

Taking Action: 100-Plus Impact Employer Practices

Across the talent management life cycle, there are a number of ways employers can implement practices and policies that more intentionally support all workers in achieving opportunities for economic advancement. This collection of more than 100 Impact Employer Model practices represents a curated, comprehensive and revolutionary set of actionable talent management practices to catalyze enterprise-wide transformative change that both improves business outcomes and creates a thriving future for every worker. Notably, these practices are designed to eliminate barriers and expand opportunities for all, including people without a 4-year college degree, people of color, even those with a 4-year degree, women, even those with a 4-year degree, and people with criminal records. They are intended to meet employers of all sizes where they are in their Impact Employer journeys, foster continuous and iterative talent management improvements within companies, and set ambitious new talent management industry standards. And while not every Impact Employer can implement every single practice, investments in these talent practices can support and improve economic advancement for millions of workers.

Let's explore the practices by Building Block and the talent management levers that are relevant to each.

Design Quality Jobs

Corporate Culture

1. Implement work-life integration policies and practices. Examples include providing flexible scheduling, remote working arrangements, advance notice on schedules and work locations, and reasonable full-time hours, to enable employees to prioritize their well-being and personal lives.

Talent Development

2. Provide paid job training and professional development during work hours and in a variety of formats, eliminating the need for employees to use their personal unpaid time for training and development.
3. Provide the equipment employees need to pursue training and development opportunities, such as computers.
4. When employees participate in internal and external job training and professional development opportunities, reduce their workloads and allow for flex scheduling when possible to ensure that they can take the time to invest in such opportunities.
5. Build a partnership with community-based organizations or employers in the same sector to offer employees access to further training and resources, especially those that can't be provided in-house. Examples of external training and resources include language instruction and financial planning.

Total Rewards

6. Provide employees with a holistic rewards package that is responsive to employee needs and includes competitive compensation benefits (including employer-sponsored health, dental, vision, disability, and life insurance), retirement savings with an employer match, employee assistance programs (EAPs), and recognition programs designed to acknowledge their contributions and performance.
7. Offer timely and responsive EAP and lifestyle spending account (LSA) benefits to help employees navigate personal or work-related life situations that affect their well-being and job performance. Examples of EAP and LSA benefits include transportation stipends, classes for English learners, on-site health care services, reimbursements for health-care-

related travel expenses, student loan payment support, on-site childcare, and financial planning services.

8. Design and offer financial wellness programs to familiarize employees with personal finance concepts like budgeting, saving, investing, and debt management. Examples of financial wellness programs include financial education, financial counseling, and retirement planning programs.
9. Provide employees with an annual partial or full education tuition reimbursement and/or professional development funds. Eligible tuition reimbursements could include certificates, credentials, and/or degrees at institutions of an employee's choice. Professional development opportunities might include relevant job-related coursework, support from leadership coaches, and/or conference attendance.
10. Offer upfront reimbursements for any annual education tuition and/or professional development reimbursement benefit to eliminate reimbursement waiting periods that put financial burdens on employees.
11. Maximize the number of days of flexible paid time off that employees can use for sick, vacation, court-mandated meetings, and personal time as needed, and provide employees with guidance on how to use such a policy.
12. Designate one or more employees to provide one-on-one on-site or virtual resource navigation support, and ensure that resources are accessible, promoted, and utilized by employees. Employee resource navigator is one example of such a role. Resource navigation support can include assistance with navigating employer-sponsored health, dental, vision, disability, and life insurance resources; help with securing housing, transportation, mental health services, and caregiving services; and assistance with other resources to help employees navigate other life changes.
13. Pay all employees at least a living wage, defined as a wage that covers the local cost of living, and conduct compensation benchmarking on a regular basis ensuring that wages remain competitive, market aligned, and reflect regional living wage standards.

