



Enhancing an Inclusive Environment: **Employee Resource Groups** **Best Practices**

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Objectives

- Learn about MIT's best practice for supporting employees through Employee Resource Groups
- Know why change management principles play a key role in this inclusion effort
- Be able to identify and assess the forces supporting and restraining efforts to inclusion in your own institutions.



EMPLOYEE RESOURCE GROUPS

Context: MIT Campus & Lincoln Lab



The mission of MIT is to advance knowledge and educate students in science, technology, and other areas of scholarship that will best serve the nation and the world in the 21st century...



...We seek to develop in each member of the MIT community the ability and passion to work wisely, creatively, and effectively for the betterment of humankind.

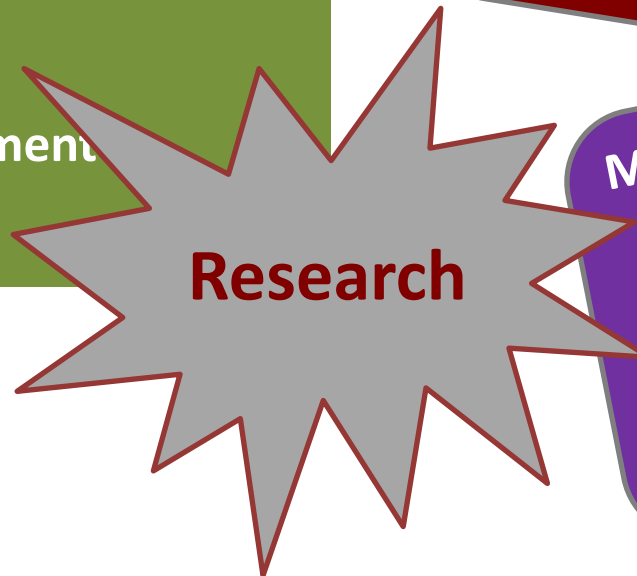


MIT Culture

School of Architecture and Planning
School of Engineering
School of Humanities, Arts, & Sciences
School of Science
Sloan School of Management

- Meritocracy
- Data-driven
- Invent + Innovate = Impact
- Excellence
- Inclusion

Values



Major Initiatives

- Cancer
- Diversity
- Energy
- Global
- MITx/Edx



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MIT Culture

Getting an education from MIT is like getting a drink from a fire hose



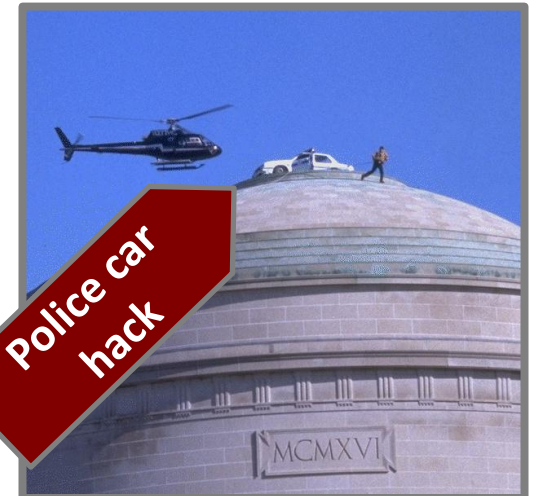
Telephone booth hack



Solar powered subway car hack



Police car hack





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Introduction to MIT Lincoln Laboratory

Established 1951



Cambridge, MA



Lexington, MA

Mission: Technology in Support of National Security



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MIT Lincoln Laboratory

A Federally Funded Research and Development Center

Shared Values

Integrity Technical Excellence Meritocracy

Distinctions

MIT Campus

- Education
 - Unfettered transmission of knowledge
- Basic research
 - Creation of new knowledge via research and scholarship

