Suggested Inclusive Workplace Culture Transformation Effort

Select an inclusive workplace culture transformation effort to address from the suggestions below or identify one of your own. Refer to your Inclusive Workplace Culture Specialty Credential materials, use the information, tools, and materials available through the SHRM website, or read the articles included with each suggestion for insights and guidance.

Visit the SHRM website for additional information on the topic of DE&I and more. Click on the links below. Note: access to some of the content may require you to be a SHRM member. Not a SHRM member yet? **Click here to Join Now!**

- **Together Forward @Work**
- **How-to-Guides**
- **Sample Presentation Templates**
- **Toolkits**
- **Research and Surveys**
- **Special Reports and Expert Views**
- **Webcasts (Live and On-demand)**

1 Revamp your organization's recruitment program and processes to leverage untapped talent pools and increase inclusivity. Read the following articles for insight and guidance:
- Taylor, T. 12 Hiring Practices Your Organization Should Implement. AIHR Digital. Retrieved from **https://www.digitalhrtech.com/inclusive-hiring/**
- Gibbons, S. (March 14, 2019). Revamp Your Recruitment Process to Attract the Best Talent Now and In the Future. Retrieved from **https://www.forbes.com/sites/serenitygibbons/2019/03/14/revamp-your-recruitment-process-to-attract-the-best-talent-now-and-in-the-future/**

2 Design and implement a Returnship Program for your organization. Read the following articles for insight and guidance:
- **Kalman, F. (December 11, 2012). Steps to Build a Return-to-Work Program. Chief Learning Officer. Retrieved from https://www.chieflearningofficer.com/2012/12/11/steps-to-build-a-return-to-work-program___trashed/**

3 Build or revamp your organization's onboarding program to make it more accommodating. Read the following articles for insight and guidance:
- SHRM Resource Toolkit Samples. Retrieved from: **https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/understanding-employee-onboarding.aspx**
- Sundaram, D. and Patel, N. (January 31, 2019). Essential Ingredients for an Effective Onboarding Program. Retrieved from **https://www.gallup.com/workplace/246242/essential-ingredients-effective-onboarding-program.aspx**
- The Job Accommodation Network, US Department of Labor-office of Disability Employment Policy **https://askjan.org/articles/Incorporate-Reasonable-Accommodation-Practices-into-your-Onboarding-Process.cfm**

4 Assess your organization's benefits offerings to ensure inclusivity and equitable distribution for all. Report findings to decision-makers or influencers and recommend program additions, enhancements, upgrades, or changes. Read the following articles for insight and guidance:
- Ceridian HCM, Inc., How to promote diversity, equity, and inclusion in the workplace. (January 2021) Retrieved from **https://www.ceridian.com/blog/support-diversity-and-inclusion-in-the-workplace**
- Sheffield, Liz (April 13th, 2020) How to Decide Which Employee Benefits to Offer (and When!). Retrieved from **https://humaninterest.com/blog/how-to-decide-which-employee-benefits-to-offer-and-when/**

5 Assess your organization's Job distributions to ensure marginalized groups are represented across roles and levels. Report findings to decision-makers or influencers and recommend program additions, enhancements, upgrades or changes. Read the following articles for insight and guidance:
- VanDemark, D. (November 30, 2015). 20 Ways to Uplift Marginalized Communities and Foster Allyship in Recovery. Retrieved from **https://www.edcatalogue.com/20-ways-to-uplift-marginalized-communities-and-foster-allyship-in-recovery/**
- Miaira Kutch, B. (November 2017). Employee Engagement and Marginalized Populations. Retrieved from **https://pdxscholar.library.pdx.edu/cgi/viewcontent.cgi?article=1002&context=pubadmin_theses**
- Yang, L. Marginalization: What it Means and Why It Matters. Retrieved from **https://fairygodboss.com/career-topics/marginalization**

6 Assess your organization's pay practices to evaluate pay equity for all. Report findings to decision-makers or influencers and recommend program additions, enhancements, upgrades, or changes. Read the following articles for insight and guidance:

- Frankel, B. (April 9, 2018). How Companies Are Achieving Pay Equity. Retrieved from **https://www. diversitybestpractices.com/how-companies-are-achieving-pay-equity**
- Pinarchick, C. (February 7, 2019). Follow These 7 Steps to an Effective Pay-Equity Audit. Retrieved from **https:// hrexecutive.com/follow-these-7-steps-to-an-effective-pay-equity-audit/**
- reWork with Google (October 2015). Guide: Structure and check for pay equity. (Prepare to conduct a pay equity analysis) Retrieved from **https://rework.withgoogle.com/guides/pay-equity/steps/prepare-to-conduct-a-pay-equity-analysis**