14. Offer well-being benefits and à la carte solutions tailored to meet the well-being needs of employees, with input from employees. Examples of well-being benefits include mental health resources and support; on-site access to gym facilities; reimbursement for gym memberships; subscriptions to well-being apps that provide services, tools, and/or resources that improve employees' well-being at no cost to them; support with expungement and record sealing; ergonomic office furniture; and office environment(s) certified under the WELL Building Standard. Examples of well-being initiatives include efforts to improve workplace safety and to identify and reduce causes of workplace stress.
15. Automatically enroll full- and part-time workers in the company's comprehensive benefits as quickly as possible once they are hired, and remove any unnecessary enrollment delays.
16. Provide all workers with robust paid leave options, such as family and medical leave and bereavement, sick, personal, jury duty, sabbatical, civic duty, and adverse-weather leaves.
17. Implement family-friendly policies to optimize flexibility and support for working parents. Examples include providing access to lactation rooms, flexible break and work schedules to accommodate child care needs, health care coverage for dependents, reimbursement options for access to reproductive health care, and paid family leave.

Offboarding

18. Provide all laid-off employees with significant notice (ideally 60 days or more), at least three months of fair and competitive severance pay, and continued short-term health insurance coverage. Consider providing access to mental health resources to support employees and their family members who are experiencing the emotional impact of job loss.
19. Stagger offboarding processes over weeks or months so that job responsibilities are steadily transferred from departing employees to the remaining team member(s), minimizing abrupt and jarring changes in their daily work responsibilities.

Foster Career Mobility

Workforce Planning

20. Establish a regular cadence and process to evaluate current and future needed workforce skills.
21. Engage with both internal and external stakeholders to evaluate the impact of workforce market trends on current and future organizational needs, using workforce analytics and dashboards as needed to develop key internal workforce development metrics and inform the development of data-driven recommendations.
22. Build transparent career pathways that outline lateral and upward career mobility opportunities and guidance on how to obtain new professional licenses or certifications. Examples of key guidance include information about regulations that limit credentialing opportunities for people with records, and options for appealing or challenging the barriers to licensure or certification attainment.
23. Use integrated data from employee surveys across business functions (such as HR, strategy, and research and development) and market trends to strategically design jobs for evolving roles, and help employees develop the skills required for each of those roles.
24. Partner with companies in adjacent industries to jointly design career pathways for employees in roles that are expected to evolve or be eliminated.
25. Collaborate with nonprofits and public system partners to design training and/or off-ramp programs for employees whose skill profiles do not meet the future needs of your company.
26. Advocate for fair chance licensure and certification regulations in collaboration with nonprofit, industry association, and public system partners.
27. Promote and provide continuous learning and skills development opportunities at all levels of the organization, and offer these opportunities within your company's career pathways.
28. Increase wages and recognize employees for participating in professional development programs and attaining on-the-job skills as part of their performance evaluations.

29. Train employees, especially frontline and entry-level employees, on skills needed across multiple roles, to cultivate internal talent, diversify employee skill sets, and improve employees' prospects for long-term employment.
30. Devote resources, including dedicated paid work time and proper compensation, to employees who perform extra work outside of their roles.
31. Develop a technology-related sourcing, adoption, and implementation strategy that includes ways to identify potential new skills gaps that may arise due to the adoption of new technologies, and provide any necessary training to employees who will be required to use the new technologies.
32. Provide training to soon-to-be-offboarded employees to help them develop new, durable skills, or give them paid access to third-party training to develop such skills, to support them in making new lateral and/or upward career mobility transitions.
33. Work with community-based organizations, community colleges, and other nonprofits to develop internal work-based learning programs to prepare and recruit employees for emerging roles. Examples include apprenticeship and structured internship opportunities.
34. Invest in agile learning platforms and methods that allow employees to quickly acquire new skills and keep pace with evolving skill demands. Examples include online courses, microlearning modules, and virtual reality training.

Talent Acquisition

35. Re-credential job descriptions by removing requirements that do not accurately measure, quantify, or predict performance for the role and unnecessarily limit talent pools, and instead describe qualifications for the job in terms of the skills needed to perform the job well. Examples of common unnecessary requirements in job descriptions include college degrees, several years of experience, no arrest or conviction record, in-office-only work arrangements, and English language proficiency.
36. Remove requirements for job candidates to disclose arrest or conviction background information and comply with any local or state fair chance hiring policies. An example of a local or state initiative includes Ban the Box.