- Open environment
 - Unclassified and international

- Science and engineering culture

- Consulting and startups
 - Involvement is acceptable

- Service to humanity and the nation

Lincoln Laboratory

- Applied research and development

- Closed environment
 - Classified as well as unclassified
 - U.S. citizens only

- Primarily an engineering culture

- Strict conflict-of-interest policy
 - No consulting or “dual hats”
 - Entrepreneurism encouraged

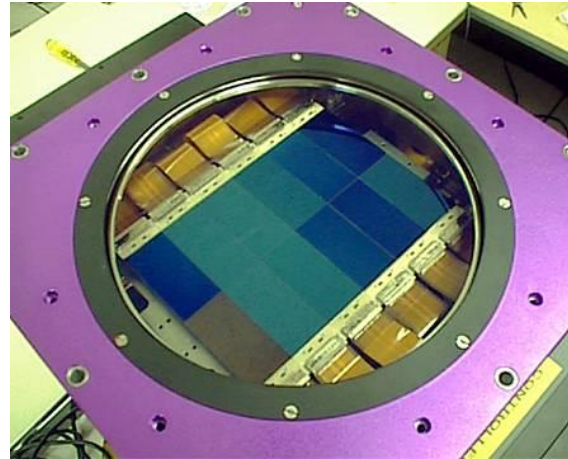
- Service to the nation
 - Focus on the nation’s security

Impacts on the Nation

Bio-Defense



Advanced Electronics



Tactical Communication



Asteroid Detection





Our Story's Vocabulary Lesson

Employee Resource Group (ERG) and **Affinity Group/Network** are terms often used interchangeably

- For MIT purposes, we defined:
 - **ERGs** as groups that are formally constituted with mission statements, officers, etc. and that are expected to contribute to the mission of the Institute
 - **Affinity Groups** as self-organized, informal networks of MIT employees with common identities or interests



Change Management Lesson # 1

- Tie ERGs to the mission, vision, and values of your organization
- Context does matter
- Know your culture
 - **What's your organization's readiness for change?**
 - What works in your organization?





Change Management Tool # 1

Readiness for Change

Circle the numbers that best represents the current state.

1 represents “very little” and 5 represents “to a great extent.”

a. How clear are your organization’s incentives (business reasons) for enhancing diversity and inclusion?	1	2	3	4	5
b. How clear are your organization’s shared values for supporting long-term diversity and inclusion efforts?	1	2	3	4	5
c. How eagerly will senior leaders be visible in the work that follows, e.g., modeling behaviors and making it part of people’s jobs?	1	2	3	4	5
d. How easy will it be to resource such initiatives on an ongoing basis (with people, time, funding, etc.)?	1	2	3	4	5
e. To what degree will managers be held accountable for creating a diverse and inclusive workplace?	1	2	3	4	5
f. How can your organization use a “force and foster “ approach for change management?	1	2	3	4	5



Change Management Lesson # 1

- Tie to the mission, vision, and values of your organization
- Context does matter
 - Know your culture
 - **What works in your organization?**
 - **At MIT -- research protocols: 'Discovery' and 'Pilot' phase**
 - **Force and foster**



