

RESOURCE LISTING (*Partial*):

Increasing Organization Effectiveness: The Black Lives Matter movement 2020 EQUAL Access, Treatment, and Growth in Organizations

Deploying ERGs in Organizations

We offer the following links as a resource for informing and developing an organizational leadership approach that allows a positive response and action in alliance with the current Black Lives Matter movement in America. The resources begin with a link to ERGs which focuses largely on all marginalized group representation in organizations. Following this are links to various resources intended to stimulate preparation and action that supports the heightening of organization effectiveness by talent from under-utilized groups.

[Employee Resource Groups Are A Powerful Way to Build ...](https://www.tnt.com/employee-resource-groups-are-a-powe...)

[www.tnt.com > employee-resource-groups-are-a-powe...](https://www.tnt.com/employee-resource-groups-are-a-powe...)

Jan 8, 2019 -

ERGs are voluntary, employee-led collectives designed to foster an inclusive workplace, and they particularly focus on welcoming minority groups like veterans, women, and racially and ethnically diverse people. They can even be useful for employee retention. They can be an invaluable tool for employees that doesn't require heavy oversight from leadership; in fact, 90 percent of Fortune 500 companies have ERGs.

<https://www.forbes.com/sites/georgenehuang/2017/11/13/90-of-fortune-500-companies-already-have-a-solution-to-gender-equality-but-arent-utilizing-it/#e061cce1c34c>

The initial step requires an organization to look internally and take care of its Black employees and culture before any external messaging, partnerships, or commitments are announced. Once you have created a safe space for Black employees, then you can begin outward work and support the rest of the Black community.

We created the following step-by-step framework to guide you in your response:

Step One (Immediate Action): Acknowledgement

Black employees need to know that organizations are hearing them in this moment and **acknowledge** the realities of police brutality and racism in America. As an organization, you will need to address your commitment in creating lasting change that better supports them and future Black employees:

1. **Organize a meeting with manager-level employees to create a consistent plan for support-** Consistency is the keyword here. All employees should be afforded the same opportunity to grieve and be heard. During this meeting, encourage management to approach these conversations with humility and active listening. Having a plan of action provides a clear process for managers and holds them accountable.
2. **Do not expect Black employees to lead discussions or meetings-** Unless they want to. This tokenizes Black employees who may already be dealing with a lot of pain, grief, and

- frustration. But, you also shouldn't make assumptions of what Black employees are feeling, supporting, or interested in discussing.
3. **Incorporate a “No Questions Asked Day”**- Support employee well-being by implementing an extra day off for mental health purposes, without asking for any type of explanation or clarification.
 4. **Host management office hours**- Create time for managers to listen to employees. Black employees may need a place to express their feelings and emotions-- allow them access to any managers hosting office hours, as they may not feel comfortable going to their direct manager.
 5. **Create a safe space**- Only for Black employees. Many times, it's helpful for Black people to process what is going on with other people who have the same racial experience. If there is interest from Black employees to host a space for other Black employees to process what is going on, management should fully support it.
 6. **Send an announcement**- That places responsibility on non-Black employees to show up for Black employees and actively unlearn racism. Recent events of racial injustices are not isolated incidents; these events are deeply rooted in a history of systemic racism in America that is implemented and enforced by systems of violence and control (police brutality and incarceration being the primary instigators). Any announcement should acknowledge that there is more work to be done, both (1) internally to consider implicit biases and challenge complacency and (2) externally to enact systemic change. Make sure to reiterate your company's commitment to anti-racism. If this is your first time speaking up, recognize that your company has failed to show up and speak from a place of humility.

For an organization to successfully move forward, you will need to understand where you are starting from. The immediate action is necessary to let employees know you acknowledge what they are dealing with, but it doesn't solve any structural racism or sentiments that alienate your Black employees— that's step two.

Step Two (Short-Term Action): Internal Analysis

In Step Two, you need to analyze your internal culture; how do your employees of color feel about working at your company? Historically, has management proactively engaged with issues related to discrimination? How diverse is leadership? These questions don't even begin to scratch the surface. If this is the first time management has seriously grappled with how racism affects employees, you must first ask yourself why that is. Systemic racism has been an ongoing problem. Police brutality has been an ongoing problem. Consider the ways your company has failed to show up in the past, and plan a response from that place of humility. You need to do a full top to bottom internal analysis in order to create a robust strategy:

1. **Create a D&I Assessment**- Use this assessment to understand diversity at your organization. It should include:
 - How many Black employees are there?
 - How many Black people are there in leadership?

