Resources for ownership

Key steps to establishing an ERG/DE&I council

This tool will help you think through how and when to create a DE&I council or Employee Resource Group (ERG) to advance your DE&I strategy. While ERGs and DE&I councils are used for different purposes, there are similarities in how you go about setting them up.

TAKEAWAY:
- **DE&I councils and ERGs are used as tools within a DE&I strategy. DE&I councils and ERGs have different, yet complementary purposes that, when used together, help accelerate your organization's DE&I strategy goals.**

DE&I councils and ERGs are committees made up of passionate employees, dedicated to their organization's DE&I efforts. They both aim to foster a diverse and inclusive workplace that aligns with the mission of the organization, but are they the same?

What is an ERG? An ERG is an employee-led group that helps employees feel a sense of equity and belonging at their workplace.

Who are members? An ERG is grouped by affinity. Employees share social identifiers such as gender, ethnicity, or religious affiliation.

What is their purpose? They function as a voice for underrepresented employees and a safe space for members of the affinity group. They often create cultural and educational programming and strategize on how to better their conditions within your organization.

What are the benefits? Aids in retention, lateral moves and promotions, developing community partnerships, assisting in attracting diverse talent, boosting innovation, providing cross-functional teamwork.

What is a DE&I council? A DE&I council is a board or task force that functions within the advisory or strategy capacity.

Who are members? A DE&I council consists of senior leadership members that have influence and status within an organization.

What is their purpose? A DE&I council functions as a governance body to advise, approve and assess progress of your organization's DE&I efforts. They often work to place your organization's DE&I efforts within the business strategy.

What are the benefits? Encouraging professional development, growing high-potential leaders, cultivating mentorship or sponsorship programs, providing capstone projects to further skill development.

WHEN TO USE DE&I COUNCILS VS. ERG

57%
of organizations have an active Diversity Council and/or Employee Resource Groups with complementary functions.

(Brandon Hall Group)

While DE&I councils and ERGs are often connected in furthering DE&I strategy and efforts, they play a different role within an organization and bring different benefits.

ERG: You would choose an ERG when more public-facing programming and engagement is required.

DE&I council: When planning a strategy, you would choose a DE&I council to oversee how to progress DE&I at your organization.

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DE&I COUNCILS AND ERGS IN THE HOSPITALITY INDUSTRY

Situation: Women in Hospitality, Hotels and Leisure or WiHTL is a collaboration community devoted to increasing Diversity and Inclusion across Hospitality, Travel and Leisure. The 2020 WiHTL diversity report reported on Hilton's DE&I efforts emphasizing the function of ERGs. These ERG's include Abilities, African American, Asian & Pacific Islander, Hispanic Latino, LGBTQIA, Military, Millennial and Women.

Approach: The overall impact of ERG's areas of impact that directly tie into the company's overall DE&I strategy include business insights, team member development and community outreach.

Outcome: Hilton was recognized for their ERGs within the top ten index by DiversityInc.

"Each day I can enter work and be my true self allowing me to focus on my daily tasks and make connections with colleagues, new hires and community partners. As part of the HyPrideAZ chapter we get to bring our purpose to life 'We care for others so that they can be their best' by bringing awareness to not only our colleagues on LGBT issues and also be part of the LGBT community within Phoenix.

— Hyatt Wellness Manager

How Hyatt has benefited from ERGs
bestcompaniesaz.com

Key steps to establishing an ERG/DE&I council

This outline and the considerations will support you in how to create and establish a DE&I council/ERG for your organization.

1 Build membership

DE&I council

Who is included? DE&I council members should be made of individuals from different leadership teams that span across business segments. Members typically include senior leadership ranging from senior directors to C-suite professionals.

How do you build membership? DE&I councils are typically formed by selection or invitation, rather than open-enrollment. The individual leading the council will often ask colleagues who they deem to be a proactive member and can contribute to the objectives and needs of the council.

How do members work together? DE&I councils should establish a cadence of meetings to discuss DE&I efforts and strategy. They are an advisory committee, task force, and they are a conduit to the top leadership team and should keep them informed of the council's intentions.

ERG

Who is included? Members from all business levels of the organization should make up the ERG. ERGs are open to all employees, but they are often compromised of people from the same affinity group.

