm

Step 3: Recruit and onboard council

It is important to find the right members for this team, but it is just as important to set them up for success.⁴¹

➔ Recruit council members

Recruitment can be time-consuming and costly, so take the time to collaborate with others to find suitable candidates.⁴² For internal councils, leverage or partner with organizational leadership and HR to identify employees with the interest and skills to support the team. For external councils, tap into DEI organizations (like CCDI) and other networks to widen your candidate pool.

When recruiting DEI council members, leaders may want to consider diversity dimensions.⁴³ This refers to the differences in your team including, but not limited to: race, ethnicity, age, gender, sexual orientation, religious beliefs, economic status, physical abilities, life experiences, and other perspectives that make up individual diversity.⁴⁴ These dimensions provide different perspectives and knowledge that can lead to more innovative ideas.⁴⁵

Please note that DEI initiatives often fall on the shoulders of equity seeking groups.⁴⁶ Ensure that your team makes a conscious effort to share the workload to prevent burnout of the groups you wish to support.⁴⁷

➔ Design an orientation program

An orientation program is a brief, one-time event that introduces everyone to the organization's approach to DEI.⁴⁸ Attendees could include council members, leadership, employees, and stakeholders, and should cover topics like definitions, the organization's DEI business case, strategy, goals, as well as the journey so far.



Small organizations

Use your smaller event to your advantage. This can be an opportunity to establish personal connections with attendees and answer their specific questions.

➔ Onboard the team

Onboarding is the long-term process to integrate council members into their roles.⁴⁹ It can be delivered in many formats including: one-on-one training, group training or other customized formats based on what each member needs.⁵⁰ Every council is unique, but it may be a good idea to cover the following topics:

- The role of a council
- Accountabilities of council members
- Overview of DEI in the organization
- Operational details including time commitment, frequency of meetings, internal and external events, and inclusive behaviours.



Reflection questions

- What strategies will you use to ensure that your recruitment process is inclusive?
- What are the necessary topics to include in your orientation program?
- Think about some of the best onboarding you have received. What made it so positive?



Helpful resources

Bilingual

- [Easy onboarding tips to make new employees feel welcome /](#)
[Intégration du nouveau personnel: conseils pour réussir l'accueil](#), BDC

English only

- [How To Create a New Employee Orientation Program in 8 Steps](#), Indeed
- [Why Better Onboarding Is Key To Improved Productivity In 2023](#), Forbes
- [Onboarding A New Employee? Follow These 11 Effective Strategies](#), Forbes

French only

- **Les 5 clés du recrutement inclusif**, Recruthea
- **Créer un processus de recrutement inclusif en 2023**, Jarvis
- **Bâtir une équipe diversifiée, gage de succès de votre entreprise**, Robert Half

Step 4: Launch, act, and communicate

Although DEI councils vary, there are some elements that are needed for every council to perform optimally. By the time you get to this stage, your council should have addressed the following :

- Support from senior leadership⁵¹
- Direct link to the overall business strategy⁵²
- Reinforcement of the business case for DEI⁵³
- Diverse membership⁵⁴
- Clearly communicated goals and outcomes⁵⁵
- A long-term strategy that drives short-term initiatives and activities⁵⁶

If your team has these key success factors, it is ready to be public.

➔ Articulate your launch goals

Launching the council provides visibility of your organization's commitment to DEI. Start by writing down the most important things you want to accomplish from this event.

To support your launch, consider the following questions:⁵⁷

- Why are we hosting this event?
- Who is our audience?
- What do they currently think and what would we like them to think?
- What's the most important thing we can tell them? Why should they believe it?
- What's in it for them? Get some factual support.
- What should be left out of the event?

➔ Promote and market

Plan the promotion and marketing of the launch using the internal and external communications team. Before you start, make sure a budget has been assigned and approved.



Small organizations

For small businesses on a tight budget, a large event may not be feasible. However, consider ways to leverage existing communication channels to mark the launch as a special occasion within the organization, and to highlight actions that will be taken going forward.