7 Revamp or enhance your performance management process to incorporate inclusive practices and resources. Read the following articles for insight and guidance:

- Small improvements blog (February 7, 2019). 5 ways performance management can foster diversity and inclusion. Retrieved from **https://www.small-improvements.com/blog/performance-management-diversity-and-inclusion/**
- Pollock, S. (January 2018). 6 Strategies for Effective Performance Management. Retrieved from **https://hrdailyadvisor.blr.com/2018/01/11/6-strategies-effective-performance-management/**
- Ashmond Brew, A. (October 9, 2020). Diversity, Equity, and Inclusion in Performance Management. Retrieved from **https://www.nonprofithr.com/diversity-equity-and-inclusion-in-performance-management/**
- SocialChorus Blog. (July 14, 2021). 15 Ways to Improve Diversity and Inclusion in the Workplace. Retrieved from **https://socialchorus.com/blog/15-ways-to-improve-diversity-and-inclusion-in-the-workplace/**

8 Design and deliver a training course (series of classes) focused specifically on building inclusive culture managerial/leadership skills. Read the following articles for insight and guidance:

- Fernandes, F. (September 17, 2020). Creating a Diversity and Inclusion Training Program. Retrieved from **https:// www.businessnewsdaily.com/9782-diversity-training.html**
- (Panagopoulou, Z.-Contributor). Diversity and Inclusion Training: How to apply it in the workplace. Retrieved from **https://resources.workable.com/tutorial/diversity-and-inclusion-training**
- Aaron, M. DDI World (December 23, 2020). How to Create an Inclusive Environment:7 Skills Every Leader Needs. Retrieved from **https://www.ddiworld.com/blog/how-to-create-an-inclusive-environment**

9 Design and deliver training options that integrate training with other initiatives and moves beyond unconscious bias training. Read the following articles for insight and guidance:

- Morris, C. (July 21, 2020). Don't jump Into Unconscious Bias Training Until You Read This. Forbes. Retrieved from **https://www.forbes.com/sites/carmenmorris/2020/07/21/dont-jump-into-unconscious-bias-training-until-you-read-this/?sh=778f134f3f41**

10 Design and implement a mentorship or sponsorship program for your organization. Read the following articles for insight and guidance:

- SHRM Resources: Creating A Mentor Program. Retrieved from **https://www.shrm.org/membership/student-resources/pages/mentorprogram.aspx**
- HNSnews: 6Tips For a Successful Sponsorship Program. Retrieved from **https://hernewstandard.com/tips-for-a-successful-sponsorship-program/**
- National Mentoring Partnership (2005) How to Build A Successful Mentoring Program, Using the Elements of Effective Practice. A step-by-step toolkit for program managers. Retrieved from **https://www.mentoring.org/wp-content/uploads/2019/11/Full_Toolkit.pdf**

11 Start an Employee Network/Affinity Group or help existing ones expand their value. Read the following articles for insight and guidance:

- Arnold, J.T. (June 1, 2006) Employee Networks. SHRM. Retrieved from **https://www.shrm.org/hr-today/news/hr-magazine/pages/0606agenda_div.aspx**
- Taylor, M. P. (October 11, 2019). Today's Affinity Groups: Risk and Rewards. SHRM. Retrieved from **https://www.shrm.org/resourcesandtools/legal-and-compliance/employment-law/pages/affinity-groups-risks-rewards.aspx**

12 Develop an Allyship program. Read the following articles for insight and guidance:

- Gurchiek, K. (August 2020) SHRM Launches New Initiative to Help Achieve Racial Equity. Retrieved from **https://www.shrm.org/resourcesandtools/hr-topics/behavioral-competencies/global-and-cultural-effectiveness/pages/shrm-launches-new-initiative-to-help-achieve-racial-equity.aspx**
- Feigin, R. Building an Inclusive Workplace Through Allyship Programs. Forty1Vitiello. Retrieved from **https://vtlo.com/blog/building-an-inclusive-workplace-culture-through-allyship-programs/**
- Atcheson. S. (November 30, 2018). Allyship – the Key To Unlocking The Power of Diversity. Forbes. Retrieved from **https://www.forbes.com/sites/shereeatcheson/2018/11/30/allyship-the-key-to-unlocking-the-power-of-diversity/?sh=169a20d749c6**
- Townsend, A. (April 30, 2019). Activating Your Diversity with Inclusion – A Lesson From Pixar. Retrieved from **https://www.atownx.com/blog/activatingdiversitywithinclusion**