How do you build membership? Employees will find ERGs through their managers, word of mouth, or formal recruitment. To actively build membership, develop a communication and recruitment plan, and connect with different levels of leadership to spread the word.

Consider: How are you planning to communicate and ask for participation across business segments of your organizations?

How do members work together? ERG members work with DE&I councils and utilize them to advocate for the change and objectives they seek to advance.

> **⊕ TIP**
>
> At foundational and progressing levels of DE&I Maturity, DE&I councils and ERGs will be moving from nascent organizations to well-established organizations. Further up the maturity model, DE&I councils and ERGs become more embedded in and important to driving the DE&I strategy forward.

2 Determine ways of working and objectives

DE&I council

What is the goal? Set objectives and be clear on the function of the DE&I council. State the compelling purpose and reasoning for the creation of the council in relation to your organization's DE&I efforts. Often goals of the DE&I council center on advancing DE&I strategy.

What is the function? Articulate the function of the council. Examples may include:

- Contribute to the development of your DE&I strategy by leveraging DE&I data and metrics (See DE&I strategy tool)
- Engage with accountability owners of DE&I initiatives and provide advice and approval to progress DE&I efforts
- DE&I councils will be well versed in the organization's data/metrics and analyze/utilize the data to further progress.

TIP! The council will need to be in communication with ERGs and all additional DE&I stakeholders to keep them updated on DE&I progress and help to solution any obstacles.

> **QUESTIONS TO CONSIDER:**
> - Where are you in the planning phase and what is the current need for a DE&I council or ERG?
> - How will you communicate the Council's or ERG's needs and gain senior leadership support and investment?
> - How are you connected and involved with the different ERGs within your organization?

ERG

What is the goal? ERG goals include creating safe spaces, diversity programming and educational events within the organization. Outline your objectives, the budget needed for programming, and key stakeholders need for support. confirm your leadership team's backing by meeting with your organization's DE&I council for considerations and approval of the required resources.

TIP! ERGs are more flexible with their goals if they can be tracked and rolled into the organization's larger DE&I goals. Determine meeting cadence to update DE&I council and additional stakeholders.

What is the function? Articulate the function of the ERG. Examples may include:

- Advance your organization's DE&I efforts
- Create a safe space for your affinity group
- Be a line of communication for your affinity group and leadership teams
- Create goals that can be rolled into your organization's larger DE&I efforts and track accordingly at the Leading Edge level of maturity

Final Thought: ERGs will enact your organization's DE&I strategy. At advanced maturity, an ERG has a well-known presence and is considered a voice for the affinity group. They will be focused on building employee interactions that align with the DE&I strategy and can even be interactive with the community you operate within.

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3 **Actioning your objectives**

After establishing your DE&I council and/or ERG, bringing in members, and laying out objections – it's time to create a plan and move to action!

DE&I council

Use available data as a baseline to create an action plan to further progress on goals. Connect with your organization's ERGs to determine ways to work together to progress on your goals. Organizations at the Advancing levels of maturity typically leverage existing data to support these decisions.

DE&I councils will serve as advisors and managers of action plans to ensure progress is made on DE&I strategy. Examples of how DE&I councils and their members may be involved include:

- Employee referral programs
- Mentorship and sponsorship opportunities
- Open forum and safe space for ERGs to voice concerns

Continue to monitor progress and put a metrics tracking system in place. Reconvene often to check in and address possible gaps. At the leading edge, organizations will use this data to revisit and potentially revise their DE&I strategy, if applicable.

ERG

ERGs will typically have access to demographic data relevant to their affinity group. Considering the available data, create a plan that is aligned to your goals and objectives. Establish touch base meetings with your DE&I council and additional DE&I stakeholders to ensure you have the support you need to achieve your goals.

Begin implementing your objectives and goals. Examples of these action steps may be providing members and your organization with:

- Cultural programing
- DE&I educational panels and forums
- Professional development opportunities and networking

At the Leading Edge level of maturity, an ERG will be closely tracking and monitoring progress against its goals, and communicating progress back up to key stakeholder to influence DE&I and business strategies.

