



BETTER WORKPLACES
BETTER WORLD™

Taking Action: Sustaining & Activating the Strategic Diversity, Equity and Inclusion Plan in YOUR Core Business Function

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Better Together

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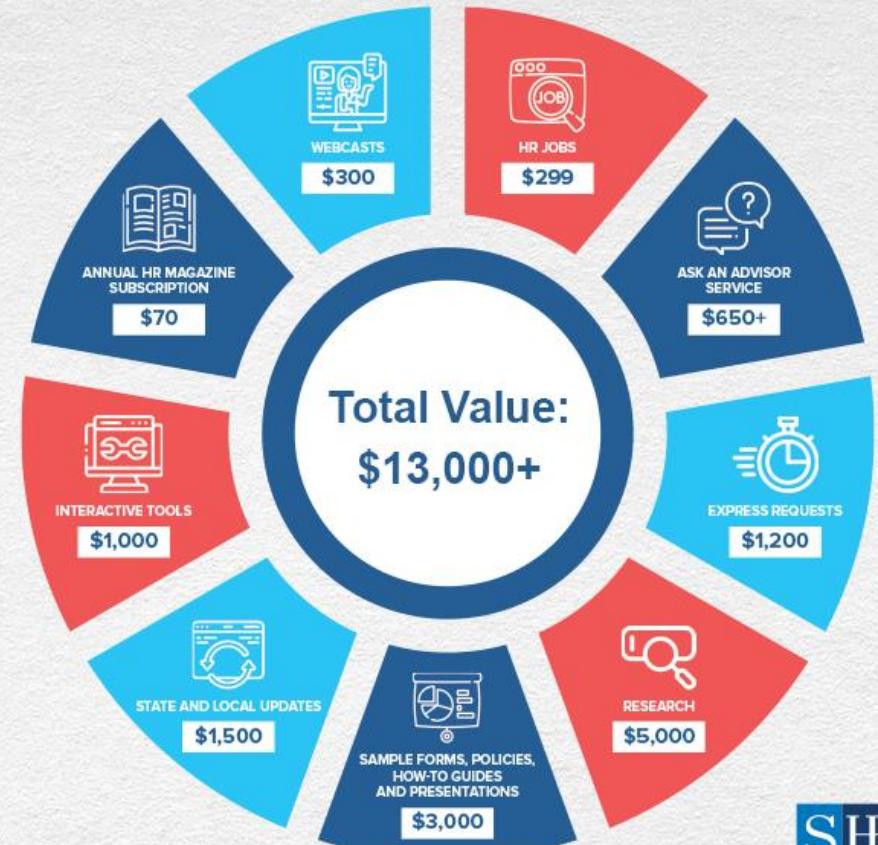
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SHRM MEMBER-EXCLUSIVE RESOURCE

Guide to Developing a Strategic Diversity, Equity and Inclusion Plan

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SUSAN RENEW NOW

Diversity, Equity & Inclusion



New DE&I Roles Spike After Racial Justice Protests

LEADERSHIP AND NAVIGATION | DIVERSITY AND INCLUSION



Massachusetts Designates Juneteenth as a State Holiday

EMPLOYMENT LAW | MASSACHUSETTS



SHRM Launches New Initiative to Help Achieve Racial Equity

DIVERSITY AND INCLUSION



SHRM Research Finds Need for More Awareness, Understanding of Racial Inequality

DIVERSITY AND INCLUSION



Driving Out Bias Should Start in the C-Suite

DIVERSITY AND INCLUSION



Guide to Developing a Strategic Diversity, Equity and Inclusion Plan



HR Can Drive Social Change in the Workplace



Employing an Aging Workforce

Visit
SHRM.org > Resources >
HR Topics > Diversity,
Equity & Inclusion >
Search Guide to
Developing a Strategic
Diversity, Equity and
Inclusion Plan



Guide to Developing a Strategic Diversity, Equity and Inclusion Plan



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Yvette Lee, SHRM-SCP, HR Knowledge Advisor at SHRM



