



ENERGY
DIVERSITY, INCLUSION & BELONGING (DI&B)
Phase I
Tuesday, July 2, 2019





Entergy Diversity Goal

Entergy's diversity goal is to develop and retain a workforce that reflects the rich diversity of the communities we serve. At Entergy, our mission is to Power Life through diversity and inclusion of ideas, backgrounds, perspectives, skills, knowledge and cultures that inspire all individuals to work together to grow a world-class energy business that creates sustainable value for our customers, employees, communities and owners.

DIB – Phase I Plan



DISCOVERY

- DIB Current State HR Review
- Human Resource Analytics
- DIB as Business Enabler
- Communication Channels & Practices
- Existing Models, Tools & Materials
- Metrics & Accountability



DESIGN

- DIB Strategic Plan
- DIB Value Proposition
- DIB as Business Enabler
- HR Policies, Practices, Procedures
- Leader DIB Competency Series
- DIB Center of Excellence
- Communication Strategy
- Metrics & Accountability



IMPLEMENTATION

- Alignment DIB Strategy
- Communicate DIB Value Proposition
- DIB Rollout Options
- DIB Check-In & Recalibration
- Metrics & Accountability
- Formal Evaluations
- Phase II Strategies/Scale



MEASUREMENT & ACCOUNTABILITY

- Consistent data-gathering tracks program progress and highlights emerging impacts
- Frequent communication on critical program information and assessment outcomes
- Year-end program-level evaluation conveys state of the program and pivotal data insights

DISCOVERY

SEGMENT 1: 60 DAYS

***Objectives:** Establish the value proposition for DIB through a review of the organizations' current and historical data and information; analyzing trends; identifying strengths to leverage; identifying areas of opportunity.*

CURRENT STATE HR ANALYTICIS

- Existing DIB Assessments & Data
- HR Policies/Practices/Procedures
- Existing DIB Programs, Models, Tools
- Communication Techniques & Tools
- Quantitative and qualitative metrics

DIB as BUSINESS ENABLER

- Business Unit Goals/Strategy and links to DIB
- Exec., Senior Leaders and Middle Mgrs. DIB Mindset
- Targeted Cohort Challenges/Programs [Women, Multicultural Managers, Millennials, LGBTQ, TBD]
- Management and Union Dynamics
- Quantitative and qualitative metrics

DIB VALUE PROPOSITION



DESIGN

SEGMENT 2: 90 DAYS

Objectives: A customized series focused on assessing and enhancing the skills and capabilities of Executives [Tier 1], to lead and advocate for DI&B within the organization.

DIB STRATEGY

- Value Proposition
- DIB Center Of Excellence
 - DIB HR Policies, Practices, Procedures
 - Leaders DIB Competency Series
 - Targeted Cohort Programs
 - DIB Ambassadors
 - DIB Customized Tools, Practices, Models

DIB as a BUSINESS ENABLER

- Link Business Strategies with DIB Enabler Programs
- Target select teams with DIB Programs
- Cultivate Business Unit Leaders DIB Mindset
- Management and Union Dynamics

METRICS & ACCOUNTABILITY

COMMUNICATION STRATEGY



IMPLEMENTATION

SEGMENT 3: 18 months

Objective: The Entergy DIB Implementation Roadmap will address the key D&I issues facing the company upfront and outline the steps required to develop and deploy the right solutions for each deliverable. The Implementation Roadmap is flexible enough to add custom components, such as exploration of unforeseen issues or new discoveries.

I. DETERMINE DIB Priority Focus

- Short-term priorities
- Long-term focus
- Communication Strategy
- Executive Review, Alignment, Support

II. DIB ROLL-OUT

- Enterprise-wide
- Piloted Initiatives
- Targeted DIB Business Enabler Programs
- Targeted Cohort Groups
- Communication Strategy
- Executive Review, Alignment, Support

III. DIB MID-COURSE REVIEW & CALIBRATION:

- Assess DIB Leadership Mindset
- DIB Programmatic Adjustments
- Implement any necessary changes
- Communication Strategy
- Executive Review, Alignment, Support



MEASUREMENT

SEGMENT 4: 90 DAYS

Objectives: 1) To consistently gather data on the progress of program elements and their organizational impact over time 2) To establish communication frequency with program leadership on key information generated as a result of consistent data-gathering. 3) Determine how enhance accountability at all levels

KEY ELEMENTS

On-going Measurement

1. **Assessments by Intervention** – Quantitative and/or qualitative data-gathering to measure the impact of each intervention designed and deployed as part of the total program
2. **Annual Program Evaluation** – Comprehensive assessment of the state of the program completed at year's end to convey insights from quantitative and qualitative data gathered on key indicators and interventions throughout the year
 - Evaluate Separate DIB Components
 - Evaluate DIB As Business Enabler
 - Evaluate DIB Against Organization Health Factors
 - Make Recommendations for:
 - Improvements
 - Broader Roll-out/Contraction of Pilots
 - Determine to Scale
 - Insure sustainability
 - Executive Review, Alignment, Support



ACCOUNTABILITY

Objectives: 1) To consistently gather data on the progress of program elements and their organizational impact over time 2) To establish communication frequency with program leadership on key information generated as a result of consistent data-gathering. 3) Determine how enhance accountability at all levels

PROGRAM ACCOUNTABILITY

1. **Monthly Project Manager Review** – Regular meetings with Project Lead to review status of key activities, including levels of completion, dependencies, accomplishments, and anticipated risks for the month ahead
2. **Quarterly Executive Committee Review** – Regular meetings with organizational leaders exercising program oversight for progress against milestones, program budget & resource allocation, and internal barriers & enablers on the critical path to program success
3. **Business Unit Reviews:** Assess impact of DIB on each Business Unit. Institute formal approach, e.g.. Town Halls, to communicate DIB progress, celebrate success, what's next for DIB directions,





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