- What's the retention of Black employees?
 1. <https://www.forusall.com/401k-blog/calculate-employee-turnover-and-retention/>
- Is there a Black ERG?
- Has your organization ever taken a stance on issues related to race? Why or why not?
- 2. **Create a survey and require all employees to complete**- It should follow the internal audit and should be anonymous for employees to feel comfortable sharing their honest opinions and answers. The survey should include the following:
 - A space to identify with more diverse gender options, learn more about the options
 1. <https://www.hrc.org/resources/talking-about-pronouns-in-the-workplace>
 - A space to self-identify racial identity. To get a good foundation to understand how racial identity works in America, find an introduction
 1. <https://nmaahc.si.edu/learn/talking-about-race/topics/race-and-racial-identity>
 - . You might be able to base your questionnaire off census categories but understand that even these government categories aren't perfect.
 1. For example, for many people in the Latinx community, choosing from one box only can be perceived as limiting. <https://www.urban.org/urban-wire/separating-race-ethnicity-surveys-risks-inaccurate-picture-latinx-community>
 - Questions surrounding feelings of support and preparedness - From an organization level **AND** From a managerial level
 - Questions asking how committed they believe the leadership team is to integrating diversity, equity, and inclusion practices from a culture and management level.
 - Questions on whether or not employees feel like they have experienced identity-based discrimination in the workplace.
 - Questions on what employees would like to see more of employee resource formation, learning and development training, unconscious bias training.

While you should leave room for open-ended responses, you do not want to overwhelm employees with these types of questions.

3. **Review the company budget**- Where is your organization spending most of its money?
 1. Make room to invest in ***Diversity, Inclusion, Culture, Equity = BELONGING™*** initiatives like recruiting, employee resource groups, and anti-racism training.

We want to be clear: racial justice will not be achieved in the short term. By committing to change, you need to continuously work towards it, which is a long-term investment.

Step Three (Long-Term Action): Make the Investment

After the internal audit, it is time to take the results and implement change. This might look like some of the following:

Page | 4

1. **Create a working group**- If your organization does not have a group of DEI advocates in the workplace, create one. Encourage allied employees to also join and put in work. Be cognizant of the workload this adds to working group members, and make sure managers reward employees for taking on this responsibility to make your workplace more diverse, equitable, and inclusive.
2. **Invest in internal education**- Systemic racism continues to persist in our society because it is hidden in plain sight. To combat systemic racism, we need to learn more about it: its place in our laws, society's structure, relatability, and within ourselves. It shows up in the way our laws are written, society is structured, how we relate with one another, and even deep within ourselves. Understand type change what Black Lives Matter movement leaders are calling for. You can find a policy platform <https://m4bl.org/policy-platforms/>.
3. **Consider hiring an expert**- Let's face it - race is a really difficult conversation to have because of its traumatic history and its traumatic role in many of our lives. If management feels at a loss for what to do and if employees are unable to take on internal leadership, consider investing in a DEI consultant to help your organization think through how to respond.
4. **Invest in diversity partnerships**- Find organizations that are working directly with the community and can support you in creating a more diverse, equitable, and inclusive space. This could be a partner, like that provides a candidate pipeline or consultation on surveys, onboarding and other employee experiences.
5. **Employer Resource Groups (ERGs)**- If you don't already have them, create them and allow them to hold space, suggest changes, and implement policies in your organization. If you already have them, what are you doing with them? Do they have enough funding and resources to influence change?
6. **Create a strategic plan**- With deadlines and KPIs. Think beyond the quota and goals that improve on the initial survey responses from Step Two. Hold managers accountable beyond adding to the pipeline, but also focusing on retention and overall employee experience.
7. **Make a financial commitment**- To an organization supporting Black Lives Matter causes. Ask your Black employees which organizations they feel passionate about supporting to show a commitment to the cause beyond this moment, consider crafting a plan for what it would look like to make a multi-year commitment to funding organizations doing the work on the ground.