➔ Lead and role model

After the event, set an example by completing the goals stated in your charter.⁵⁸ Although the steps prior to launch are important in creating a solid foundation, it is much more important to ensure that you are carrying out your strategies to make more inclusive workplaces.⁵⁹

➔ Ensure transparency

Remember to have ongoing communication with both internal and external stakeholders about your progress.⁶⁰ Communications teams play an important role in achieving DEI goals. Best practices include incorporating an inclusive lens on all communication, not just messaging specifically about diversity.⁶¹

When creating messaging, here are some things to keep in mind:

- Leverage internal communication tools like intranets to showcase DEI within the organization.⁶² Use it to introduce employees to resources like employee resource groups and employee engagement surveys.
- The organization's external website is often an under-utilized tool. Use it to communicate with prospective employees, clients, and customers about the great work on DEI and build the organization's overall brand.⁶³

➔ Engaging with stakeholders

Stakeholders play an integral role in the continued momentum and success of the council.⁶⁴ Therefore, it is important to develop messaging that will inform, engage, and encourage participation from them. Consider sharing data and metrics to highlight the need for stakeholders and the impact of their involvement.⁶⁵ Table 4 below gives a list of key stakeholders. Tailor your messaging based on the ways they support your team to ensure your communication is always relevant.

Table 4: Stakeholder support

STAKEHOLDER	WAYS TO SUPPORT
Organizational leadership	<ul style="list-style-type: none">● Provide financial support.● Advocate for the need of a DEI council.● Include council in executing organizational initiatives.
DEI professionals	<ul style="list-style-type: none">● Share information on best practices.● Connect to other stakeholders.● Hold the council accountable to achieve goals.
Employee resource groups (ERGs)	<ul style="list-style-type: none">● Highlight insights, needs and concerns of the ERG.● Offer feedback to improve the DEI initiatives.

STAKEHOLDER	WAYS TO SUPPORT
Employees	<ul style="list-style-type: none"> ● Get involved in DEI initiatives. ● Share personal experiences to shape DEI strategies.



Reflection questions

- What are the most important things you wish to accomplish with the launch event?
- How will you promote the event? Who will this reach?
- What are the specific ways you will ensure ongoing communication with your stakeholders? (e.g., how often will you be updating each group?)



Helpful resources

Bilingual

- [Inclusive event planning / Planification d'événements inclusifs](#), Government of Canada

English only

- [How to Successfully Launch a DEI Committee](#), Pulsely
- [What is stakeholder communication? \(Methods and examples\)](#), Indeed
- [A Guide To Diversity, Equity And Inclusion In Communications](#), Forbes
- [10 Steps to Build DEI Communications Strategy That Works](#), Hailo

French only

- [Nouveau guide sur la communication inclusive](#), Université du Québec à Montréal
- [Comment rendre votre événement inclusif ?](#), Evenement
- [Ecriture inclusive en entreprise : 10 conseils pour l'adopter](#), Infonet

Step 5: Measure, analyze, and adjust

Especially in the DEI field, best practices are always being updated, which is why it is important to monitor your progress. Create metrics so that you can analyze areas that need improvement and adjust as needed.

➔ Measure success

Choose the appropriate metrics for your council to monitor progress, understand any challenges, and create accountability.⁶⁶

It can be challenging to pick the “right” metrics given the complexity of measuring diversity and inclusion.⁶⁷ To make this decision easier, we have listed some ways to measure DEI.

Ways to Measure DEI

Theory of change

A theory of change is a series of actions that aim to move your organization from point A to point B.⁶⁸ For example, if your organization wants to hire and retain more people from equity seeking groups, actions your organization could take include:

- Creating mentorship programs for underrepresented groups,
- Developing equitable hiring and promotion practices,
- Starting long-term partnerships with professional organizations serving equity seeking groups.

By understanding the steps needed to meet your goal, you can now determine the appropriate metrics. In this case, it could be measuring: the number of employees who use the mentorship program, evaluating the demographics of the talent pool, or the number of partnerships made. The metrics do not necessarily measure the outcome of hiring and retaining people from equity seeking groups for example, but the factors related to its achievement.^{69 70}

Measuring council experience

Gathering information on the experiences of council members can also support the evaluation of the group’s success. Document their experience through surveys and interviews to make any adjustments.⁷¹ Consider the following:

- **Composition:** How diverse is your team? What perspectives are missing?⁷²
- **Council engagement:** How involved and engaged are council members?⁷³
- **Learned behaviour:** What specific inclusive behaviours did they learn and role model after joining the council?⁷⁴
- **Achievement:** What have the council members achieved both personally and professionally by being part of the council? Do they require additional professional development?⁷⁵



Small organizations

Measuring and analyzing data can seem like they are only for big businesses with big budgets. However, in situations where resources are scarce, carefully selected metrics can help determine how to allocate resources wisely in activities that are in line with strategic goals.

