



mosaic
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Organizational Best Practices

STEP 1 - AWARENESS AND ASSESSMENT

- Understand the business case for Diversity and Inclusion (D&I) in the workplace
- Secure active and visible CEO and top-level leadership commitment to D&I
- Inventory organizational policies, procedures and practices including:
 - Talent attraction, retention, development and promotion
 - Employee benefits
 - Performance metrics
 - Sponsorship of programs or events focusing on diverse populations
 - Diversity of suppliers

STEP 2 - STRATEGIC PLANNING

- Conduct assessment of the organization and identify opportunities or strategies for improvement
- Weave D&I into the organization's strategic planning and processes through:
 - Specific initiatives – internal policy reviews, recruiting, training, development, succession planning, education, community outreach and diverse suppliers
 - Assignment of responsibilities across the organization
 - Timeframes for rollout, implementation and completion of project
 - Milestones to achieve, track and celebrate
 - Outcome measurements and metrics to track and identify progress
- List D&I among core values and leadership competencies, and create a corporate D&I statement
- Consider diversity as a criteria for executive promotion and recruitment

STEP 3 - IMPLEMENTATION

- Adopt a D&I statement and publish internally on company website
- Develop educational and enrichment opportunities for employees around D&I
- Develop D&I council or steering committee to advocate and review initiatives
- Foster internal dialogue around D&I topics
- CEO rollout of D&I strategic plan or process to share with employees (e.g., town hall meetings)
- Support internal initiatives for employees to connect and learn more about one another
- Create secure mechanism for employees to offer complaints, grievances, suggestions and other feedback around D&I issues without fear of recrimination or retribution
- Implement D&I recruitment practices, including internship program
- Support external initiatives to promote diversity and inclusion - community involvement, governmental policy and advocacy
- Develop D&I into mentoring program
- Implement inclusive, non-discriminatory and Equal Employment Opportunity policies above EEO-1, including but not limited to sexual orientation and gender identity and expression, etc.
- Integrate D&I into employee evaluation and performance review process
- Develop diverse supplier statement and publish on company website
- Implement a diverse supplier initiative, program or policy with purchasing, catering and RFP process

STEP 4 - ACCOUNTABILITY

- Hold employees – particularly leadership – accountable for achieving D&I goals
- Provide remediation where needed
- Reflect on goals and recalibrate where necessary
- Assign ownership for D&I goals and responsibilities within the organization with linked performance measures
- Implement benefits equity: health, leave, holidays, facilities, telecommuting, work/life, wellness, etc.