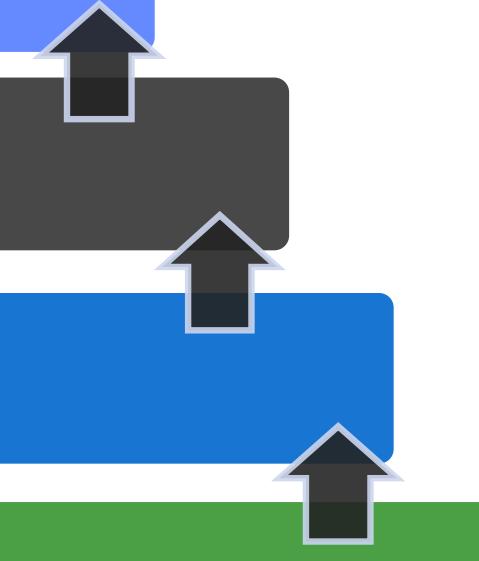


Connection

Culture

Clarification

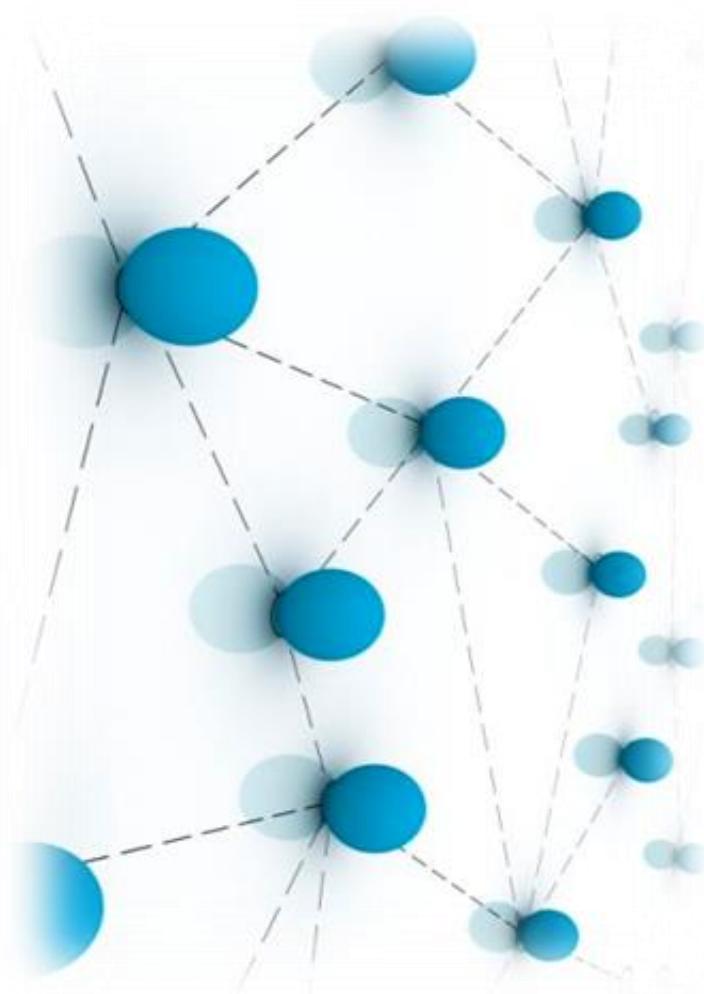
Compliance





Onboarding





Connect

- Showcase affinity groups based on race, gender, sexual orientation, disability or culture.
- Consider working with relocation services that can also assist the employee's spouse/partner/family in their job search, a housing search, and other basic services for new residents.





