EMPLOYER GUIDE

## to Developing a Diverse, Equitable and Inclusive Workplace

An overview for employers seeking to attract, develop and retain a racially and ethnically diverse workforce

CareerForce™

Minnesota's Career Resource

The importance of racially and ethnically inclusive hiring practices for economic prosperity – and equity

According to the latest available projections from the Minnesota State Demographic Center, the percentage of Minnesota's population that is working age will decline between now and 2035. Also, by 2035, the state's nonwhite or Hispanic population is expected to double what it was in 2005, reaching 25 percent of the total population.[1] In fact, 70 percent of Minnesota's workforce growth in the coming decade will be people of color. These population changes are not isolated to only certain areas of the state: each region is projected to become more racially and ethnically diverse over the coming decades than it is today.

MINNESOTANS OF COLOR

1 in 5   2015

1 in 4   2035

PERCENTAGE OF POPULATION THAT IS WORKING AGE (18-64)

62%   2015

57%   2035
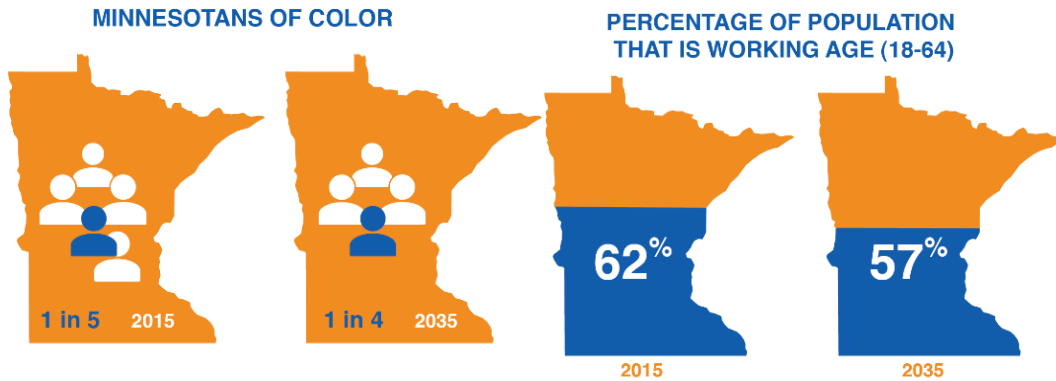
Racial and ethnic employment disparities threaten to leave the fastest growing part of the state's population behind. The percentage of working age adults in Minnesota who are unemployed or not in the labor force is 59 percent among Dakota, 48 percent among Ojibwe, 45 percent among U.S.-born African-American, 40 percent among Somali and 38 percent among Hmong populations. That's compared to just 22 percent among the non-Hispanic white population.[2]

Academic and business literature suggests a strong business case for employing a diverse workforce and fostering an inclusive work environment, from improving the workplace culture to increasing the productivity and creativity of teams, leading to the potential for enhanced customer satisfaction and greater market opportunities. The literature also suggests that a diverse workforce may signal to *all* applicants that they will be welcomed, increasing the potential applicant pool. Most important, there is the case for social responsibility to improve employment equity.

While most Minnesota employers recognize the importance – and the benefits – of attracting and retaining a diverse workforce, not all employers know how to get started. There can be greater challenges related to geographic location, size of business and industry. In addition, many employers are unsure how to foster an inclusive environment to welcome a diverse workforce.

This guide is an overview of steps employers can take to attract and retain a diverse workforce and foster an inclusive environment for people of all races and ethnic backgrounds. For one-on-one assistance, contact a CareerForce Workforce Strategy Consultant. All types and sizes of employers can leverage the tools and resources contained in this guide.

This guide focused on racial and ethnic diversity. However, there are many types of diversity employers should consider: race, ethnic group, disability status, age, veteran status, religion, gender, sexual orientation, citizenship status.

When this guide uses the term equity, it refers to employment policies and practices that ensure everyone has access to the same opportunities with the goal of creating equitable employment outcomes. This recognizes that we all don't all start from the same place, so steps must be taken to correct disadvantages and barriers in order to allow everyone to have equitable opportunities for success.