➔ Analyze the data

Dedicate time to discuss your metrics. Analyze areas where your team did well and areas that need improvement to help plan your goals and objectives for the next year.

➔ Make adjustments

Make any necessary changes based on conclusions made from your metrics. Ensure that you communicate with your team about the rationale behind these adjustments.⁷⁶



Reflection questions

- How will your team measure success?
- From your metrics, what have you learned?
- What will you do differently?



Helpful resources

English only

- [DEI Metrics: The Key to Building an Effective DEI Program](#), TechnologyAdvice
- [7 Metrics to Measure Your Organization's DEI Progress](#), Harvard Business Review
- [Understanding DEI Data-Driven Strategy and Key Metrics](#), Pulsely
- [6 DEI metrics all organizations should be tracking](#), LinkedIn
- [12 Key DEI Metrics To Track For An Inclusive Workplace](#), People Managing People

French only

- [Diversité, inclusion, parité... comment s'y retrouver dans les baromètres et indicateurs ?](#), Mon entreprise inclusive
- [Comment mesurer la diversité et l'inclusion dans votre entreprise ?](#), Manageria
- [Comment gérer, promouvoir et mesurer la diversité en entreprise ?](#), Recrutee blog
- [Comment mesurer l'inclusion en entreprise](#), Maddyne

Conclusion

Councils serve a powerful purpose by becoming a trusted advisor and a resource to help accelerate the results of DEI initiatives throughout the organization. However, they can be a costly and time-consuming group if not used effectively.

Our mandate at the Canadian Centre for Diversity and Inclusion is to assist Canadian employers in creating more inclusive workplaces. We hope that the ideas, strategies, and tools we have provided in this toolkit are valuable and useful in helping you implement or leverage DEI councils and committees in your organization.

What's next?

As your team develops your DEI councils, it is important to know that new trends are always emerging. To stay updated on best practices, continue to educate yourself by reading articles and attending events.

For additional help, [view our other toolkits](#) to learn more ways to transform your organization's DEI initiatives.

Appendix - Are you ready?

Checklist for establishing a DEI council

This checklist is meant to support your team as you create your DEI council. Consider the following questions to guide your next steps.

A. Leadership commitment

- How committed are your organization's leaders?
- Do you have expertise on DEI internally? Remember, being passionate about DEI is not the same as having expertise and experience in creating a DEI strategy.
- What size is your organization and what is your projected headcount growth for the next year? Council sizes, potential members and meeting cadence will depend on this.

B. DEI objectives

- Do you have a DEI business case or imperative document?
- Do you have a DEI strategy?
- What are your diversity council's objectives?
- Are your objectives practical, realistic, and measurable?
- How will a council further the objectives?

C. Guidelines

- Do your written guidelines and bylaws cover all essential elements of the council?
- How long will the council relationships last?
- What types of issues and concerns are within the scope of the council?
- How much time should the leadership and council volunteers spend?
- What should DEI activities include?
- How much money should your organization spend?

D. Procedures and criteria for creating a DEI council

- What is the time commitment required for council members? How will it work in practice? Be upfront about time commitments, meeting times (especially if it is a global group), expected length of service expected on council, etc.
- What criteria will be used to select leaders and members?
- Will organization leaders select committee members?

E. Leaders and members of the diversity council

- What are the criteria for your ideal Chair and council members? Who do you want to be involved and why?
- What competencies will you look for in potential leaders?
- Who can be members?
- How will leaders be recruited?
- How will members be recruited?
- Will you have term limits for council members?
- What succession planning will you do for when council members leave the council or leave the organization?

F. Council onboarding and development

- How will you onboard and prepare your council for success?
- What will you include in your council training curriculum?
- Who will provide the training?
- When will you provide the training?

G. Marketing the council

- What communications vehicles will you use to market the council?
- Do your materials inform and promote?
- Are your marketing and communications materials designed to attract leaders and members?
- Will you partner with external experts (such as CCDI) on this project?
- How will you launch your program?
- How will you educate your employees and other stakeholders about the council?

H. Evaluation

- How and when will the council be evaluated?
- Who will do the evaluation?
- How will individual experiences and contributions be evaluated?

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