



Interfaith ERG

Creating Value for Rock Canyon

Team 5

Agenda

1. Understand the Problem
2. Restructure Interfaith ERG
3. Metric Recommendations
4. Economic Impact
5. Getting Stakeholder Buy-In
6. Implementation Plan
7. Summary
8. Wrap Up



- 1. Understand the Problem**
2. Restructure Interfaith ERG
3. Metric Recommendations
4. Economic Impact
5. Getting Stakeholder Buy-In
6. Implementation Plan
7. Summary
8. Wrap Up



Unpacking Interfaith ERG at Rock Canyon

What We Know

Religion Works in the Workplace

Viewed as the “forgotten DE&I initiative,” interfaith dialogue is critical to success at multinational corporations and at the center of ERG creation, research suggests

How We Understand the Problem

Supporting Interfaith ERG is Complex

Interfaith ERG at Rock Canyon is facing uncertainty and risks as it pertains to potential leadership turnover, developing metrics, and gaining stakeholder buy-in

Why It's Important

Interfaith ERG Can Impact Talent, Innovation, and Corporate Responsibility

Having a safe space where employees can feel inspired, learn about, and celebrate all faiths and beliefs can result in Rock Canyon recruiting and retaining top talent, generating ideas and innovation, and being good corporate citizens

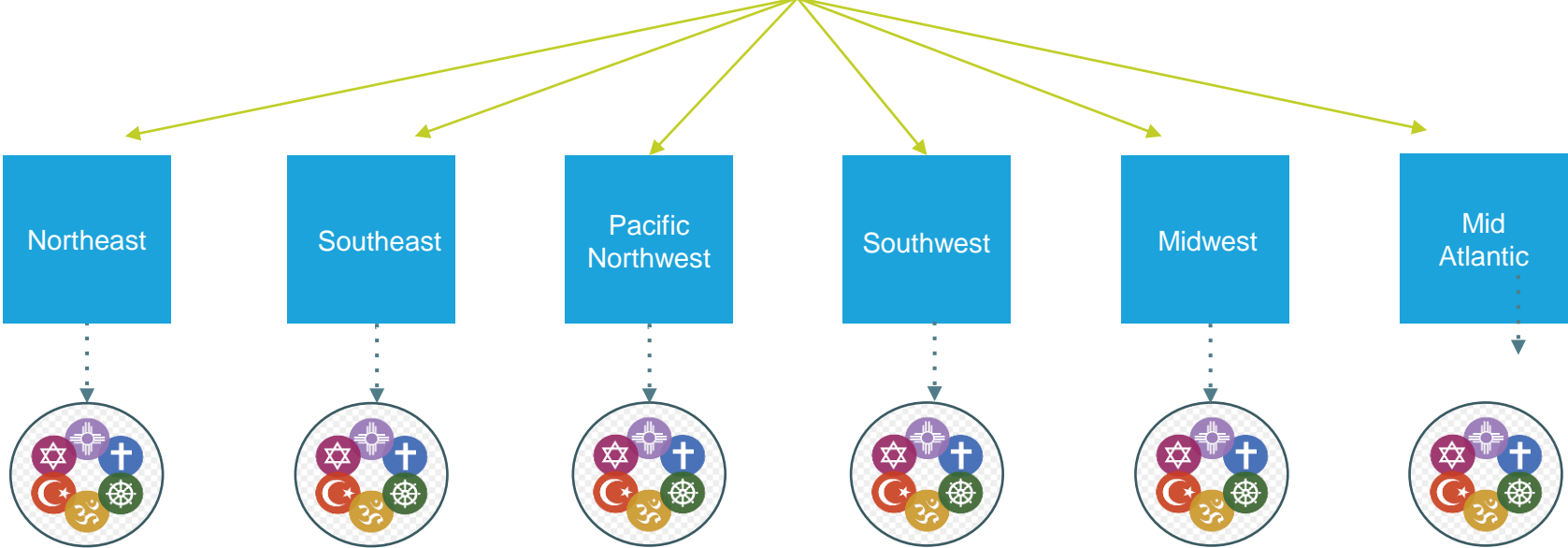


1. Understand the Problem
- 2. Restructure Interfaith ERG**
3. Metric Recommendations
4. Economic Impact
5. Getting Stakeholder Buy-In
6. Implementation Plan
7. Summary
8. Wrap Up