> ⓘ TIP
>
> Incorporate ERGs and all DE&I stakeholders within your plan to ensure communication and transparency.

QUESTIONS TO CONSIDER:

- What are the goals and objectives of the DE&I council/ERG? What data do you need to create the goals?
- How do you plan on taking action?
- How do the goals of the DE&I council/ERGs tie into the overall mission of your organization? How is this represented and tracked?
- How will you be present and proactive for your organization and the communities within it?

Career mobility

Internal mobility can be a source of critical talent and a competitive advantage, particularly as the modern career paths are agile, multi-directional, and self-navigated. This tool is an overview guide of why career mobility is important and contains three steps to improve inclusivity through career mobility in your organization.

Internal mobility is the best way to retain talent and create a message about your brand that job-seekers can visually see. Employees who feel that they are a vital part of the organization and its vision have more incentive to remain with the company.

Internal mobility can increase employee engagement

by 30%.

Effective Talent Mobility Statistics

Career mobility

1. Build a more transparent access to opportunity

Norms today:
- Traditional talent deployment can allow for unconscious bias and lead to preferential access
- Reliance on personal connections tends to unconsciously marginalize underrepresented (UR) groups

How to get there tomorrow:
- Leverage job posting technology to make career opportunities open and accessible to all employees. Consider using advanced career matching technology to make recommendations to employees for appropriate next level jobs
- Promote diversity throughout the talent search and promotion process, for all roles at all levels to achieve more equitable outcomes (i.e., look to hire internal UR talent before engaging in external searches).

2. Enable workers to develop interest in their career

Norms today:
- There is little implied loyalty between employees and employers within hospitality
- Employers often don't spend time investing in career development, resulting in higher turnover rates

How to get there tomorrow:
- Develop a robust internal career program to help employees reskill themselves for new and different positions within the company. Consider tuition reimbursement options.
- Create an interactive solution that allows and encourages employees to explore and access internal job postings, engage in team communications, and take opportunities to learn new skills via company training courses and certifications.
- Highlight and reward the importance of mentorship as an avenue for employees to learn and grow in multiple directions within your organization.

3. Disrupt traditional approaches to career advancement

Norms today:
- Employees who want to grow and develop often leave their current company to gain new experiences
- Career advancement is linear

How to get there tomorrow:
- Advance internal workforce equity by helping employees in their transformation of managing talent processes and practices
- Modify your talent plan to effectively use technology solutions to better harness diversity and avoid the detrimental effects of biases
- Consider leveraging rotational programs, agile teams, and international and expatriate experiences in order to embed a culture of lateral movement across your organization
- Refine your sponsorship programs to address the entrenched biases in the workplace and create connections that will elevate underrepresented talent

RECODING THE NORMS

Norms Today	Career Mobility Tomorrow
Limited to the executive ranks	Applicable to employees at every level in the organization
Focused primarily on geographic moves	Can be moves between functions, jobs, projects, etc.
Requires an application process that mirrors external hiring	Has a streamlined process that reinforces the belief that the organization already knows you as a candidate
Is highly manual and paper-based, and often lacks a uniform process	Is facilitated by user-friendly technology that makes the well-documented process "one click"
Is perceived to be a major change in one's career	Is perceived as a natural and normal career step for a lifelong learner

Resource Links: KF Career Development | Workforce equity through internal mobility | Retaining talent through mobility

Career mobility

CONSIDERATIONS ON YOUR JOURNEY TO RECODING CAREER MOBILITY

- Assess the integration of DE&I knowledge and approaches in your current HR programs
- Conduct and audit how your organization approaches talent management through a DE&I lens. Reach out to Jacquelyn Dekker for more information on Korn Ferry's DE&I talent audit offerings
- As you progress in your DE&I maturity, integrate career mobility into your DE&I strategy to ensure that there is equal access and support for all opportunities within the top of the organization