37. Adopt job description language that emphasizes that candidates from a range of backgrounds are encouraged to apply. Examples include language to encourage people with records and people who do not meet most job requirements to apply. Examples of language to avoid include industry jargon, gendered terminology, acronyms, and terms with discriminatory origins.
38. Utilize available employer designations for company profiles on job board websites and company websites to indicate that the organization adopts fair hiring practices. These designations can include fair chance-, family-, and accessibility-friendly.
39. Perform individualized assessments when unexpected results are returned on background checks. This assessment includes the nature-time-nature test to evaluate the context of an arrest or conviction, including the nature of the record, gravity of the record, and time elapsed, and the nature of the job being sought.
40. Identify regional and local partners that can support efforts to expand company talent pipelines and have access to job postings. Examples of potential partners include community-based organizations, reentry organizations and programs, high schools, and community colleges, and historically Black colleges and universities.
41. Offer paid upskilling opportunities that include priority promotion or hiring consideration for open company roles for current employees. Examples of upskilling opportunities include apprenticeships, internships, fellowships, and work-based learning.
42. Anonymize resumes by removing candidate information during the interview process to mitigate biases and create more effective and fair screening practices. Examples of information to remove include the names of candidates and any academic institutions they attended.
43. Develop a standard set of interview questions with an aligned hiring rubric and scorecard to ensure that all candidates are evaluated against the same criteria.
44. Train those in recruitment and hiring roles on how to use company interview tools to create a more consistent interview process for prospective employees. Such tools could include standard interview questions with an aligned hiring rubric and scorecard.

45. Implement the use of anonymized skills-based assessments and performance tests during the first stage of the interview process to identify candidates with skills aligned to the role that they are applying for and eliminate implicit biases from the review process.
46. Review talent acquisition technology platforms, such as AI tools and algorithms, to assess whether automated screening processes have adequate safeguards against implicit biases. For example, ensure that AI platforms analyze data in an unbiased manner and do not unfairly exclude groups of individuals who are viable candidates, such as women, based on auto-generated and biased algorithms.
47. Provide as-needed customized support to help candidates successfully navigate hiring processes. Examples of customized support include assistance with completing online applications if digital skills are not required for an open role, or the provision of translation services if English language skills are not required for the role.
48. Establish talent acquisition teams composed of a range of screeners, interviewers, and hiring decision makers to eliminate individual and collective biases throughout the interview process. Considerations include background, tenure at the organization, and prior educational and/or working experience.

Talent Development

49. Create programs that give employees paid opportunities to learn new skills on the job, such as “earn and learn” or work-based learning programs.
50. Offer timely and paid learning, training, and upskilling opportunities in a variety of formats and durations to account for different learning styles.
51. Provide on-demand and virtual training to ensure that employees can pursue bite-size development opportunities that align with their availability.
52. Implement a mentoring and sponsorship program that encompasses virtual one-on-one and peer-to-peer interactions, with opportunities to pursue individualized growth and development.
53. Develop and circulate transparent promotion criteria and guidelines, with information about any skills required to move laterally and upward within the company and how promotion decisions are made.

54. Equip and encourage employees to set personalized career goals and use technology tools to track their progress and inform their learning and development choices. Such technologies include tools with AI and/or machine learning capabilities, cloud-based platforms, and employee engagement and performance development software-as-a-service tools.
55. Utilize technology-powered internal career mobility tools to improve assessments of employee skills and work experiences in internal talent- and role-matching processes and workflows. Examples of potentially useful technology-powered tools include AI, machine learning, and cloud-based platforms designed to support talent management processes.
56. Prioritize internal mobility by filling job openings from within whenever possible and appropriate for the workforce need.
57. Develop upskilling and advancement opportunities for staff members to learn emerging technologies, including AI, while also providing clear guidance on when and how to use AI, its deployment within the organization, and measures taken to mitigate bias and ensure transparency.
58. Invest in an enterprise knowledge management team and/or platform to share internal knowledge and best practices and build an organizational learning and development culture. Examples of materials that can be shared within an internal knowledge management document repository include documents about recent events, project materials, and summaries from knowledge-sharing sessions.

Total Rewards

59. Invest in relationships with external partners that can provide ongoing wraparound supports to new hires and ensure employees' stability and long-term commitment to their role. Examples of wraparound supports include English language programs, child care/caregiving support, reentry programs, counseling, financial coaching, and transportation stipends.