Restructure Interfaith ERG to Include 13-Member Advisory Board, Representative of Major Faiths to Sustain Leadership Turnover

Interfaith ERG, North America



12 Junior and Senior Board Members Comprising 6 Regions + Fatima

Restructuring Provides Opportunities For:

Leadership



Mentoring



Networking



1. Understand the Problem
2. Restructure Interfaith ERG
- 3. Metric Recommendations**
4. Economic Impact
5. Getting Stakeholder Buy-In
6. Implementation Plan
7. Summary
8. Wrap Up



Measure Quantitative and Qualitative Impact of Interfaith ERG on HR Function Using Incremental and Benchmarking Metrics

1

Recruiting New Talent

- Quantify number of new and potential employees that join Rock Canyon because of DE&I initiatives and Interfaith ERG

2

Development of Talent

- Percentage of career advancements for Interfaith ERG members every 2 years
- Testimonials on personal development because of Interfaith ERG

3

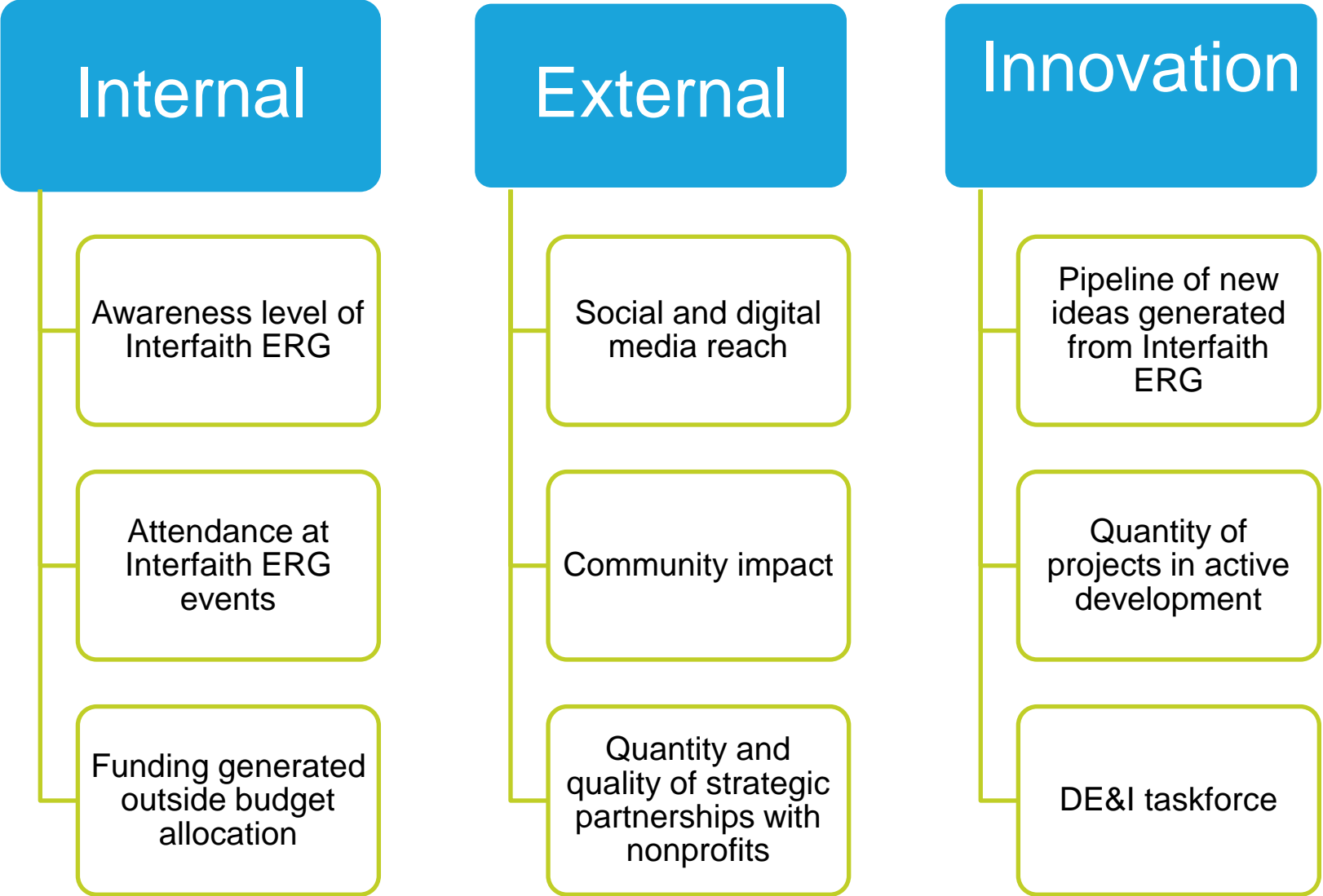
Retention of Talent

- Measure involvement level of Interfaith ERG
- Quantify employee turnover rate for Interfaith ERG members and non-members
- Survey employee satisfaction and fulfillment in relation to Interfaith ERG