Diversity Equity and Inclusion in Marketing, Advertising and Branding



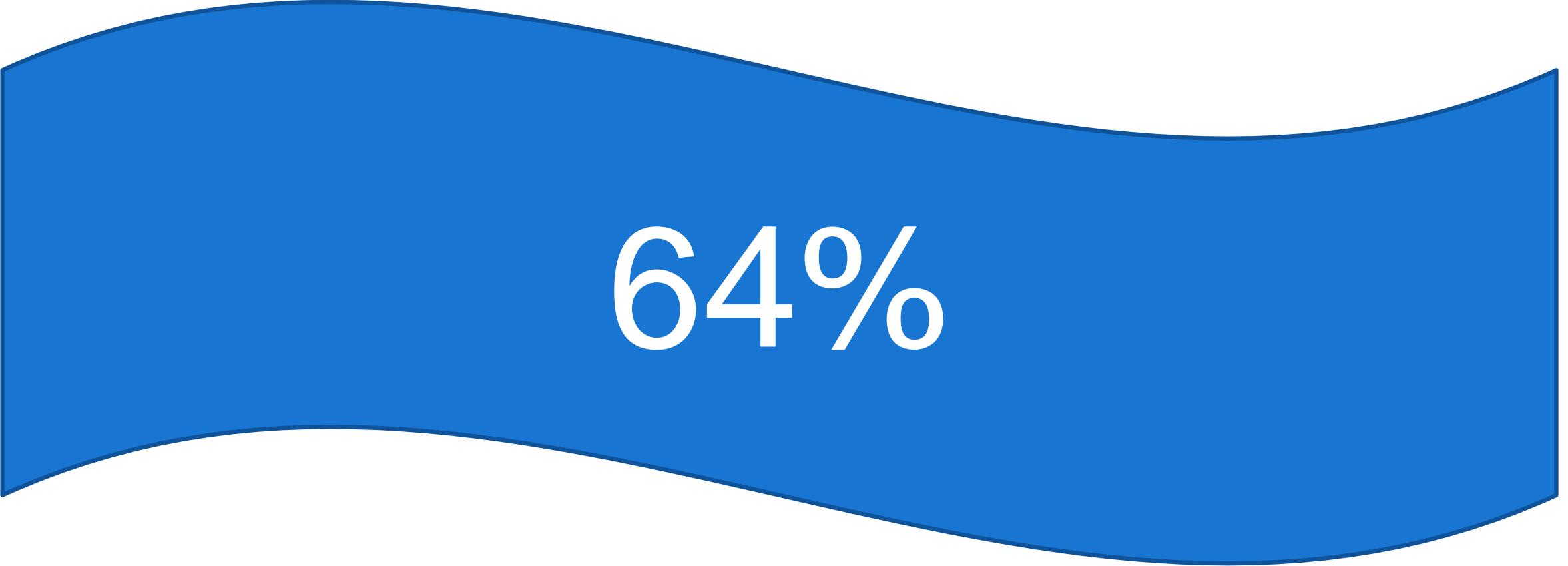


Diversity Equity and Inclusion in Marketing, Advertising and Branding





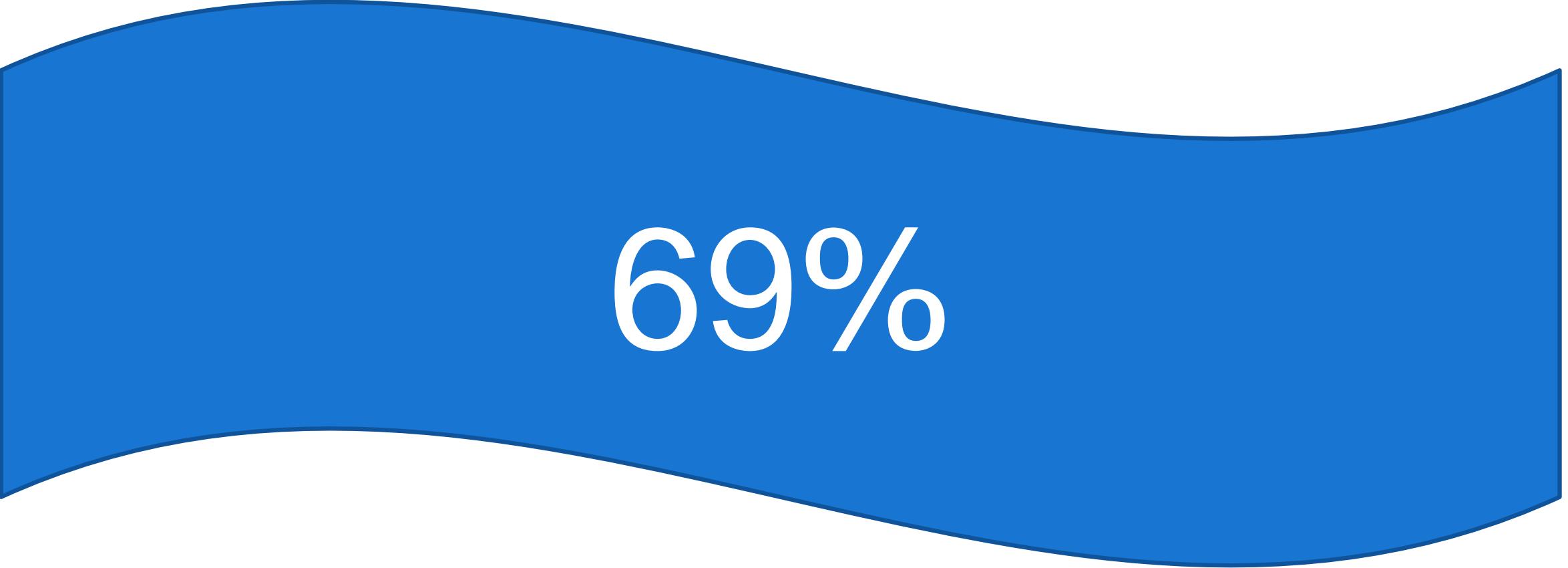
Diversity Equity and Inclusion in Marketing, Advertising and Branding