Remember it is a long journey ahead, but with the right foundation in place, you will arrive on the right side of the fight. Be ready to admit your shortcomings, but provide the empathy, humility, and transparency Black employees need to feel heard.

SOURCE: Employee Resource Groups are a Powerful way to...[www.tnt.com > employee-resource-groups-are-a-powe...](https://www.tnt.com/employee-resource-groups-are-a-powe...)
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ADDITIONAL LINKS

June 19, 2020

McKinsey: Two Partners Reflect on
diversity/inclusion and social justice

<https://www.mckinsey.com/about-us/new-at-mckinsey-blog/diversity-inclusion-and-social-justice#>

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<https://qz.com/work/1871076/how-to-pull-up-for-black-employees-during-a-race-crisis/>

<https://hbr.org/2019/01/how-organizations-are-failing-black-workers-and-how-to-do-better>

<https://www.fertilegroundcommunications.com/post/ten-ways-white-people-can-support-black-coworkers>

<https://www.cnbc.com/2020/06/03/how-to-be-a-better-ally-for-your-black-coworkers.html>

[Ten Ways White People Can Support Black Coworkers](#)

www.fertilegroundcommunications.com › post › ten-w...

Jun 2, 2020 - If you're ready to actively work for anti-racism, a great place to start is ... **support** your **Black coworkers**, and **support Black** people everywhere ... Golding talks about the sheer exhaustion **Black** employees are feeling **right now**.

[How to be a better ally for your black coworkers - CNBC.com](#)

www.cnbc.com › 2020/06/03 › how-to-be-a-better-ally...

Jun 3, 2020 - Here are five ways in which white people and non-**black** people of color can stand in **support** of the **black** community **now** and moving forward.

[How you can be a better coworker to your black colleagues ...](#)

www.thelily.com › how-you-can-be-a-better-coworker-...

Jun 3, 2020 - How you can be a better **coworker** to your **black** colleagues **right now** ... on — how are you personally impacted and how can we **support** you?”.

[Best practices for offering allyship and support to black ...](#)

www.businessinsider.com › warroom › careers

Jun 5, 2020 - 4 things your **black** employees and **coworkers** wish you knew —and how you ... The essence of the piece is that **it's** tough to work **right now**.

[3 Things You Should Not Say To Your Black Colleagues Right ...](#)

www.forbes.com › sites › adunolaadeshola › 2020/06/01

Jun 1, 2020 - 3 Things You Should Not Say To Your **Black** Colleagues **Right Now** ... I **help** millennials elevate their careers and land jobs they'll love.

[We Must Step Up For Black People Right Now - Here's How](#)

www.forbes.com › sites › shereeatcheson › 2020/06/01

Jun 1, 2020 - Talking to colleagues isn't enough. People need to know what professional mental health **support** is available to them and how to access it as ...

[What Not To Say To Your Black Colleagues Right Now ...](#)

www.huffpost.com › [entry](#) › [what-not-to-say-black-coll...](#)

Jun 2, 2020 - friends, if you're reaching out to **black** people **right now**, be really sure you're offering **support** and not looking **for** your **black** friends/**coworkers** ...

Page | 6

[How to Check In On Your Black Friends and Coworkers | InStyle](#)

www.instyle.com › [Beauty](#) › [Health & Fitness](#)

That's why checking in on the mental health of those you care about is a particularly important step **right now**, in addition to public displays of solidarity, making ...

[How to manage black coworkers with respect - Fast Company](#)

www.fastcompany.com › [6-ways-to-manage-black-emplo...](#)

Jun 9, 2020 - **Right now**, everyone is curious about either the civil unrest or George Floyd's death. The instinct is to ask **Black** friends and colleagues **for help** ...

[How To Check In On Black Friends & Colleagues Right Now](#)

www.refinery29.com › [...](#) › [The Latest](#) › [Wellness](#)

Jun 2, 2020 - "If we've been friends or a **coworker** to this person **for** a long time, we should already have some clues about how they like to be engaged if we ...

WE ENCOURAGE YOU TO ADD RESOURCES TO THIS LIST