When this guide refers to inclusivity, it refers to an environment that welcomes all people to have their voice heard, play a role suited to their skill and have opportunities for growth. An inclusive work environment is one that creates a culture of belonging that actively invites the contribution and participation of all people.[3]

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[1] Minnesota State Demographic Center

[2] *The Economic Status of Minnesotans: A Chartbook With Data For 17 Cultural Groups*, Minnesota State Demographic Center, January 2016

[3] The Roadmap for Racial Equity from the National Skills Coalition issued in September 2019

Minnesota Employer Perspectives on Diversity, Equity and Inclusion in Their Workforce

- More than half of all employers in Minnesota are actively trying to increase the racial diversity of their workforce
- 66 percent of employers indicate that they would seek to increase racial diversity to attract the best applicants
- 88 percent of employers define diversity along three or more characteristics—most often race/ethnicity, gender and age.

Those are results of the responses by more than 1,000 Minnesota employers to the Workforce Diversity Survey conducted in the spring of 2016 by the Office of Policy, Department of Employment and Economic Development (DEED).

What Minnesota Employers Say[4]:

"We simply look at all applicants and be fair about our interviewing and hiring process. It is about being a great fit with our company. We did not have to focus on diversity, it happened because we are open minded."

"Our longstanding commitment to diversity is not merely a moral calling at (our law firm). Attracting individuals with a wide range of beliefs, backgrounds, and life experiences to the law firm is essential to providing an enriching workplace for our personnel and the best legal services to our clients. We want our firm to reflect the diversity of the communities in which we live and work and the diversity of our clients."

"We are a diverse organization rich in culture and rich in people of all kinds. I am so happy to complete this survey knowing we do all that we say we do."

"Our organization has a council that promotes an awareness of diversity and emphasizes the importance of inclusion for all employees. We provide additional employee resource groups developed around a common theme, which provide a conversation place for employees."

"Diversity is highly valued by our organization because of the wide range of experiences and perspectives that help us to solve problems and create new ideas that keep our organization alive and vibrant. We are a global company so having a diverse workforce that includes all aspects of diversity reflects the customer base we service and allows us to service our customers to the best of our ability and beyond."

"(Company name) works to promote an inclusive culture that celebrates the diversity of its employees, demonstrates respect and recognizes great work."

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[4] https://mn.gov/deed/data/research/workforce-diversity/

Define your organization's commitment to diversity, equity and inclusivity and come to agreement on the benefits your organization believes come from having a diverse workforce and an inclusive work environment. Ensure you assign your organization's most respected leaders to be a part of this important work. Make it clear that becoming an organization that embraces diversity, equity and inclusion is a mandate: that job performance reviews will consider managers' actions to increase the hiring of diverse employees, a commitment to equitable treatment of *all* employees and fostering of an inclusive environment where *all* employees feel welcome and valued.

Develop a diversity, equity and inclusion statement that guides your organization
This document states your organization's commitment to recruitment, hiring and workplace management practices that foster a truly diverse, equitable and inclusive environment. Here's an example: [name of organization] is committed to fostering, cultivating and preserving a culture of diversity and inclusion. We make this commitment because this will make our organization more effective in living out its mission and because it is the right thing to do in achieving equity for all employees and equitable services for our customers. Each organization needs to develop this statement through robust engagement with and candid input from leadership and employees.

DEFINE YOUR BUSINESS CASE FOR DIVERSITY AND INCLUSION

More and more businesses are realizing how important it is to have employees from different backgrounds and experiences in order for their organization to grow and thrive. Whether you are a small business or a large corporation, having a diverse, equitable and inclusive work environment is necessary for business success as our workforce and our customers become more diverse.

Benefits of a diverse, equitable and inclusive workplace[5][6]:
- You bring new talents, skills and experiences to your organization, sparking more opportunity for innovation and new perspectives on overcoming challenges.
- A variety of cultural backgrounds and language skills among your employees expands your opportunity for engagement with a diverse customer base.
- Workforce diversity is an important predictor of sales revenue, customer numbers and profitability
- A diverse and inclusive workplace makes everyone feel valued, whatever their background, and maximizes all employee capabilities, driving productivity.

The 5 Ws framework for developing a business case for diversity, equity and inclusion
What's involved in preparing an organization's business case? Here is a quick guide to the "5Ws" – the Who, What, Why, When and Where – of a diversity, equity and inclusion business case.