More satisfied employees tend to stay at a company for longer, grow at the company, and improve performance

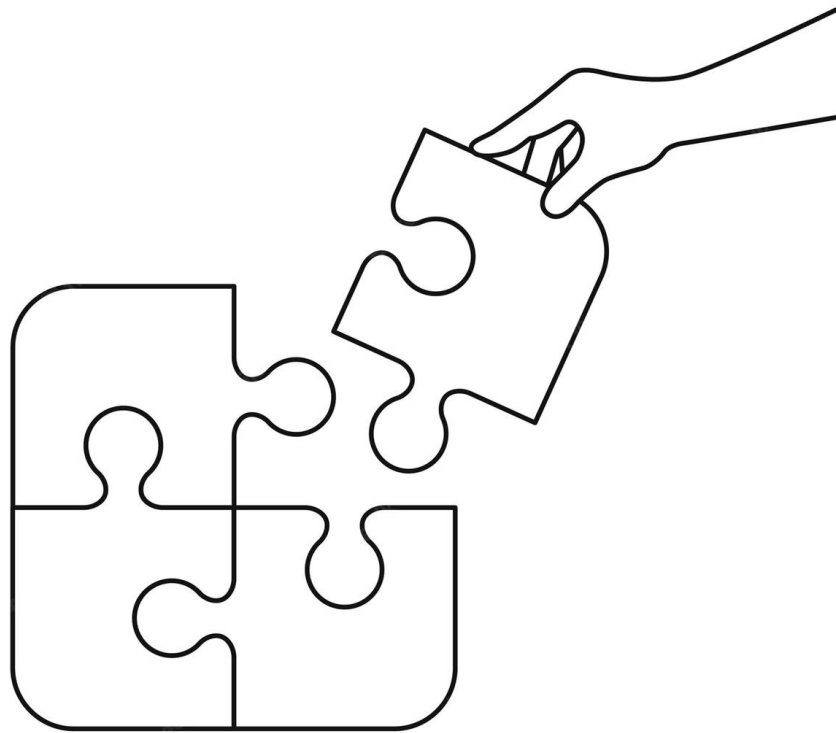


Impact of the Interfaith ERG Can Be Shown Using Internal, External, and Innovation Metrics that Quantify and Qualify Effectiveness of Interfaith ERG



