

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.

STRATEGY & SET-UP

1. A Culture of Inclusion and Belonging

1. 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
2. Assign accountability for Diversity, Equity, and Inclusion (DEI) goals to a Chief Diversity Officer who is supported by resourced cross-functional DEI teams
3. Establish employee affinity/resource groups, inclusive of frontline employees, with sufficient resources, sponsorship by leadership, and engagement in setting DEI priorities
4. 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)
5. Maintain anonymous mechanisms for all employees to report experiences of racial and sexual microaggressions and harassment perpetrated by customer, supplier, colleague, et al.
6. Ensure all employees have a clear understanding of the ways their work connects to the company mission and broader purpose
7. Establish channels for all employees to submit feedback and ideas for operational improvements
8. Create personalized reward and recognition programs to ensure all employees are recognized for quality performance
9. 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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2. A Transparent Data-Driven Approach to Equity

1. 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
2. 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
3. Expand key performance indicators for frontline supervisors and managers to include promotion and retention metrics disaggregated by race, ethnicity and gender at a minimum
4. 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
5. Calculate rate and cost of turnover for entry-level and frontline roles and share with leadership teams
6. Analyze benefits usage by all employees, disaggregated by race, ethnicity, and gender, at a minimum, to understand and address gaps in usage and relevance
7. 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

1. Ensure all employees, particularly frontline supervisors and managers, understand the value of and are supported in the implementation of a diversified recruitment strategy
2. Forecast skill and competency needs to determine which roles can be filled using Opportunity Talent pipelines
3. Assess current talent sources and intentionally diversify by partnering with community colleges, non-profit training organizations, and trade schools
4. Work with talent sourcing partners to inform training curricula that focus on in-demand skills
5. 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
6. 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

1. Eliminate degree requirements and other credentials that are not necessary for the job to focus on skills and competencies of applicant
2. Shorten and simplify job applications to make it easy for qualified applicants to apply
3. Conduct practical training to help hiring teams (including recruiters and hiring managers) understand and limit racial and gender bias
4. Remove candidate names and gender identifiers from application materials before review to minimize bias
5. Use drug testing only when legally required to do so
6. 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)
7. Use standard questions, rubrics, and assessments that aim to minimize bias and identify specific work styles and skills needed for the job
8. 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

1. 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
2. Offer an affordable healthcare insurance plan with company payment of 80%+ of individual and family coverage premium
3. Offer supplemental benefits such as vision, dental, Employee Assistance Programs, and short and long term disability
4. Offer paid sick and vacation leave
5. Offer and encourage paid family leave at 100% pay for primary and secondary caregivers
6. Offer transportation assistance that helps people get to and from work affordably and efficiently
7. Offer childcare assistance in the form of unrestricted vouchers, emergency care, or on-site services
8. Offer financial wellness programs, such as low interest emergency loans, that help to build employee credit and savings
9. 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.)
10. 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

1. Create a structured onboarding process with on-the-job training for all roles within the company
2. Provide regular training for new and existing managers on effective people management that focuses on equity, inclusion and anti-racism
3. Engage in predictable and flexible scheduling practices for hourly employees, including shift swapping and guaranteed minimum hours
4. 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
5. Ensure all new roles are posted internally to allow for any interested employee to apply to mitigate favoritism
6. Offer opportunities for growth and skill-building through cross-training, job shadowing, or other company sponsored and paid education programs
7. Offer tuition assistance with up-front reimbursement or paid directly by company
8. Formalize a mentorship program that crosses race and gender lines and includes an expectation for active advocacy for mentee's professional advancement and access