Who
Generally, some combination of three groups construct the business case: HR or Equal Opportunity leaders, business leadership, and diversity advocates. Sometimes outside consultants and community partners are involved. Ultimately, the organization's leaders must endorse the business case for it to have meaning.

What
The business case spells out the primary desired outcomes of the organization's diversity work. By pinpointing the objectives, the business case opens the way for measuring results. What are the expected outcomes? How will we know we are making progress?

Why
Understanding **why** means we agree on the principles underpinning the work. Is our primary motivator the belief that promoting diversity, equity and inclusion is the right thing to do? Or is our primary motivator the belief that we will be more effective or productive by embracing diversity, equity and inclusion?

When
A business case activity usually signals the start of a diversity, equity and inclusion (DEI) initiative, or a re-start.

Where
The business case reflects agreement about where we want to see impact. In a retail or other customer service setting, for example, you may expect to see greater sales or increased customer satisfaction because your workforce reflects the diversity in the community or customer base you are serving. In healthcare, patients may be the primary beneficiaries, as measured in their health outcomes and patient satisfaction scores. For all employers, you should expect to see improved employee satisfaction.

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[5] https://www.bcg.com/en-us/publications/2018/how-diverse-leadership-teams-boost-innovation
[6] https://www.wsj.com/articles/the-business-case-for-more-diversity-11572091200

DEVELOP A DIVERSITY, EQUITY AND INCLUSION STRATEGIC PLAN

Once leadership has made a commitment to diversity, equity and inclusion in the organization and agreed on the business case, then work begins toward achieving a diverse, equitable and inclusive workplace. It's a good idea to develop a strategic plan toward achieving this goal, and to involve a broad range of employees in developing the plan. It is also important to regularly consult the plan and measure your progress toward goals – and update the plan as needed. You can use the example below in creating your organization's own diversity, equity and inclusion strategic plan.

Sample Diversity, Equity and Inclusion Strategic Plan

Plan Element	Description	Examples of what could be included in this section of your plan
Purpose	**Reason** for the plan	Create a roadmap of concise strategies, tactics and benchmarks to measure our progress toward becoming a more diverse, equitable and inclusive organization
Objectives	**Specific goals** of our diversity work	By 2025 • 50% more racial/ethnic and gender diversity on our board and in top leadership vs 2019 board and leadership composition • 25% increase in retention after 5 years of racially and ethnically diverse employees vs 2019 retention statistics • Net promoter score of employees increases 10% and employee surveys indicate a 10% increase in employee perceptions of being welcome and valued in our workplace
Strategies	Short list of **approaches** we'll take.	• Ensure leaders are committed to fostering a diverse, equitable and inclusive workplace • Form a DEI council that has structured input to top leadership on workplace environment, goal setting around hiring, retaining and advancing a diverse workforce and in addressing any employee engagement issues among underrepresented employee groups • Communicate with all employees what the objectives are and how progress toward them will be measured • Foster an environment where employees feel truly listened to so that leaders hear about issues and can address them before employees leave the organization
Tactics	A few specific **methods** or **channels** to implement the strategies	• Set clear diversity criteria for recruiting new board members • Use new communications tools and other hiring resources to reach a more diverse pool of potential leadership candidates • Pair new diverse employees with mentors to help them more quickly become a part of the organization • Institute an annual employee survey and utilize the information learned to create a more inclusive work environment where everyone feels valued and welcomed
Timeline	**Milestones** and completion	• Set an overall deadline to reach all objectives, for example, by 12/31/2025 • You will want to set a schedule of regular check-ins in the timeframe leading up to the overall deadline to ensure you are making progress on schedule
Measures	How we'll **evaluate** progress	• Establish a schedule of regular check-ins with benchmarks on progress toward goals (see above) • You will want to set incremental benchmarks for each objective, so you have a sense of ongoing progress
Communication	How we'll **invite involvement** and share actions, progress, results	• The plan, its objectives and ongoing progress toward objectives must all be regularly and clearly communicated with all employees
Roles	**Who'll perform actions**	• Make clear who is responsible for carrying out tactics in pursuit of objectives and hold these people accountable for their progress

In order to have a diverse, equitable and inclusive workforce, you need to attract a diverse group of employees. All parts of Minnesota are becoming more racially and ethnically diverse, so make sure you are reaching these communities in your area when recruiting for new employees.