Personal Stories Matter

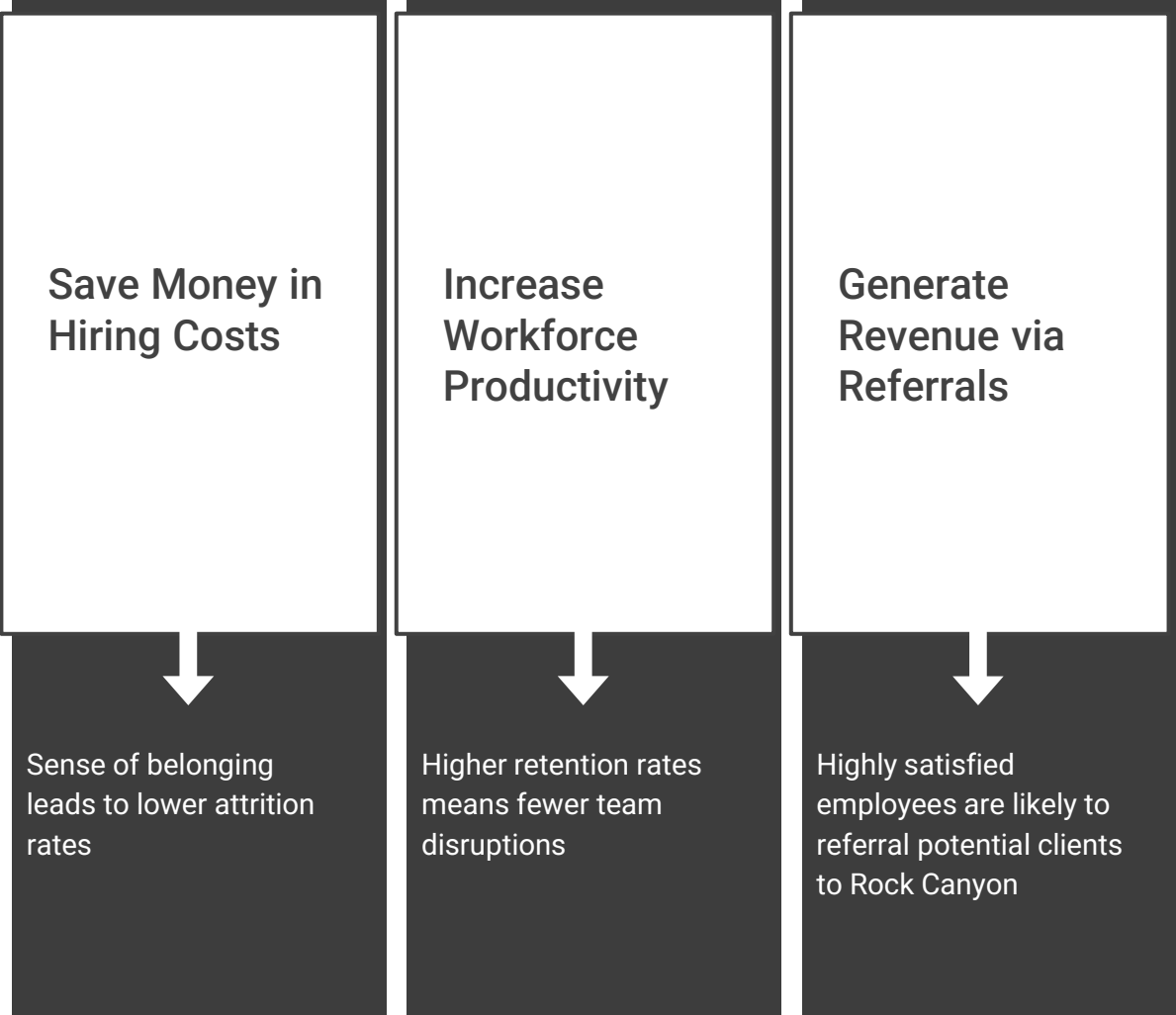
Metrics only tell one piece of the puzzle when it comes to diversity, inclusion, belonging, and faith



1. Understand the Problem
2. Restructure Interfaith ERG
3. Metric Recommendations
- 4. Economic Impact**
5. Getting Stakeholder Buy-In
6. Implementation Plan
7. Summary
8. Wrap Up



Satisfied Employees from Interfaith ERG Translates to Impacting Business Dollars



Analysis of Hiring Cost Savings		
Assumptions	Descriptions	Figures
6.5%	Yearly attrition	39,780
1.3%	Current est. hiring costs	\$ 130,000,000
6.0%	New attrition (Interfaith ERG Impact)	36,720
20%	New est. hiring costs	\$ 120,000,000
	Savings	\$ 10,000,000
	% Savings	7.7%



1. Understand the Problem
2. Restructure Interfaith ERG
3. Metric Recommendations
4. Economic Impact
- 5. Getting Stakeholder Buy-In**
6. Implementation Plan
7. Summary
8. Wrap Up



Deepen and Widen Interfaith ERG's Integration into the Business by Engendering Support from Key Stakeholders



Necessary Investment from Top-Down

- 1. **Make the business case for Interfaith ERG:** Attract, retain, support, and foster the exchange of ideas from employees
- 2. **Request top-down commitment:** Time and resources are integral to survive and thrive
- 3. **Identify expectations:** Interfaith ERG ingrained in culture for supporting diversity, inclusion, and belonging in the workplace

Employee Buy-In

Approach with Intentionality and Inclusivity

- 1. **Make DE&I an integral part of company culture:** Interfaith ERG ought to reflect commitment to diversity and inclusion
- 2. **Create safe spaces:** Attendance at events ought to be voluntary and allow for employees with shared characteristics to gather in community
- 3. **Establish a clear mission, goals, and objectives:** Align with Rock Canyon's vision and values.