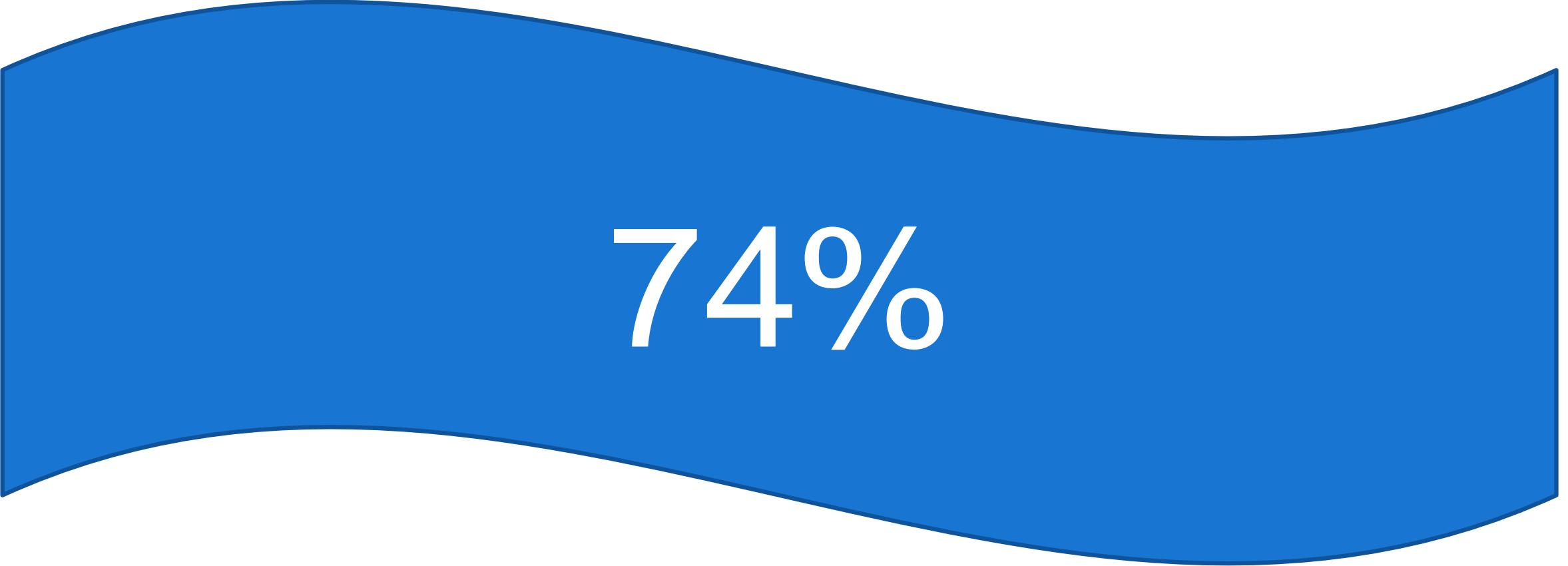
64%



Diversity Equity and Inclusion in Marketing, Advertising and Branding



69%



74%



Diversity Equity and Inclusion in Marketing, Advertising and Branding





Diversity Equity and Inclusion in Marketing, Advertising and Branding





Diversity Equity and Inclusion in Marketing, Advertising and Branding

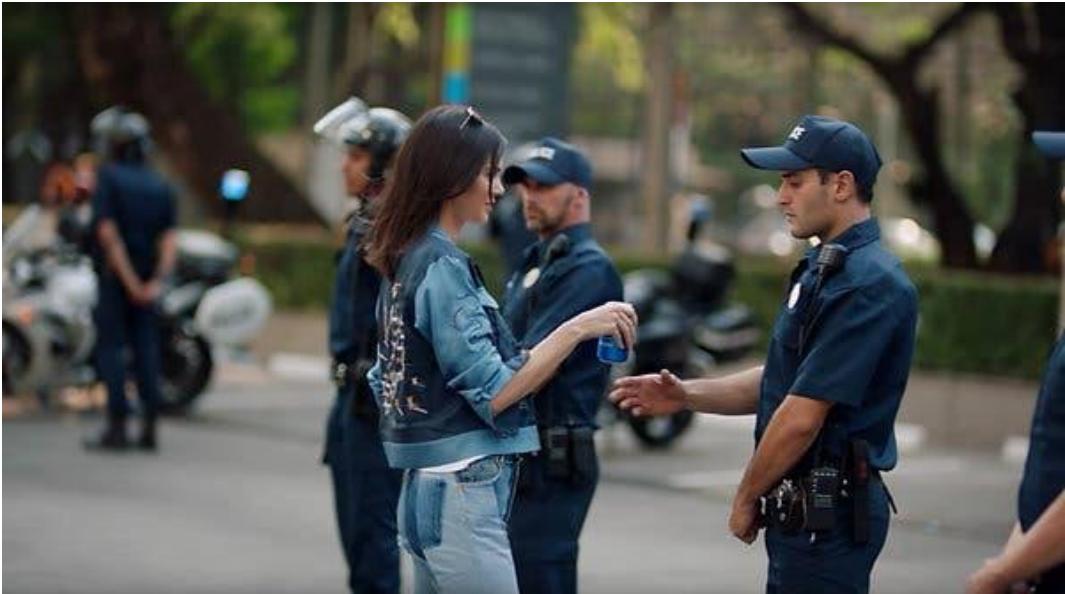
Rebranded logos