A good place to start may be to assess your community, customer and employee demographics to see where they are aligned and where there are gaps. Then set goals for diversity recruiting to help fill the gaps. For example, you may have a large number of Spanish-speaking clients, but few Spanish-speaking employees. A goal around linguistic diversity could benefit customer service, marketing, and strategic planning.

Turn to your current employees as a key source of new employees
- Engage a diverse group of employees in creating an inclusive culture at your organization
- Share your recruitment goals with employee resource groups and ask their help in sourcing candidates
- Ensure your company leadership are engaging with diverse community groups and sharing the message that your organization encourages diverse candidates to apply

Make your organization known in your community (and beyond) as one committed to diversity, equity and inclusion
- Build relationships with community organizations so there is a sense of mutual trust
- Establish connections through mentoring, internships and other activities with diverse young people
- Determine how your organization's culture comes across to diverse candidates and work to change perceptions if needed
- Sponsor and/or take part in a diversity career fair
- Contact your local CareerForce location, which has relationships and resources you can leverage

Ensure you are being inclusive in what you are saying about job openings
This information is not intended to provide legal guidance. Please consult a human resources professional for additional information. However, these general tips for creating an effective and inclusive job posting can help attract the right candidates and broaden the reach of potential applicants.

- **Inclusive Language**: Use language that appeals to everyone.
  - Use gender neutral position titles and (i.e. firefighter vs. fireman) and avoid gender pronouns.
  - Use plain language, preferably at a reading level accessible to all candidates.
  - Avoid jargon and idioms, which can create unnecessary language barriers to nonnative English speakers or other groups.
- **Inclusive Qualifications**: List only the essential job functions and the knowledge, skills and ability that are actually necessary.
  - Reduce the number of preferred qualifications as it may keep some candidates from applying.
  - Review physical requirements such as "ability to lift 20 pounds" or "position requires standing, kneeling and lifting" and remove if those activities are not essential to the position.
- **Inclusive Commitment**: State your organization's commitment to diversity, equity and inclusion.
  - Include a statement about your company's commitment to be an equal opportunity employer committed to diversity, equity and inclusion in your posting.
  - Provide a contact name, email address and phone number for questions about the posting.

Cast a wide net to reach a diverse group of potential employees
Once you have created your inclusive job posting, it's time to reach potential candidates for that job opening. If you want to attract diverse, qualified candidates you will need to make sure you are promoting your open position in places where diverse audiences will find it.

- Participate in a hiring event with a diverse audience; for example, consider hiring events specifically for people of color–and make sure your organization has diverse representation at the hiring event
- Share your job posting on social media and make sure you reach a diverse network, through your own followers or by asking other organizations to share
- Place ads in Hmong, Somali, Spanish or other language in newspapers or on radio
- Hold job postings open until a robust level of diversity is represented in the candidate pool
- Consult with CareerForce for help in developing a plan to reach diverse candidates

Equitable Evaluation

You've received applications from a diverse range of candidates. Now you need to review the applications and resumes and identify candidates you want to bring in for an interview. Ensure that screeners and interviewers are comfortable with working with diverse applicants; a diverse screening or interview team can also help provide for a fair and welcoming process. During the initial screening process, ensure recruiters and hiring managers are looking for reasons *to hire a candidate*; and not to make the first cuts to a candidate pool by focusing on reasons not to hire a candidate. Make sure you are working to identify and eliminate unconscious bias in candidate screening and interviews. Consider cluster hiring as a way to support new employees from diverse backgrounds.[7]

Identify and strive to eliminate unconscious biases in candidate selection

Many hiring practices contain "unconscious bias" that have a negative impact, leading to passing over better qualified candidates in preference of candidates that fit a mold of who the person hiring thinks is right for the job. Often these biases are unconscious, and we have to work to identify them and work to avoid them impacting our decisions. Our brains are wired to help us process the volumes of information we take in daily and we use biases to help us sort and classify information to be more efficient, but often in misleading ways when it comes to hiring. Here are a few common unconscious biases that play a role in the hiring process – and how you can work to eliminate their impact in the hiring process, as well as in management of an inclusive workplace.