Leadership Buy-In



1. Understand the Problem
2. Restructure Interfaith ERG
3. Metric Recommendations
4. Economic Impact
5. Getting Stakeholder Buy-In
- 6. Implementation Plan**
7. Summary
8. Wrap Up



Implementation Plan: Integrate Interfaith ERG into the Business

Restructure Interfaith ERG

Create an advisory board and a mentorship program. The advisory board is to include 12 senior and junior employees from each region, representing the 6 major religions.

Develop Chapter, Regional, and North American Budgets and Agendas

Uncover financial and support needs and develop plans accordingly.

Measure, Evaluate, Learn From, & Modify Interfaith ERG

Implement Phase III of Interfaith ERG and adjust as seen fit



Develop Vision, Mission, and Tactics of Interfaith ERG

Interfaith ERG is to promote inclusion of employees of all faiths and beliefs and is to strive to be a resource for education to benefit employees, Rock Canyon, and the diverse clients it serves.

Implement Interfaith ERG Projects

Projects include celebrations, knowledge-sharing sessions, community service, networking events, and faith spaces.



Risk Analysis of Interfaith ERG

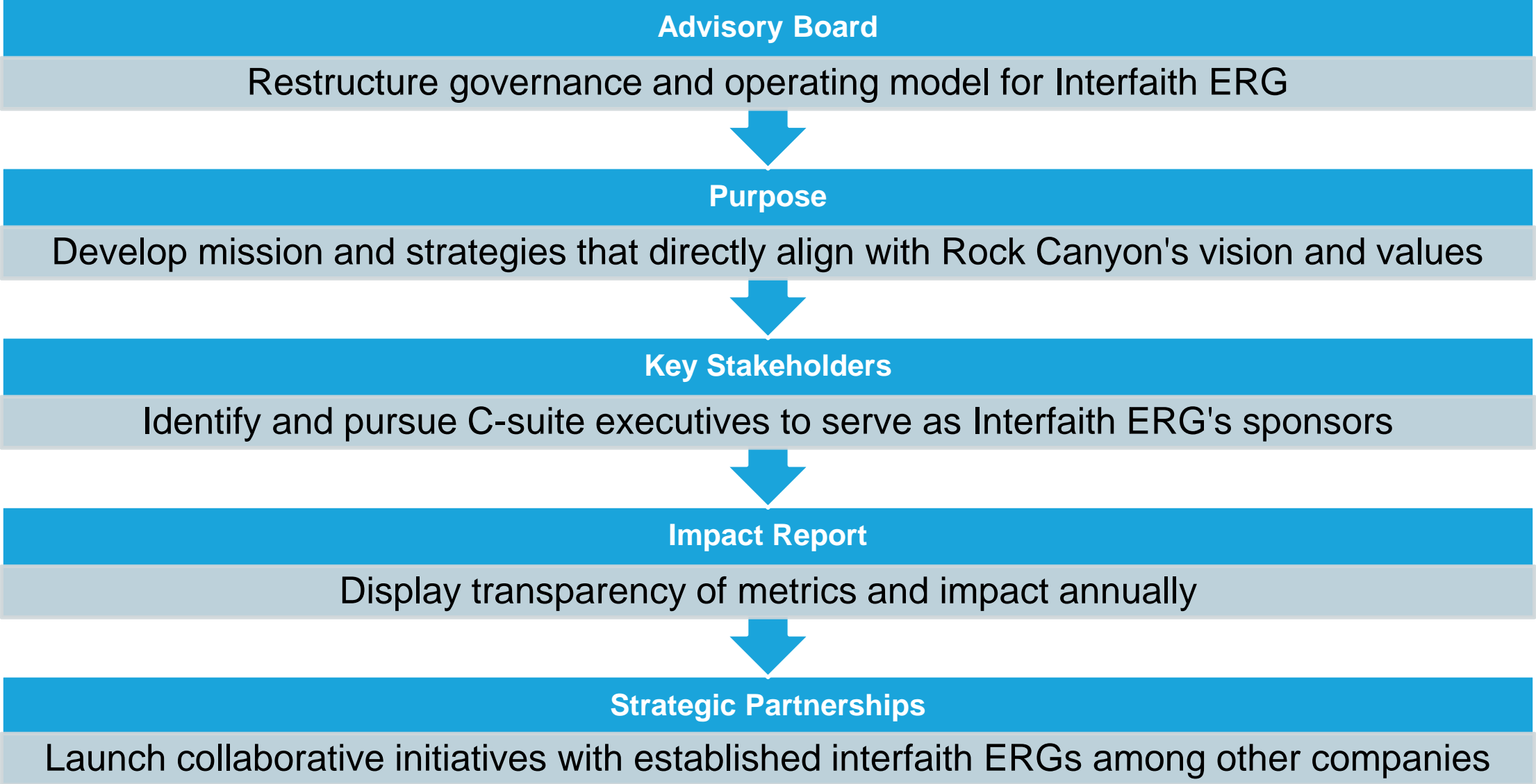
Point	Risk	Description	Probability	Severity	Actions to Minimize Risk
1	Discrimination Concerns	Employees who do not feel welcome to join Interfaith ERG or to attend its events may feel excluded or threatened. Title VII of the Civil Rights Act of 1964 prohibits discrimination on the basis of religion, among other protected categories. Some employees not a part of Interfaith ERG, for example, may point to corporate diversity initiatives as evidence of discrimination.	Likely	Major	Inclusion is key. Interfaith ERG ought to be carefully structured to encourage sharing and mentorship without developing into platforms for negativity. Leadership can build a healthy foundation by providing anti-discrimination training, including implicit bias training, for all employees. Additionally, members of Interfaith ERG can work on tasks, like identifying ways to improve Rock Canyon.