Offboarding

60. Provide educational benefits, access to outplacement assistance programs, and professional coaching to assist former employees in securing their next employment opportunity. Examples of outplacement assistance resources include career counseling, job search assistance, and resume-writing support.

61. Provide soon-to-be-offboarded employees with access to job placement resources and/or external job placement services, such as equipment and job search tools, resources, and subscriptions.
62. Partner with local workforce boards, community colleges, and nonprofits that provide job placement and skills development programs, to ensure that offboarded employees have access to industry-aligned skills training and job placement opportunities.
63. Identify and monitor career pathways that do not align with the company's needs and are vulnerable to changing or being dissolved.
64. Build an employee network that can offer former employees ongoing career and mentoring support and help them maintain connections within your organization to support the development of their professional social capital.
65. Build sustainable relationships with industry peers and companies with similar talent pools to help facilitate industry connections for offboarded employees.
66. Leverage field resources or industry associations to certify or attest to the skills and capabilities of offboarded employees so they can promote their past experiences when looking for new jobs.
67. Give employees who have been laid off the option of signing liability waivers that permit their former peers and/or managers to share their name and qualifications with prospective employers looking to hire employees with their skill set, and avoid extraneous noncompete clauses for workers.

Act on Employee Voice

Corporate Culture

68. Create accessible, transparent, and responsive employee channels, resource groups, and/or task forces to solicit worker input and provide support across a range of topics, such as pay, benefits, work schedules, and conflict resolution issues and opportunities.
69. Provide employee channels, resource groups, and/or task forces with decision-making authority, the opportunity for regular check-in meetings with leadership, and financial resources.

70. Designate leaders for employee channels, resource groups, and/or task forces; adjust their workloads to accommodate their new areas of responsibility; and compensate them for their time.
71. Establish regular feedback loops with employees to solicit their opinions, protect employees from any potential forms of retaliation for sharing negative feedback, share key themes about employee feedback transparently with both leaders and employees, and communicate how the feedback will be addressed and incorporated into business decisions with all employees. Examples of check-in mechanisms include surveys; regular forums, such as town halls; and stand-up meetings.
72. Establish a leadership team with decision-making power and financial resources to drive employee opportunity initiatives and employee outcome measurement, to identify and elevate challenges and opportunities to the C-suite team and create a thriving, supportive environment for all employees.
73. Provide frontline workers with opportunities to contribute to key corporate initiatives, such as workforce planning, change management, business function research, technology adoption planning and implementation, and the development of onboarding or training resources.

Offboarding

74. Solicit feedback on your offboarding strategy from offboarded employees, monitor comments and reviews on employer review websites, and address feedback internally to improve your offboarding strategy.
75. Encourage and enable employees to interact with one another directly on decision-related topics, through initiatives like reverse mentoring or transparent survey data, so that employees at different levels can use frontline worker feedback to inform decisions within their level of responsibility.
76. Develop reasonable individualized offboarding support plans in collaboration with each affected employee to address their unique offboarding needs and circumstances rather than taking a one-size-fits-all approach.

Build a Culture of Opportunity

Corporate Culture

77. Develop company values that focus on ensuring upward economic advancement for all workers, to boost the company's social impact and improve business performance.
78. Implement company-wide employee opportunity and accessibility policies. Examples of such policies include transparently sharing information about pay ranges and eligibility criteria for all positions, and providing workers with disabilities, including qualifying neurodivergent employees, with accommodations that are compliant with the Americans With Disabilities Act.
79. Create tailored and required training on company-wide policies and employee opportunity practices for all employees, and provide additional training for managers on how to create a supportive culture.
80. Ensure that leaders have the training, support, resources, and time they need to respond to issues as they arise to best support their teams. Key training, support, and resource topics include practicing supportive leadership, demonstrating empathy, providing support, managing conflict and difficult situations, engaging in fair chance hiring, and allocating time to meaningfully address issues.
81. Implement recognition and reward systems to acknowledge and celebrate employee opportunity-aligned behaviors, competencies, and contributions, and emphasize the importance of these practices within your company's culture.
82. Periodically assess your company's culture, commitment to fair opportunities, effectiveness of initiatives, needed areas of improvement, and alignment with organizational values.
83. Develop clear support protocols and check-in mechanisms to support all employees during times of personal and public crises, and create an internal culture that demonstrates empathy and understanding.