- **Affinity bias** – you share something in common with a candidate or employee that has nothing to do with their ability to do the job. You are of the same racial or ethnic background, went to the same school, grew up in the same town or enjoy the same hobbies. None of these indicate the person's ability to perform the job but may lead you to prefer them over other candidates or employees.
- **Confirmation bias** – you only look for information that confirms what you already believe. You have preconceptions about a candidate's potential performance at work based on their racial or ethnic background and you seek out information when evaluating the candidate to back up those preconceptions.
- **Halo bias** – a candidate or a current employee has one positive attribute that is so overwhelming that you don't objectively look at what might be their downfall or that precludes you fairly considering another candidate who is more evenly qualified for the position. This can be a disaster if you hire this person and they shine in one area but come up short in the majority of the skill requirements.
- **Horn bias** – this is the opposite of the halo bias, where one negative attribute a candidate or current employee has (or you perceive they have) is so overwhelming that you don't objectively look at positive skills that could make the applicant more evenly qualified for the position than other candidates. You may be losing out on a great employee.

Biases can be addressed in the hiring process in several ways. First, consider removing names during the initial resume or application review process. You can also review all of the skill requirements of the position and assign appropriate weight to each before you begin evaluating or interviewing, so that you consider candidates more objectively based on your organization's needs. Involve more than one person in the interviewing process to get different perspectives and have each interviewer rank their choices. Ask interviewers to summarize why they ranked candidates the way they did before sharing information with other interviewers, to avoid influence from others.

Making an offer

When you are ready to make an offer to the best candidate for the job, ensure you include information about your organization's commitment to diversity, equity and inclusion. Be clear about employee performance measurement, the expectations for employee growth and a path toward promotion and who they can talk with about onboarding and workplace processes and culture. Some key resources to share:

- Your organization's statement regarding commitment to diversity, equity and inclusion
- Your organization's diversity, equity and inclusion policies and resources (along with other general employee resources – this should be part of your employee "handbook" or online resources
- Consider connecting all new hires with a mentor to help them onboard successfully and feel a part of your organization's workplace culture
- Whom the new hire should contact if he or she are feeling lost, unwelcome or otherwise disconnected in the workplace

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[7] https://www.insidehighered.com/news/2015/05/01/new-report-says-cluster-hiring-can-lead-increased-faculty-diversity - focused on higher education, but useful insights for other employers, as well

MANAGING AN INCLUSIVE WORKPLACE

Many employers—from small and large companies —want to hire, keep and promote diverse employees. But many find that, while they can attract diverse candidates, it's harder to keep them. Diversity efforts can get employees from many backgrounds in the door. Inclusive environments keep them there. It's important for all employees to know their employer wants to them succeed at work. Employees need to know that there are clear career tracks and paths to promotion. And they need to know that their diverse perspectives and backgrounds are valued.

Implement Individual Employee Development Plans to show employees their path forward with your organization

Make sure a path for future growth at the organization is clear to *all* employees. Consider implementing Individual Employee Development Plans and providing one to each employee. In our fast-changing world, organizations need to keep their employees engaged or risk seeing great talent walk out the door. One of the best ways to increase employee loyalty and commitment is to Provide Individual Employee Development Plans. You'll help employees identify advancement opportunities. You'll show you care about their career path. You'll go a long way toward building long-term loyalty. You can find out more about Individual Employee Development Plans at CareerForceMN.com/employee-development-plans

Engage employees in an ongoing, structured way in fostering a diverse, equitable and inclusive workplace

There are multiple ways you can create structures to foster a diverse, equitable and inclusive workplace. Many organizations sponsor a diversity council or encourage employee resource groups to help ensure they prioritize making their workplaces more inclusive of people from diverse backgrounds. Their members are employees who advise leadership, offer valuable insights and data and engage in outreach to diverse communities. The goal is identifying and changing policies, practices and patterns that cause barriers to Black, Indigenous and People of Color.

One way is having leadership organize and put their support behind a diversity, equity and inclusion council. A diversity council should be made up of employees who reflect many aspects of diversity. Employees may volunteer to serve on the council, be appointed by leadership or be chosen by their peers. However, the council is formed, there should be a clear process defined before population of the council begins. The diversity council helps guide an organization's implementation of their strategic plan for a diverse, equitable and inclusive workplace. Leadership, funding and executive presence is provided by the organization and critical for its success. Another term for such a group is a "coalition of advocates."

