

OPPORTUNITY EMPLOYMENT

This document outlines the six principles of Opportunity Employment and their associated talent practices. Use the [Opportunity Navigator](#) to create your own scorecard and access relevant resources. Visit [Talent Rewire](#) to learn more and get support in becoming an Opportunity Employer.

STRATEGY & SET-UP

1. A Culture of Inclusion and Belonging

- Make a public statement by CEO committing to a racial and gender equity strategy that includes clear goals, a plan for measurement, accountability structures, and sufficient resources
- Assign accountability for Diversity, Equity, and Inclusion (DEI) goals to a Chief Diversity Officer who is supported by resourced cross-functional DEI teams
- Establish employee affinity/resource groups, inclusive of frontline employees, with sufficient resources, sponsorship by leadership, and engagement in setting DEI priorities
- Provide all employees with ongoing training to improve understanding of racial, ethnic, and gender equity (i.e. on cultural awareness and competency, sexual harassment, unconscious bias, and gender identity and expression)
- Maintain anonymous mechanisms for all employees to report experiences of racial and sexual microaggressions and harassment perpetrated by customer, supplier, colleague, et al.
- Ensure all employees have a clear understanding of the ways their work connects to the company mission and broader purpose
- Establish channels for all employees to submit feedback and ideas for operational improvements
- Create personalized reward and recognition programs to ensure all employees are recognized for quality performance
- Implement a flexible holiday policy that is inclusive of varying needs, cultures, and beliefs (i.e. by recognizing multi-faith and cultural holidays and/or by offering employees floating holidays)

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STRATEGY & SET-UP

2. A Transparent Data-Driven Approach to Equity

- Set goals and share progress for achieving racial and gender diversity among workforce, senior leadership, and Board of Directors that is representative of the region in which the company operates
- Analyze and report the retention and promotion rates across job categories and levels - including frontline roles - for distinct operating locations and company-wide, by race, ethnicity, and gender at a minimum
- Expand key performance indicators for frontline supervisors and managers to include promotion and retention metrics disaggregated by race, ethnicity and gender at a minimum
- Share results of annual pay equity analysis internally, disaggregated by race, ethnicity, and gender at a minimum. Adjust compensation as needed to achieve fair and equitable pay
- Calculate rate and cost of turnover for entry-level and frontline roles and share with leadership teams
- Analyze benefits usage by all employees, disaggregated by race, ethnicity, and gender, at a minimum, to understand and address gaps in usage and relevance
- Conduct an employee engagement survey, with results disaggregated by race, ethnicity, and gender at a minimum, to address employee satisfaction, well-being, and inclusion at least annually

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RECRUITING & HIRING

3. Proactive and Intentional Recruitment

- Ensure all employees, particularly frontline supervisors and managers, understand the value of and are supported in the implementation of a diversified recruitment strategy
- Forecast skill and competency needs to determine which roles can be filled using Opportunity Talent pipelines
- Assess current talent sources and intentionally diversify by partnering with community colleges, non-profit training organizations, and trade schools
- Work with talent sourcing partners to inform training curricula that focus on in-demand skills
- Offer paid work-based experiences for Opportunity Talent such as job shadowing, internship, or apprenticeship with an express pathway to full-time employment upon successful completion
- Review all job postings prior to publication to address biased language that might discourage women and/or people of color from applying, and include a statement explicitly inviting women and people of color to apply

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4. Minimized Barriers to Accessing Roles

- Eliminate degree requirements and other credentials that are not necessary for the job to focus on skills and competencies of applicant
- Shorten and simplify job applications to make it easy for qualified applicants to apply
- Conduct practical training to help hiring teams (including recruiters and hiring managers) understand and limit racial and gender bias
- Remove candidate names and gender identifiers from application materials before review to minimize bias
- Use drug testing only when legally required to do so
- Remove questions that ask about criminal history from hiring (if legally required, conduct background check after a conditional offer has been extended, and only consider those convictions within recent history that may directly impact job responsibilities)
- Use standard questions, rubrics, and assessments that aim to minimize bias and identify specific work styles and skills needed for the job
- Increase hours for current part-time employees and/or convert them to full time before hiring additional part-time employees or bringing on contract labor

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RETENTION & ADVANCEMENT

5. Family-Sustaining Wages and Benefits for All Employees

- Commit to paying all employees a living wage, or the amount a full-time employee would need to cover their basic needs in the metropolitan area or county in which the company operates
- Offer an affordable healthcare insurance plan with company payment of 80%+ of individual and family coverage premium
- Offer supplemental benefits such as vision, dental, Employee Assistance Programs, and short and long term disability
- Offer paid sick and vacation leave
- Offer and encourage paid family leave at 100% pay for primary and secondary caregivers
- Offer transportation assistance that helps people get to and from work affordably and efficiently
- Offer childcare assistance in the form of unrestricted vouchers, emergency care, or on-site services
- Offer financial wellness programs, such as low interest emergency loans, that help to build employee credit and savings
- Develop partnerships with local community resources to provide access to culturally relevant social service supports (i.e. housing, addiction, childcare, English language learner support, etc.)
- Offer 2+ weeks of benefits and severance for every year of employment for laid-off employees

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6. Systems That Support On-the-Job Success and Ongoing Professional Development

- Create a structured onboarding process with on-the-job training for all roles within the company
- Provide regular training for new and existing managers on effective people management that focuses on equity, inclusion and anti-racism
- Engage in predictable and flexible scheduling practices for hourly employees, including shift swapping and guaranteed minimum hours
- Ensure career pathways for promotion and salary increase are communicated internally and that managers are held accountable to regularly conduct career progression discussions with their direct reports
- Ensure all new roles are posted internally to allow for any interested employee to apply to mitigate favoritism
- Offer opportunities for growth and skill-building through cross-training, job shadowing, or other company sponsored and paid education programs
- Offer tuition assistance with up-front reimbursement or paid directly by company
- Formalize a mentorship program that crosses race and gender lines and includes an expectation for active advocacy for mentee's professional advancement and access