The “ERGs at MIT” story begins in 2010-2011

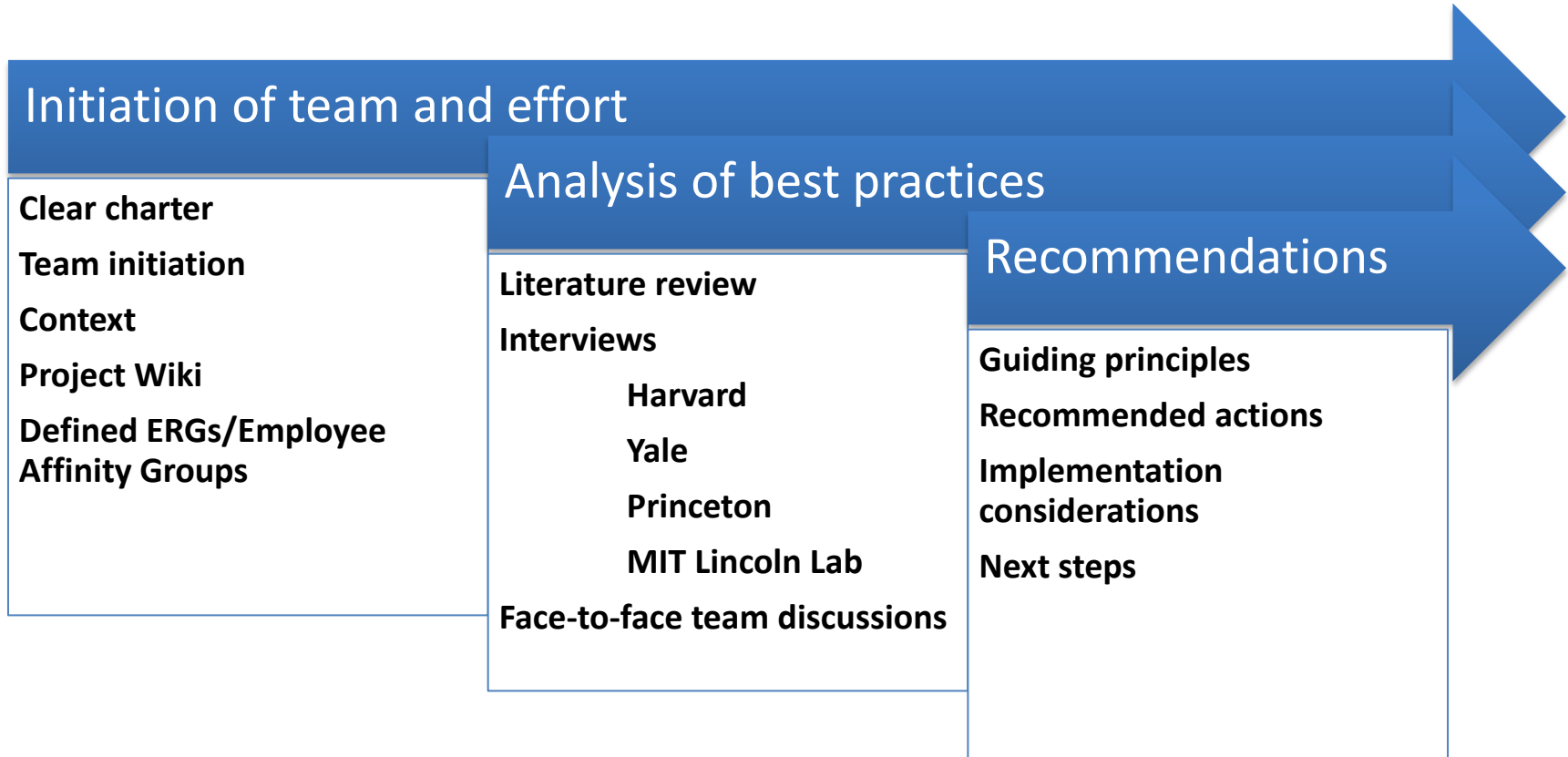
HR Diversity Inclusion (HRDI) team starts research on ERGs

- Literature search for best practices
- Benchmarking about current ERGs from Ivy+ and Boston Consortium colleagues
- Participation in Cornell University ILR course “Effective Affinity Groups”

ERG Discovery Team begins in the Fall of 2011



Chapter 1: The ERG Discovery Team Begins the Story



5-person team from 4 MIT departments, met for 7 months.