Diversity Equity and Inclusion in Marketing, Advertising and Branding

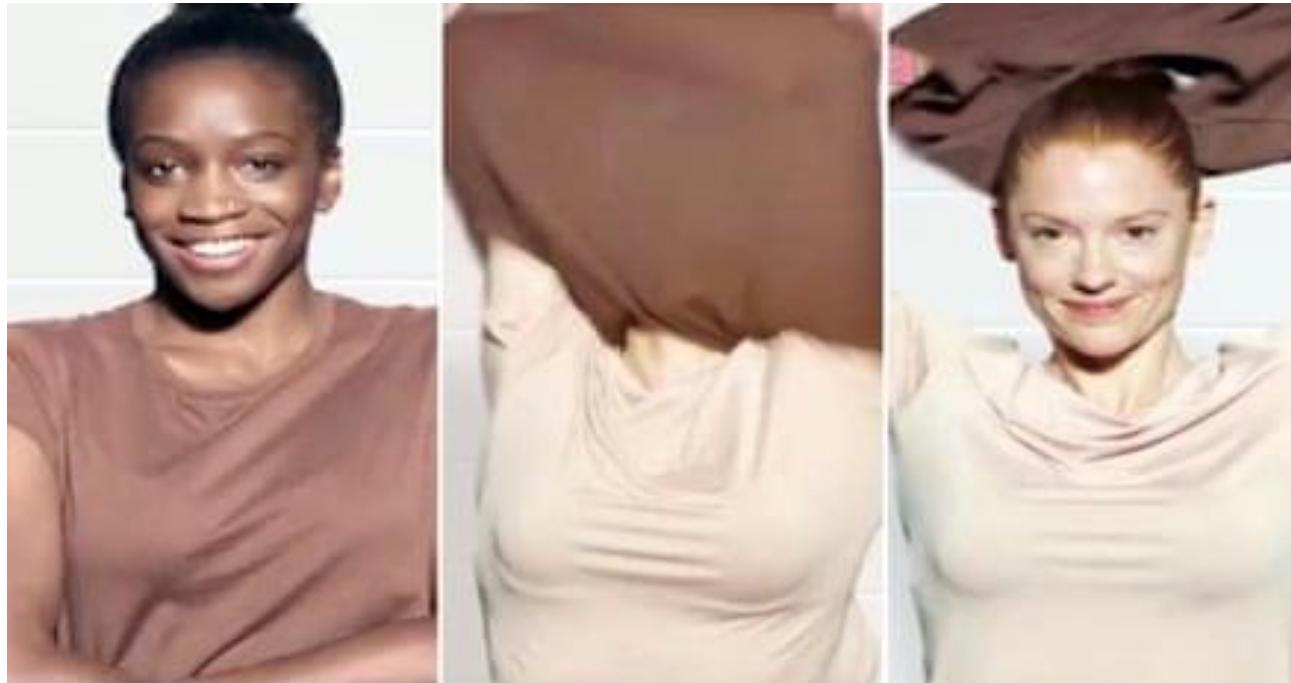
Additional Marketing Biases





Diversity Equity and Inclusion in Marketing, Advertising and Branding

Additional Marketing Biases





Diversity Equity and Inclusion in Marketing, Advertising and Branding

Establish company identity as an employer of choice





Diversity Equity and Inclusion in Marketing, Advertising and Branding