An employee resource group is a group of employees who share an aspect of diversity in common and volunteer to serve as part of an advisory group. Together, they advise the organization on a particular diversity area. They also serve as a supportive career network. An employee resource group provides its own leadership; the organization may provide an executive sponsor and some funding. Another term for such a group is an "affinity group."

An organization's diversity and inclusion strategy may include both a Diversity Council and one or more Employee Resource Groups. If both are in place, clear communication of the charter and mission of each group is even more important. Here's a quick overview of their respective characteristics.

	Diversity Council	Employee Resource Group
Participants	Appointed executives, representatives, or employee advocates	Diversity advocates, employees who volunteer to serve on the group, sometimes allies (supporters)
Mission	Help provide focus to an organization's overall diversity and inclusion initiatives	Connects the organization to an aspect of diversity
Voice	Speaks with one voice **and** many voices to the organization	Reflects the affinity group to the organization **and** represents the organization to the community
Examples of Work Product	Strategic planning, input to management, education, communication	Career development support, staff education and outreach to diverse communities and customers

Assess your organization's diversity, equity and inclusion efforts

RECRUITMENT

Question	Your organization's response	If your organization answered "Yes", identify your organization's progress along this continuum		
Does your organization align on inclusive recruitment and hiring strategy?	Yes No	GOOD: Organization knows a diverse workforce and inclusive workplace is important but has no formal or informal strategy for hiring diverse job candidates.	BETTER: Organization prioritizes diversity and inclusivity but lacks full alignment between HR and business leadership on how to achieve them.	BEST: Organization prioritizes diversity and inclusivity and HR and business leadership define goals together and are strongly aligned on how to achieve them.

Question	Your organization's response	If your organization answered "Yes", identify your organization's progress along this continuum		
Do you build sustainable talent pipelines to diverse hiring sources?	Yes No	GOOD: Organization wants to have sustainable talent pipelines but struggles to develop sustainable pipelines.	BETTER: Organization has made some success building sustainable pipelines but lacks alignment at HR and business leadership level.	BEST: Organization's leadership is fully aligned, and it leverages diverse talent pipelines to meet diversity hiring goals.
Do your job postings align with the knowledge, skills and abilities actually required for the job?	Yes No	GOOD: Recruiters work with hiring managers to ensure knowledge, skills abilities (KSAs) in each job posting are actually required for the position.	BETTER: Organization regularly analyzes the tasks and skills necessary for each position and confirms alignment of corresponding KSAs with each job posting.	BEST: Organization regularly evaluates successful job performance and creates job postings based on KSAs identified as necessary for job success.
Do you ensure that job postings are fair, appealing and accessible to diverse candidates?	Yes No	GOOD: Organization does not use inappropriate job posting language (e.g., requiring current employment) that discourages candidates from applying.	BETTER: Organization uses plain language and states its commitment to a diverse, equitable and inclusive workplace.	BEST: Organization uses inclusive language in all job postings, states its commitment to a diverse, equitable and inclusive workplace and encourages candidates from diverse backgrounds to apply.
Do you reach a broad range of people and are you receiving interest from a diverse cross section of your community through your recruitment communications?	Yes No	GOOD: Organization uses a variety of communication platforms to reach a diverse audience and receives interest from diverse candidates.	BETTER: Organization uses a variety of communication platforms to reach a diverse audience, receives interest from diverse candidates and regularly analyzes effectiveness of the	BEST: Organization uses a variety of communication platforms to reach a diverse audience, receives interest from diverse candidates, regularly analyzes effectiveness of

Question	Your organization's response		If your organization answered "Yes", identify your organization's progress along this continuum		
			communication platforms used.	communication. platforms used and conducts targeted outreach to encourage application by diverse candidates.	
Do you use local and national intermediaries to find talent?	Yes	No	GOOD: Organization has no relationship with local and national intermediaries.	BETTER: Organization has awareness of national and local intermediaries and uses them informally/infrequently to source talent.	BEST: Organization has established formal relationships with intermediaries. Organization also provides regular feedback to intermediaries about the quality and success rates of candidates.
Do you attract and engage with diverse candidates through your organization's brand and messaging?	Yes	No	GOOD: Organization's brand and job openings attract diverse candidates, but the organization does not specifically target or engage with diverse candidates.	BETTER: Organization builds a socially responsible brand and specifically targets communication channels to reach diverse talent and messaging attracts diverse candidates.	BEST: Organization's brand demonstrates commitment to recruiting diverse talent and an inclusive work environment, job postings are specifically targeted to communications channels to reach diverse talent and messaging attracts diverse candidates.