Benchmarking at MIT led us to Lincoln Laboratory

2002-2008

- Dr. Eric Evans is a key driver for Diversity and Inclusion
- Professional and Community Enhancement (Work Life committee) / Concert Committee
- Diversity and Inclusion Study
- New position: Manager for Diversity and Inclusion and Affirmative Action
- First Employee Resource Group – Technical Women's Network
- MIT Work Life policy adopted



The Discovery Team Concludes

- Reported to & received endorsements for recommendations from the HR Leadership Team as well as the leadership within the MIT community
- Identified steps for an ERG to get started
- Identified resources needed to support ERG implementation
- Identified mutuality of relationship between ERGs and MIT



The Discovery Team Creates Guiding Principles

- ERGs should be open to all employees
- MIT should provide Institute-level support for ERGs
- MIT HR should provide guidance for consistent framework for ERGs
- ERGs should provide long-term business benefit to the Institute and professional/personal benefit to participants

Change Management Tool #2 Force Field Analysis

- A tool to help you assess the forces that support your desired organizational change and those forces working against change
- Based on assumption that in any change situation there are both driving and restraining forces that can affect the outcome

DRIVING FORCES



GOAL



RESTRAINING FORCES





Force Field Analysis Step 1: Articulate Your Goal

At MIT, the goal was to create and support Employee Resource Groups as one concrete strategy for creating a climate of inclusion.



Force Field Analysis Step 2: List Driving Forces

- ERGs contribute to an inclusive workplace by assisting with recruitment and retention; informal mentoring; providing and promoting professional development
- ERGs provide a resource to MIT leadership regarding staff/community issues, needs and policies
- Best Practice Research suggests employee resource groups are an effective tool for organizations



Force Field Analysis

Step 3: List Restraining Forces

- No dedicated resources available to coordinate and support the ERGs
- Competing priorities for staff time/energy
- For some, identity-based ERGs create a perception of exclusion



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Step 4: Put the Forces into a Grid

DRIVING FORCES	GOAL	RESTRAINING FORCES
<p>ERGs contribute to an inclusive workplace by assisting with recruitment and retention; informal mentoring; providing and promoting professional development</p>	<p>Create and support Employee Resource Groups as one concrete strategy for creating a climate of inclusion</p>	<p>No dedicated resources available to coordinate and support the ERGs</p>
<p>ERGs provide a resource to MIT leadership regarding staff/community issues, needs and policies</p>		<p>Competing priorities for staff time/energy</p>
<p>Best Practice Research suggests employee resource groups are an effective tool for organizations</p>		<p>For some, identity-based ERGs create a perception of exclusion</p>



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Step 5: Weight the Forces

DRIVING FORCES	GOAL	RESTRAINING FORCES
<p>ERGs contribute to an inclusive workplace by assisting with recruitment and retention; informal mentoring; providing and promoting professional development</p> 	<p>Create and support Employee Resource Groups as one concrete strategy for creating a climate of inclusion</p>	<p>No dedicated resources available to coordinate and support the ERGs</p> 
<p>ERGs provide a resource to MIT leadership regarding staff/community issues, needs and policies</p> 		<p>Competing priorities for staff time/energy</p> 
<p>Best Practice Research suggests employee resource groups are an effective tool for organizations</p> 		<p>For some, identity-based ERGs create a perception of exclusion</p> 



Step 6: Think about Next Steps

- Pick one driving force: What is one specific step you can take to help strengthen or leverage that force?
- Pick one restraining force: What is one specific step you can take to minimize that force?



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Your turn

DRIVING FORCES	GOAL	RESTRAINING FORCES



Lincoln Laboratory: Why ERGs?

2007 - 2008

- Diversity and Inclusion Study in 2007
 - Manager for Diversity and Inclusion and Affirmative Action
 - Mentoring supports women, minorities and all employees
 - Employee Resource Groups help with inclusion and retention
 - First Employee Resource Group – Technical Women’s Network, started after study completion



Chapter 2: The Implementation Team begins in the Summer of 2012

- All members of the ERG Discovery Team volunteered to continue on the Implementation Team.
- Implementation Team products included:
 - basic introductory documents about ERGs for MIT community
 - Descriptions of specific roles & responsibilities for ERGs
 - List of steps to establish & maintain an ERG
 - Designation of HR ERG Coordinator to support ERG formation & development