Black women executives who have recently left Wells Fargo



Diversity Equity and Inclusion in Marketing, Advertising and Branding



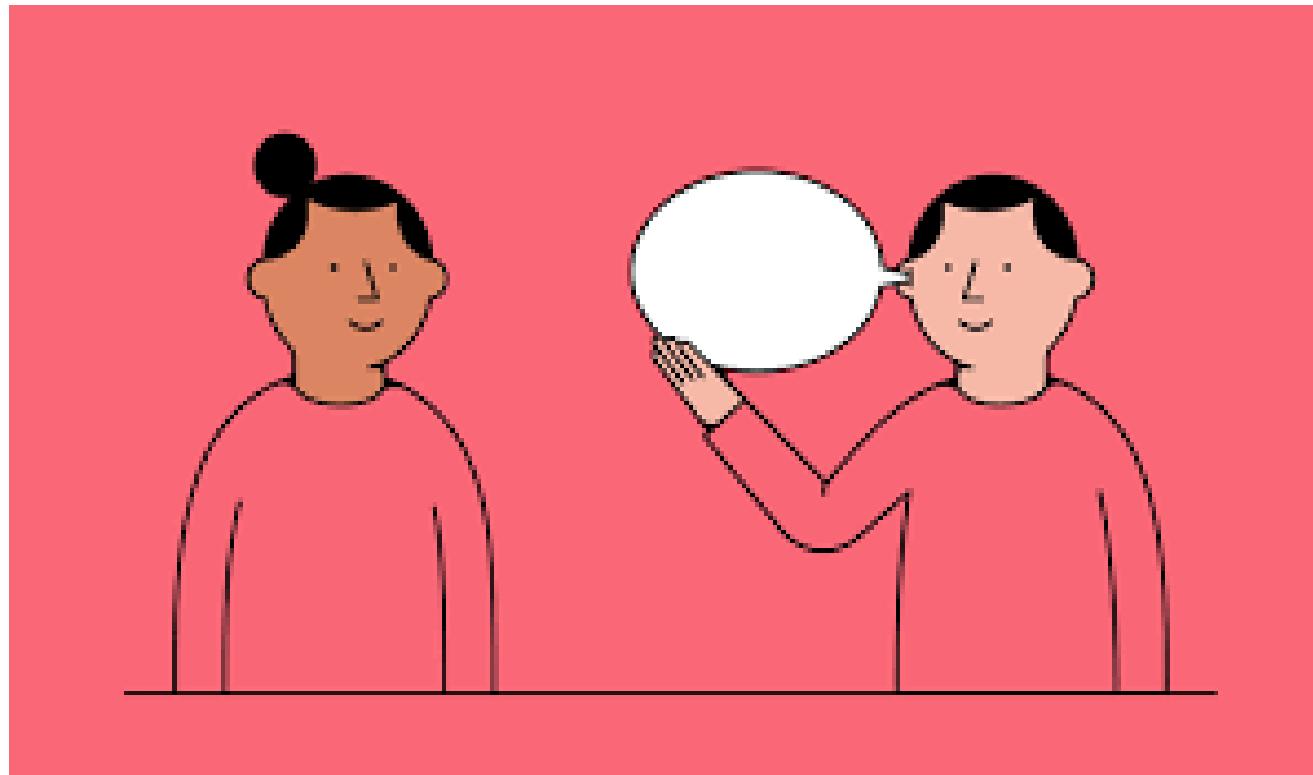


Diversity Equity and Inclusion in Marketing, Advertising and Branding





Diversity Equity and Inclusion in Marketing, Advertising and Branding



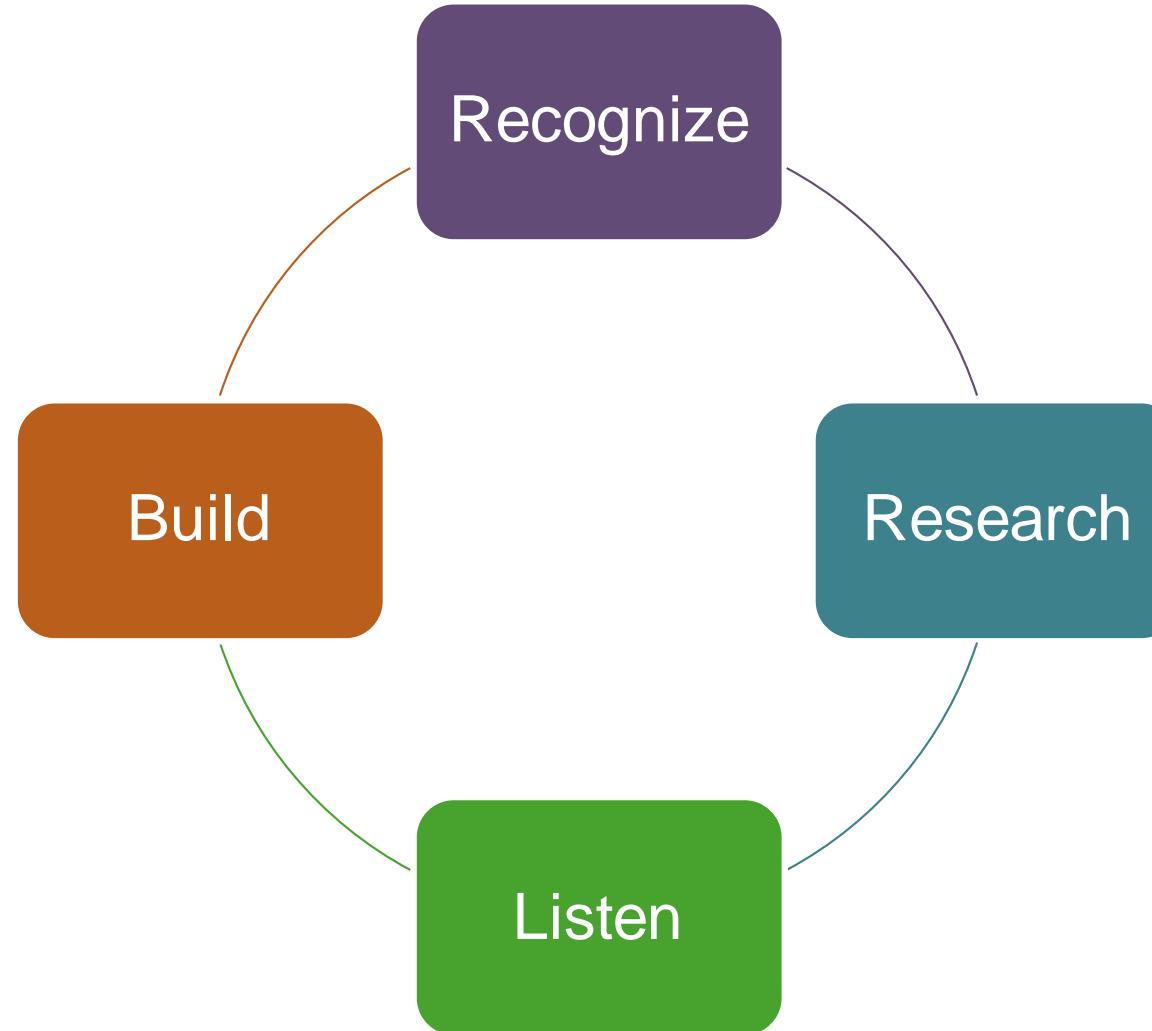


Diversity Equity and Inclusion in Marketing, Advertising and Branding