2	Use of Social Media	Rock Canyon's internal employment and workplace practices are becoming more public than in the past due to an increase in social media usage. As such, divisive views of Interfaith ERG posted on social media platforms from personal accounts could be harmful to the affinity group, its members, and Rock Canyon overall. It can be difficult to assess what is inappropriate conduct and what behavior Rock Canyon may regulate. The company ought to recognize Section 7 of the National Labor Relations Act, which entitles employees to engage in concerted activities for their mutual aid or protection and it is applied to employees communicating on social media may be covered by Section 7's protections.	Unlikely	Moderate	Moderate social media platforms insofar as postings about Rock Canyon and its ERGs. Provide employee training on social media usage, showcasing what is tolerated to post and what is not. If inappropriate social media posts are found or reported, bring to the attention of HR immediately.
3	Generational Divides in Addressing Faith and Belief Conversations	Employees across Baby Boomer, Generation X, Millennials, and Generation Z have varying comfortability talking about faith and belief at work. Upper generations shy away from the conversation, while younger generations encourage it. As such, there may be divides in attendance, participation, and support for Interfaith ERG based on both age and seniority at Rock Canyon.	Likely	Minor	Establish a generational mentorship program within Interfaith ERG such that younger and older employees are paired together. This would provide a networking opportunity for both employees.