Talent Acquisition

- 84. Establish external relationships with a wide range of recruiting stakeholders to access new talent pools. Examples of such stakeholders include workforce boards and industry competitors that have connections to vulnerable worker populations, such as those who have experienced or are expected to experience job loss.
- 85. Provide skills-based recruitment training to hiring managers and staff members involved in the company's job application review and interview processes.
- 86. Embed progress toward annual skills-based recruitment goals into the performance evaluations of hiring managers.

Talent Development

- 87. Provide leaders, including people managers, with training that equips them with the tools, resources, knowledge, and skills needed to promote employee advancement, career exploration, and a culture of learning.
- 88. Develop a comprehensive understanding of the talent development needs and opportunities for all roles across the organization. This includes collecting baseline data to measure year-to-year changes and ensuring that goal setting and professional development are part of performance management processes, so that employees can articulate their personalized professional development needs and wants to their managers.
- 89. Develop a robust and transparent succession-planning strategy that incorporates efforts to identify, prioritize, and develop internal potential leaders and improve employee development approaches that extend to entry-level and frontline workers.
- 90. Implement real-time and 360-degree feedback mechanisms to provide employees at all levels with holistic performance insights about their strengths and areas for improvement, to support their growth and development.
- 91. Promote internal cross-functional team collaboration to foster a more holistic understanding of the organization, promote a culture of learning and collaboration, and encourage employees to support work across different units.

Offboarding

92. Build an organizational culture that supports lifelong learning, encourages career mobility, and enables workers to develop durable skills.
93. Develop internal offboarding norms, and provide offboarding training to managers that emphasizes why good offboarding protocols are critical to business success and how to properly document the layoff process. Elements to document during a layoff include reasons for the layoff, the criteria for selecting employees for layoffs, and the steps taken to minimize the impact on affected employees.
94. Provide internal communication guidelines that include definitions of key terminology to ensure that supervisors have the tools needed to develop and/or maintain long-term relationships with employees. Such guidelines could include advice on taking a human-centered approach to offboarding messaging, such as acknowledging the soon-to-be-offboarded employee's contributions and thanking them for their service.

Center Accountability and Long-Term Commitment

Corporate Culture

95. Provide regular updates to employees, customers, investors, and other key stakeholders on your company's social impact and talent development actions, especially those that help employees overcome barriers to advancement.
96. Integrate organizational values and goals that foster employee career mobility and well-being into company-wide performance measurements at all levels.
97. Develop an enterprise strategy and ethos around the adoption and implementation of technology (e.g., AI tools) with clear guidelines and standards around use, fairness, safety, decision-making, and deployment.

Talent Acquisition

98. Establish and measure progress toward achieving employee opportunity targets at every stage of the recruitment process (including sourcing, screening, and hiring), and establish a regular cadence to review and improve recruitment processes in collaboration with talent acquisition.

Talent Development

99. Track and assess any progress toward your talent development key performance indicators (KPIs) and any increases in operational efficiency resulting from internal employee development and training programs. Examples of KPIs include employee productivity, performance, training and development, engagement, job satisfaction, and turnover.
100. Track and assess employee participation in development and training programs to ensure that program utilization and investments are fair across all levels of the organization. Examples of data that can be tracked include tenure, gender, level of educational attainment, and current job title.
101. Prioritize internal promotions, and develop performance metrics to track and measure managers' effectiveness in promoting team members.
102. Conduct audits of current training and development tools to assess employee needs and skills and inform processes to improve related tools.

Total Rewards

103. Establish transparent policies to achieve fairness by implementing and sharing pay bands for all role levels.
104. Set a goal and a deadline for achieving pay fairness, share the goal with employees, and regularly track and communicate progress toward this goal with employees.
105. Identify and track key employee insurance and benefits utilization metrics, and regularly solicit feedback from employees about their insurance and benefits offerings, to ensure that they are aligned with employees' needs, identify any gaps in benefits, and provide employees with relevant and timely stabilizing support.

Offboarding

106. Set a target for former-employee job placement, such as helping 50% of laid-off employees secure new employment within five weeks of their departure from the company.