

STRATEGY & SET-UP

1. A Commitment to Inclusion and Respect

- Ensure work environments are free from safety and health hazards
- Require sexual harassment training for **all** employees
- Require diversity and inclusion training for **all** employees
- Give all employees the opportunity to voice feedback and ideas for improvement
- Use personalized recognition tools
- Cultivate diverse senior leadership team
- Connect entry-level and frontline employees to company mission/purpose

2. A Data-Driven Opportunity Employment Strategy

- Analyze cost-per-hire for entry-level and frontline roles
- Analyze cost of turnover for entry-level and frontline roles
- Analyze entry-level and frontline retention and promotion by race and gender at a minimum
- Build company-wide buy-in for opportunity employment practices
- Expand key performance indicators for supervisors/managers to include talent-related metrics (such as diversity, employee engagement, retention)
- Engage in workforce planning to forecast entry-level/frontline skill and competency needs

RECRUITING & HIRING

3. Proactive and Intentional Recruitment of Opportunity Talent

- Partner with community-based organizations to source opportunity talent
- Provide input into curricula of training partners based on talent needs
- Offer a work-based experience for opportunity talent, such as job shadowing, internship, apprenticeship
- Use digital/social media to attract opportunity talent

4. Minimized Barriers to Accessing Entry-Level and Frontline Roles

- Reduce bias in job description language
- Eliminate degree requirements that are not necessary for the job
- Shorten length of job application
- Conduct anti-bias training for recruiters
- Relax drug testing as much as possible
- Create process to ensure a criminal background does not result in an automatic no-hire decision
- Use standard rubrics for interviewing
- Update assessment tools and tests to minimize bias
- Limit use of contract labor and/or strive to convert contract labor to permanent roles

RETENTION & ADVANCEMENT

5. Family-Sustaining Wages and Benefits for All Employees

- Pay or have plans to pay all employees minimum of \$15/hour
- Offer affordable healthcare insurance plan
- Offer paid sick leave
- Offer paid family leave at 100% pay for any amount of time (e.g. 5 days, 4 weeks, 3 months)
- Offer transportation assistance
- Offer childcare assistance
- Offer financial literacy/financial wellness programs
- Develop community partnerships that provide access to social services

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

- Create a structured onboarding process with on-the-job training
- Provide training for managers on effective people management
- Engage in predictable and flexible scheduling practices for hourly workers
- Create employee affinity/resource groups inclusive of entry-level and frontline employees
- Offer clear career paths with support for growth
- Focus on upskilling through cross-training, job shadowing, or other company-sponsored education programs
- Offer tuition assistance with flexible payment options
- Formalize a mentoring program