MIT ERG web page: <http://hrweb.mit.edu/diversity/ergs>



Lincoln Laboratory: Six(+) ERGs

2008 - 2014

- 2008: Technical Women's Network Started (LLTWN)
- 2009: New Employees' Network (LLNEN)
- 2010: Hispanic/Latino Network (HLN)
- 2011: Veteran's Network (LLVETS)
- 2013: Lincoln Employees African American Network (LEAN)
- 2013: Out Professionals Employees Network (OPEN)



MIT Lincoln Laboratory's ERGs Goals

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Technical Women's Network (LLTWN)

- The Lincoln Laboratory Technical Women's Network (LLTWN) mission is to promote the recruitment, retention, and achievement of LL technical women employees.

New Employee Network and Recent College Graduates (LLNEN, RCG)

- LLNEN's goal is to help new employees transition from their previous environment to MITLL and to improve the quality of life outside of work through social networking opportunities, professional development, and peer support via information sharing.

Hispanic/Latino Network (LLHLN)

- The HLN fosters awareness of the rich Hispanic culture and embraces educational and professional development. It also promotes diversity and inclusion through involvement in cultural, technical, and educational outreach activities within our community.

Veterans' Network (LLVETS)

- LLVETS' goal is to support the recruitment and retention of US veterans and to help veterans transition from the military to the Laboratory. Additionally, LLVETS will provide outreach to the veteran community and inform members of recent legislation.

Out Professional Employees Network (OPEN)

- OPEN's goal is to create an inclusive environment for LGBT-A employees, develop educational programs, workshops and materials and to be a resource for employees, managers and candidates.

Employees' African American Network (LEAN)

- The goal of LEAN is to address the concerns and issues faced by African American employees and to help increase diversity and awareness within the Laboratory community. LEAN focuses on recruiting, retention and fostering an inclusive environment.



Chapter 3: ERGs Begin: Mission Statement Extracts

Latino Employee Resource Group

Develop a network within the MIT community to promote the cultural diversity and professional development of its members, and thereby creating a supportive environment for the Latino/Hispanic community and contributing to the success of MIT's mission.

Asian Pacific American

The mission of the MIT Asian Pacific American Employee Resource Group is to foster networking, professional development, mentoring, and leadership opportunities with a focus on the recruitment, retention, learning, and advancement of Asian Pacific Americans at MIT.

African, Black, American , Caribbean

ABAC@MIT strives to promote an environment that fosters and promotes productivity and creativity of all its employees. Our goal is to increase awareness of cultural differences within our own community and the MIT community at large.

Lesbian Bisexual Gay Transgender

The mission of the LBGT Employee Resource Group is to promote an inclusive community for lesbian, bisexual, gay, transgender and queer employees.

All ERGs are open to all MIT faculty and staff.



Lessons Learned MIT's ERG Pilot Year

- Attendance at ERG events clearly crosses identity lines – “proof of concept” that all ERGs really are open to all employees
- ERGs have become an important part of the fabric of MIT; employees really want these connections and will do their best to be involved
- Formation of a co-leads team created a learning community that has been very helpful across the four ERGs
- More time and resources are needed to take ERGs to the next level of impact



ERGs' Next Chapter: MIT Campus

- ERG Pilot Report completed May 2014
- Summer, 2014: Planning for the coming year including annual ½ day retreat of ERG Co-leads team
- Requested increased budget support for upcoming fiscal year
- Exploring formation of three new ERGs:
 - Veterans
 - Millennials
 - Women in Technology



The Next Chapter: Lincoln Laboratory

- All ERG Working Group
 - Encourages collaboration when planning events and outreach
 - Provides a forum for ERG leaders to share ideas
- ERG Visibility and Communications
 - External website development
 - Brochures/handouts for recruiting and events
 - Internal displays and giveaways
- Formation of new ERGs
 - Asian American and Pacific Islander ERG
 - Disability ERG



Questions and Answers