Diversity Equity and Inclusion in Marketing, Advertising and Branding





Strategic Alliances and Partnerships





Strategic Alliances and Partnerships



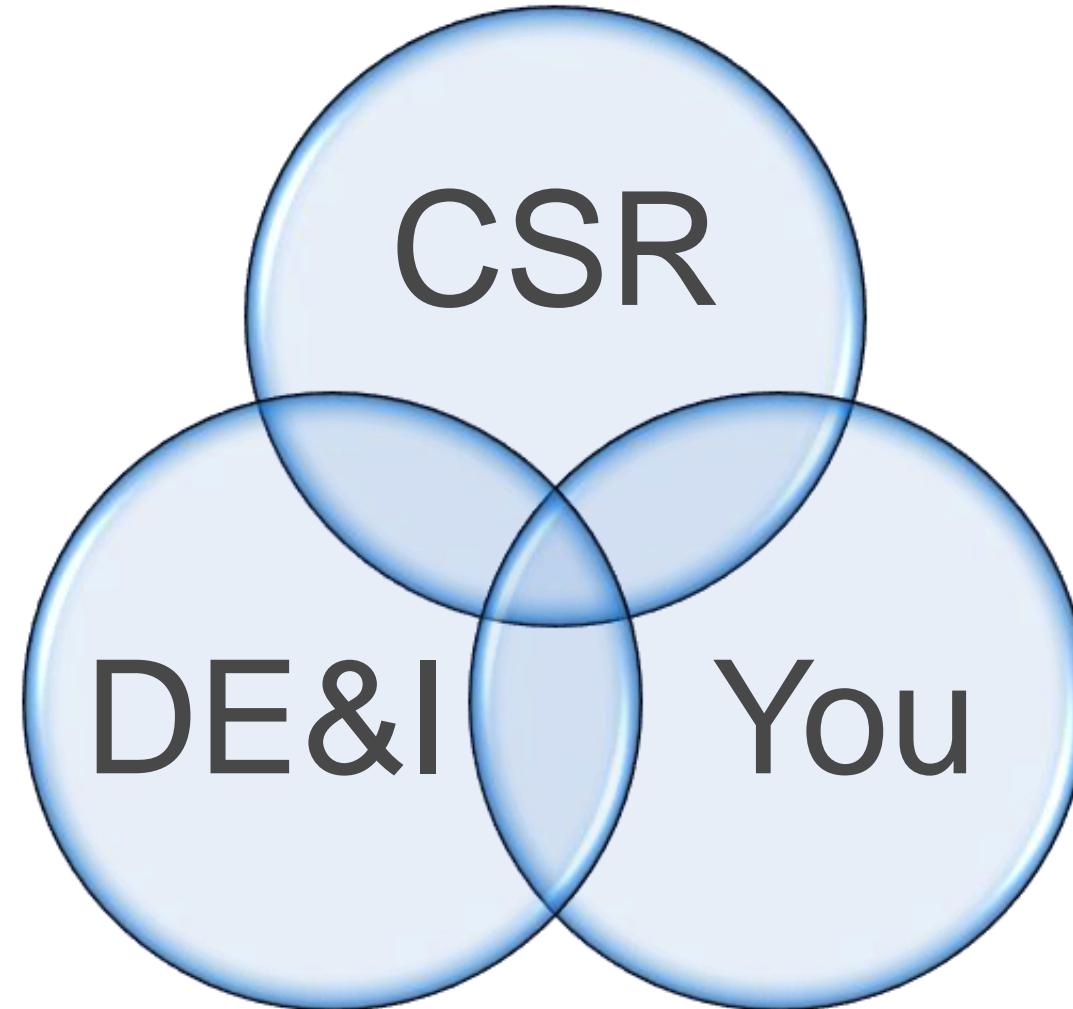


Corporate and Social Responsibility





Corporate and Social Responsibility





Measurement and Accountability

Figure 3: Bersin by Deloitte Diversity and Inclusion Framework



Source: Bersin by Deloitte, 2014.