- Middle management may need additional support to lead inclusively and promote equitably
- At the Leading Edge level of maturity, all employees should be invited to see themselves on a non-linear learning journey throughout the organization
- DE&I practices should be well tracked using the metrics for hiring and promoting practices (see Metrics Recommendation tool), and HR held accountable for holding these standards as they evolve
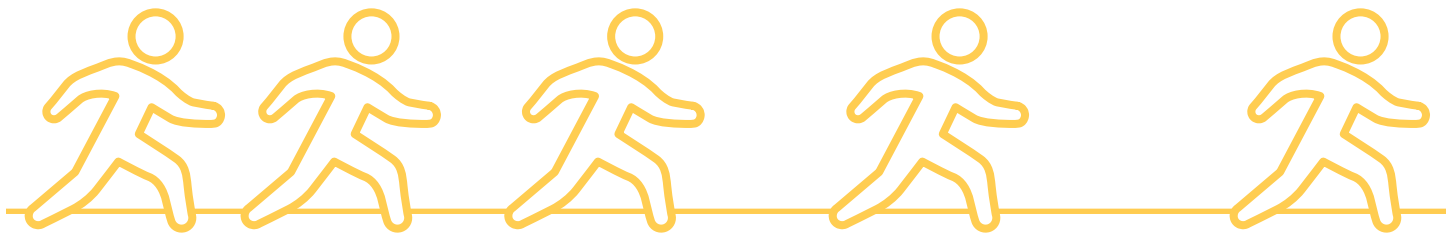
Without career mobility that ensures equitable opportunity to all, leaders from URT groups have had to achieve career growth by relying on their own methods, as shown by the statistics below:

- 82% of Black leaders took risks because they knew it was essential to their career progression

- 36% of Black leaders took on tough projects that no one else wanted in order to prove themselves more extensively than their peers

- Women CEOs scored higher on humility, indicative of a consistent lack of self-promotion and a tendency to share the credit

- Two-thirds of women said they never realized they could become CEOs until a boss or mentor encouraged them

Leadership lessons from senior Black leaders | What makes women CEOs different

With the creation of structural pathways and behavioral changes with equity embedded into them, your employees can advance, and your organization can see the benefits of internal mobility for underrepresented employees and progress your DE&I ambitions.

Career mobility

MOBILITY CAN BE INTEGRATED INTO STRUCTURAL PATHWAYS AND BEHAVIORAL SHIFTS:

See the DE&I strategy tool for more information on the importance of structural and behavioral changes within an organization.

Below are the types of changes that can be made to increase the equity and effectiveness of your career mobility.

Structural Suggestions	Behavioral Suggestions

• Create equal career path systems by using technology platform—and ensure equal and easy access to those platforms—in order to have transparency of opportunities
• Design mentorship and sponsorship programs that can inform and connect growth opportunities within the organization
• Address and deconstruct current norms in linear mobility systems
• Invest in inclusive leader training across leadership levels
• Analyze and shift career architecture to better support authentic career growth and development by enabling movement between teams, jobs, functions and geographies as a natural step in your employees' career path
• Track employment and advancement statistics at all levels and make the information publicly available
	• Commit to ensuring that at least one existing employee who is a member of an underrepresented group is in final interview rounds for positions being filled
	• Recognize the role that URT play in mitigating bias within your organization
	• Work to eliminate unconscious biases in the recruiting and advancement process, such as investing in bias training programs for recruiters and hiring managers
	• Engage with micro-affirmations rather than micro-inequities. For example, managers can:
	  • Provide equal access for all direct reports to development opportunities
	  • Affirm emotional reactions and validating the experiences and work of different individuals
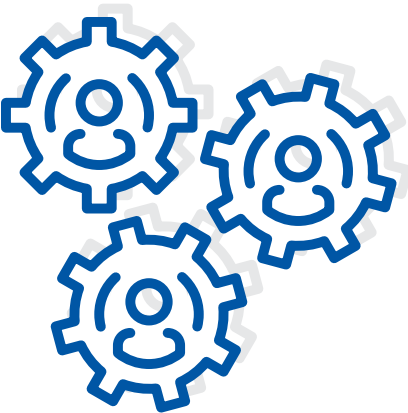
RESOURCES TO HELP MAKE THESE CHANGES:

• Korn Ferry's inclusive leader development

• KF guide to DE&I in the workplace

• KF career framework modeling

Content links: KF guide to DE&I in the workplace | Talent mobility as a key to success | Creating opportunities for POC in the hospitality industry