HIRE

Question	Your organization's response		If your organization answered "Yes", identify your organization's progress along this continuum		
Do you use filters in your initial screens of candidates?	Yes	No	GOOD: Organization uses filters but does not use inappropriate screening procedures that automatically eliminate candidates.	BETTER: Instead of resume filters, organization works with employment service providing agencies to screen and evaluate candidates.	BEST: Organization uses predictive technology to enable skills-based hiring and help project candidate success on the job.

Question	Your organization's response		If your organization answered "Yes", identify your organization's progress along this continuum		
Do your phone screen and interview processes include diverse evaluators?	Yes	No	**GOOD: Organization uses a standard phone screen and interview process for all candidates.**	**BETTER: Organization strives to more fully understand candidates through the use of a diverse selection committee.**	**Organization strives to more fully understand candidates through the use of a diverse selection committee and has specific guidelines for diverse selection committee composition.**
Are credit checks part of due diligence?	Yes	No	**GOOD: Organization abides by Fair Credit Reporting Act obligations. Organization performs credit checks for relevant roles only.**	**BETTER: Organization abides by Fair Credit Reporting Act obligations. Organization performs credit checks for relevant roles only, and only on final round candidates.**	**BEST: Organization abides by Fair Credit Reporting Act obligations. Organization performs credit checks for relevant roles only, and only on final round candidates and is willing to consider candidates with a poor credit history, if they have shown a good faith effort to address problems.**
Question	Your organization's response		If your organization answered "Yes", identify your organization's progress along this continuum		
Does your offer process communicate opportunities for career advancement?	Yes	No	**GOOD: Organization presents traditional offer package including salary, compensation and benefits.**	**BETTER: Organization presents traditional offer package including salary, compensation and benefits AND organization specifically communicates opportunities for advancement supported by tuition reimbursement and other benefits.**	**BEST: Organization presents traditional offer package including salary, compensation and benefits AND organization specifically communicates opportunities for advancement supported by tuition reimbursement and other benefits AND organization highlights the potential for an accelerated career path given strong performance.**

Question	Your organization's response		If your organization answered "Yes", identify your organization's progress along this continuum		
Do you have an onboarding process for diverse new hires?	Yes	No	GOOD: Organization has no specific onboarding process for diverse new hires.	BETTER: Organization has an informal onboarding process for diverse new hires, but no specific strategies to support an inclusive workplace.	BEST: Organization has a formal onboarding process for diverse new hires, assigns diverse new hires mentors for successful transition, provides onboarding materials to the managers of diverse new hires and has specific strategies to support an inclusive workplace.
Do you provide an Individual Employee Development Plan for each employee?	Yes	No	GOOD: No development plan is provided.	BETTER: Some employees are provided an Individual Employee Development Plan and others are not, depending on their manager.	BEST: All employees are provided an Individual Employee Development Plan and an opportunity to discuss performance, needed areas of improvement and opportunities for advancement with their manager.
Does your organization have an Employee Resource Group and/or Diversity Council?	Yes	No	GOOD: There is an Employee Resource Group and/or Diversity Council, but there is no plan to encourage employees to participate and leadership does not actively promote it.	BETTER: There is an Employee Resource Group and/or a Diversity Council and there is a plan to encourage employees to participate, leadership does not actively promote it.	BEST: There is an Employee Resource Group and/or a Diversity Council, and there is a plan to encourage employees to participate and leadership is actively promoting participation.

Resources:
CareerForceMN.com
Center for Economic Inclusion
Make It MSP Be MSP Workplace Toolkit
Minnesota Department of Human Rights
Restaurant Equity Project Toolkit Guide
Roadmap for Racial Equity from the National Skills Coalition issued in September 2019
Twin Cities R!SE Fair Chance Hiring Guide