1. Understand the Problem
2. Restructure Interfaith ERG
3. Metric Recommendations
4. Economic Impact
5. Getting Stakeholder Buy-In
6. Implementation Plan
- 7. Summary**
8. Wrap Up



Summary: Interfaith ERG Recommendations



Thank You!

Q+A



1. Understand the Problem
2. Restructure Interfaith ERG
3. Metric Recommendations
4. Economic Impact
5. Getting Stakeholder Buy-In
6. Implementation Plan
7. Summary
- 8. Wrap Up**



References

- Admin@rightfooted.com. "The Key Metrics for Measuring ERG Success." *Possible Thinking*, Jessica Cox, 23 Aug. 2022, <https://jessicacox.com/measuring-erg-success/>.
- Brinson, Jamila M. "Five Challenges and Remedies for Effective Implementation of Employee Resource Groups." *JW News*, Jackson Walker, 17 Aug. 2022, <https://www.jw.com/news/insights-employee-resource-groups/>.
- Catalino, Natacha, et al. "Effective Employee Resource Groups Are Key to Inclusion at Work. Here's How to Get Them Right." *McKinsey & Company*, McKinsey & Company, 8 Dec. 2022, <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/effective-employee-resource-groups-are-key-to-inclusion-at-work-heres-how-to-get-them-right>.
- Edwards, Darrion. "Measuring the Success of Your Employee Resource Groups." *Blog Posts*, DEI Board, 8 June 2022, <https://board.org/dei/resources/measuring-the-success-of-your-employee-resource-groups/>.
- "Employee Resource Groups: 4 Benefits of Ergs - 2023." *MasterClass*, 31 Aug. 2022, https://www.masterclass.com/articles/employee-resource-groups?campaignid=17057064857&adgroupid=139639039607&adid=594729885738&utm_term=&utm_campaign=%5BMCMC%5C%2B%7C%2BSearch%2B%7C%2BNonBrand%2B%7C%2BCategory_DSA%2B%7C%2BUSA%2B%7C%2BEN%2B%7C%2BtCPA%2B%7C%2BEG%7CP%2B%7C%2BBRD%2B%7C%2BUS&utm_source=google&utm_medium=cpc&utm_content=594729885738&hsa_acc=9801000675&hsa_cm=17057064857&hsa_grp=139639039607&hsa_ad=594729885738&hsa_src=g&hsa_tgt=dsa-19959388920&hsa_kw=&hsa_mt=&hsa_net=adwords&hsa_ver=3&gclid=Cj0KCQiAxbefBhDfARIsAL4XLRr0gCH4BVJqS8XD9QHhyvJKr6wBofOsWu72IKurZswLg5-QkWY04SAaAmhhEALw_wcB.
- Interfaith America. "How Interfaith Groups Make Work Better." *American Civic Life*, Interfaith America, 10 May 2022, <https://www.interfaithamerica.org/how-interfaith-groups-make-work-better/>.
- Joslin, Liz. "6 Tips for Starting a Successful Faith-Based ERG." *News & Events*, Tanenbaum, 6 July 2021, <https://tanenbaum.org/2016/09/01/6-tips-for-starting-a-successful-faith-based-erg/>.
- Navarra, Katie. "The Real Costs of Recruitment." *Talent Acquisition*, SHRM, 12 Apr. 2022, <https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/the-real-costs-of-recruitment.aspx>.
- Peel, Bill. "Faith-Based Employee Resource Groups on the Rise." *Work: The Book*, Center for Faith & Work St. Louis, 5 Dec. 2020, <https://www.faithandworkstl.org/blog/faith-based-employee-resource-groups-on-the-rise>. Accessed 16 Feb. 2023.
- Razaki, Khalid, et al. "Religion and Interfaith Dialogue: The Forgotten Pedagogical Dei Initiative in Business Education and Strategic Planning." *Journal of Higher Education Theory and Practice*, vol. 22, no. 10, 2022. *EBSCOhost*, <https://doi.org/10.33423/jhetp.v22i10.5386>. Accessed 16 Feb. 2023.
- "Salesforce Is out to Make the World a Better Place." *Salesforce Has a Faithforce*, Religious Freedom & Business Foundation, 2023, <https://religiousfreedomandbusiness.org/salesforce-has-a-faithforce>.
- Taylor, Mishell Parreno. "Today's Affinity Groups: Risks and Rewards." *Employment Law*, SHRM, 7 July 2021, <https://www.shrm.org/resourcesandtools/legal-and-compliance/employment-law/pages/affinity-groups-risks-rewards.aspx>.
- Test, Lyssa. "How to Start an Employee Resource Group at Your Company." *Diversity & Inclusion*, Culture Amp, 5 Apr. 2022, <https://www.cultureamp.com/blog/start-employee-resource-group>.
- Williams, Crystal. "Council Post: Five ERG Best Practices for Creating an Inclusive Culture." *Forbes*, Forbes Magazine, 26 Oct. 2022, <https://www.forbes.com/sites/forbeshumanresourcescouncil/2022/10/25/five-erg-best-practices-for-creating-an-inclusive-culture/?sh=3a7d912d659a>.