Measurement and Accountability





Measurement and Accountability





Measurement and Accountability





Measurement and Accountability





Measurement and Accountability

D&I Strategy

Executive Ownership • Anchoring D&I in Business Strategy • Connecting to Talent Strategy • D&I Vision, Purpose & Definition • Current State Assessment • Alignment with Culture • Strategic Objectives & Roadmap • Global & Local Customization

Constituencies

Culture • Ethnicity / Race • Gender • Generation / Age • Invisible Dimensions • Language • Mental / Physical Status • Nationality • Religion • Sexual Orientation • Veterans

Solution Design

Governance & Management

Functional Roles & Responsibilities • Advisory Groups • Employee Networks • Budget • Accountability & Incentives • Ongoing Optimization

Work

Organizational Design • Workplace Design • Knowledge Management • Culture

Suppliers • Customers • Product Development • Brand-Building

Corporate Social Responsibility • External Networks • Partnerships

Talent Management Processes

Talent Acquisition • Performance Management • Learning & Capability Development • Leadership Development • Succession Management • Career Management

Compliance & Foundational Activities

Compliance: Legal Requirements • Risk Management • General Counsel Partnership • Employee Relations • Policies • Compensation

Metrics & Evaluation

Scorecard • Standards • Goals • Benchmarking • Ongoing Monitoring & Improvement • Reporting

Governance & Management

Functional Roles & Responsibilities • Advisory Groups • Employee Networks • Budget • Accountability & Incentives • Ongoing Optimization

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Measurement and Accountability

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Solution Design

Desired Outcomes • Alignment with D&I Strategy • Executive Ownership • Budget •

Compliance & Foundational Activities

Compliance: Legal Requirements • Risk Management • General Counsel Partnership

Foundational: Employee Relations • Policies • Compensation

Governance & Management

Functional Roles & Responsibilities • Advisory Groups • Employee Networks • Budget • Accountability & Incentives • Organizational Optimization

Work Environment

Organizational Design • Workplace Design • Knowledge Management • Culture

Suppliers • Customers • Product Development • Brand-Building

Corporate Social Responsibility • External Networks • Partnerships

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Change Management & Communications

Change Strategy • Change Approach • Alignment to Culture • Stakeholder Alignment • Two-Way Communication Channels



Measurement and Accountability

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Compliance & Foundational Activities

Compliance; Legal Requirements • Risk Management • Foundations; Employee Relations • Policies • Compensation

Community Involvement

Corporate Social Responsibility • External Networks • Partnerships

Business Processes

Suppliers • Customers • Product Development • Brand-Building

Work Environment

Organizational Design • Workplace Design • Knowledge Management • Culture

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D&I Strategy

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WORK ENVIRONMENT

Organizational Design • Workplace Design • Knowledge Management • Culture

BUSINESS PROCESSES

Suppliers • Customers • Product Development • Brand-Building

Community Involvement

Corporate Social Responsibility • External Networks • Partnerships

Talent Management Processes

Talent Acquisition • Performance Management • Learning & Capability Development • Leadership Development • Succession Management • Career Management

Compliance

Foundational Elements

Measurement

Scorecard • Ongoing Monitoring

Evaluation

Goals • Benchmarking • Improvement • Reporting

Operational Activities

Strategic Partnerships • Risk Management • Business Continuity • Policies • Communication

Governance

Functional Roles & Responsibilities • Employee Networks • Budget • Ongoing Communication

Change Management & Communications

Change Strategy • Change Approach • Alignment to Culture • Stakeholder Alignment • Two-Way Communication Channels



Measurement and Accountability

Example Metrics on Score Card

Examples of Measurements	Q# Results	Defined	Annualized Result or Trend	Evaluation Criteria	Status
On-Boarding	92%	New employees understand the organizational affinity groups, encourage new employees to join. Explanation of the Diversity Strategy Plan.	90%	Exceeds Expectations - 95% or higher Meets Expectations - 90% - 94.99% Needs Improvement - Below 89% OR Target Rates	Meets Or High Risk – Year 1
DE&I Recruitment and Sourcing	%	Organizational established goals on DE&I and recruiting targeting the underrepresented by category		Exceeds Expectations - 95% or higher Meets Expectations - 90% - 94.99% Needs Improvement - Below 89% OR Target Rates	Needs Improvement
Customer/ Member Experience	%	The goals of the strategic DE&I plan to ensure customers perceive your business as inclusive of their needs and the type of establishment with whom they want to do business.	%	Exceeds Expectations - 95% or higher Meets Expectations - 90% - 94.99% Needs Improvement - Below 89% OR Target Rates	\$\$\$ to increase if targets completed



Measurement and Accountability

Example Scorecard Categories

Measurement	Q# Results	Defined	Annualized Result or Trend	Evaluation Criteria	Status
Onboarding					
DE&I Recruitment and Sourcing					
Customer/ Member Experience					
Training & Development					
Communication					
Marketing, Advertising, & Branding					
Leveraging Employee Diversity					

EXAMPLE



Measurement and Accountability

Example Scorecard Categories

Measurement	Q# Results	Defined	Annualized Result or Trend	Evaluation Criteria	Status
Strategic Alliances and Partnerships					
Corporate Social Responsibility					
Supplier/ Vendor Diversity					

EXAMPLE

Q&A

***Questions? Contact your SHRM
Membership team at
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