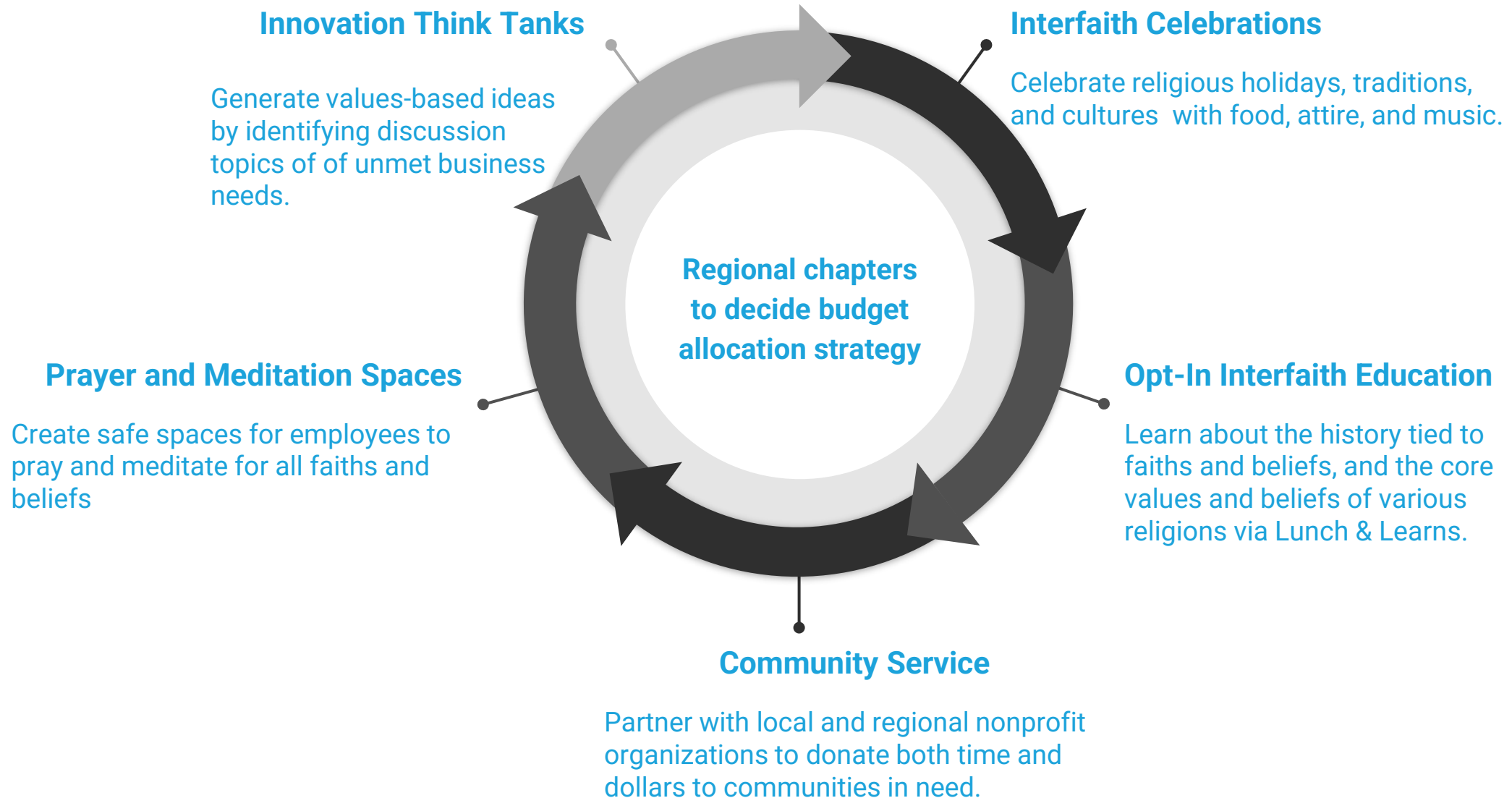


Appendix: Table of Contents

1. Budget Allocation
2. Financial Impact
3. Benefits of ERGs



Budget Allocation to Support Interfaith ERG



Financial Impact of Recruiting and Retaining Top Talent Utilizing Interfaith ERG

Analysis of Hiring Cost Savings		
Assumptions	Descriptions	Figures
	No of employees	612,000
	2021 Revenue	\$ 50,000,000,000
20.00%	Personnel costs	\$ 10,000,000,000
	Avg. annual salary	\$ 16,340
6.5%	Yearly attrition	39,780
	Avg. annual salary of exited employees (\$)	\$ 650,000,000
20%	Current est. hiring costs	\$ 130,000,000
6.0%	New attrition (Interfaith ERG Impact)	36,720
	Avg. annual salary of exited employees	\$ 600,000,000
20%	New est. hiring costs	\$ 120,000,000
	Savings	\$ 10,000,000
	% Savings	7.7%



Benefits of ERGs

Promote Inclusion: ERGs inclusion in various ways, including by helping employees feel that they belong and are part of a community, especially through connections that counter the feelings of being an “only” within an organization.

Promoting External Impact: Through ERG inputs, companies can better understand their customers and they can cater their products to underrepresented groups. ERGs also help reform business operations, for example, when members of underrepresented groups call attention to unfair processes.

Brand Visibility: ERGs help improve brand visibility through volunteer activities and charitable giving to causes that ERGs consider important

