



Employee Resource Groups (ERGs)

STRUCTURE AND GUIDANCE



Member Tool: Employee Resource Groups (ERG) Structure and Guidance

Employee resource groups (ERGs)—sometimes known as business network groups, affinity groups, or diversity groups—are groups formed by employees who join together based on common interests, backgrounds, job status, or demographic factors such as gender, culture, race, ethnicity, and military or disability status. These voluntary, employee-led groups are generally sponsored by the company and organized to foster a diverse, inclusive workplace.

Whether your company is setting up an ERG or engaging existing ERGs, you are going to need some structured documentation to set groups up for long-term success, which we have provided for members of the Boston College Center for Corporate Citizenship in this adaptable tool.

How to use this tool

This guidance tool contains sample applications, charters, bylaws, and plans with basic language that you can adapt for your company's ERG programming.

Here's how you can adapt this PDF:

1. Make sure you have opened this document in Adobe Reader or Adobe Pro.
You will not be able to edit the tool if it's open on your web browser.
2. Add your company's logo to the cover.
3. Fill out the following three boxes, which will auto-populate throughout the document:
Company Name:
ERG Name:
Diversity, Equity, and Inclusion (DEI) Council Name:
4. Read through the documentation and fill in the remaining blank spaces that are specific to your company's information. Use the Table of Contents to help decide which documentation you will need—it will not necessarily be everything provided here.

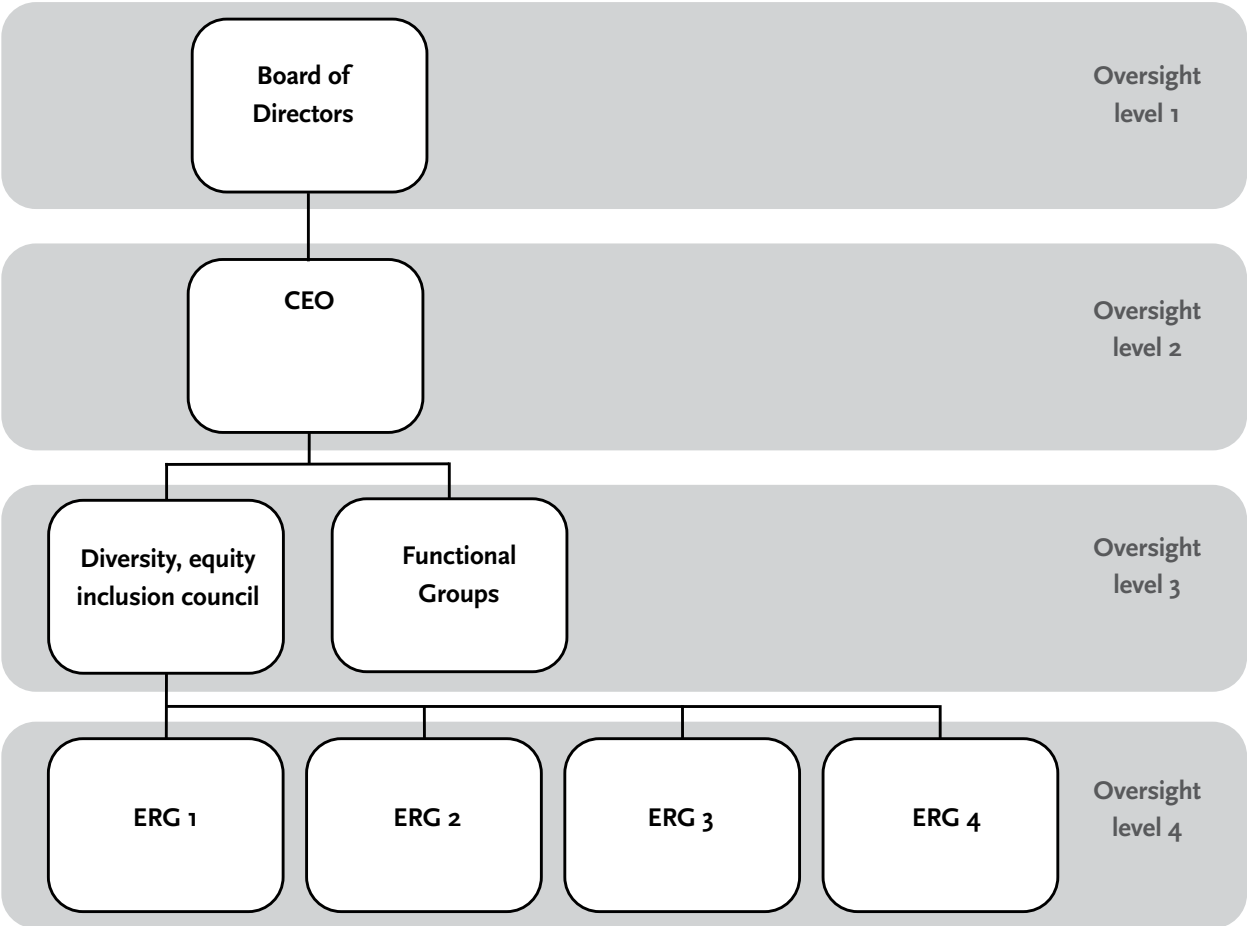
Table of Contents

2	Employee Resource Group (ERG)
	Governance Structure and Guidance
2	Diversity, Equity, and Inclusion Structure
3	Sample Charter (Diversity, Equity, and Inclusion Council)
3	Vision Statement
3	An Overview of Employee Resources Groups
3	Diversity, Equity, and Inclusion Council Guidelines
4	Philosophy And Purpose
7	Policy
9	Getting Started: Recognition and Endorsement
11	Sample ERG Application
12	ERG Charter Application
16	Employee Resource Group Charter Application Approval
17	Sample ERG Charter (Sample 1)
17	Employee Resource Group Charter Template
21	Sample ERG Charter (Sample 2)
21	Rationale
21	Purpose
21	Objectives
21	Focus Areas
21	Scope of Employee Resource Groups
21	The Diversity, Equity, and Inclusion Council Support of ERGs will provide the following support to ERGs
22	Employee Resource Group Bylaws and Articles
26	Template for Three-Year Strategic Plan for ERGs
26	ERG Goals
26	Strategic Planning Review - ERG Purpose Statement
26	ERG Focus Areas
28	Sample Ground Rules for ERG Meetings
29	ERG member assessment

Employee Resource Group (ERG) Structure and Guidance

Diversity, Equity, and Inclusion Governance Structure

Engagement of perspectives at every level of the organization can reinforce organizational commitment to the diversity, equity, and inclusion objectives of the company. The Diversity, Equity, and Inclusion Council is often the body to which the ERGs report, providing a mix of employee levels and functional unit representation from which insights applicable to all groups can be drawn. This ensures that multiple perspectives are taken into account by the policy-makers of the company when implementing new equity and inclusion programs.



Sample Charter (Diversity, Equity, and Inclusion Council)

2020

VISION STATEMENT

leads the way in demonstrating that diversity, equity, and inclusion improves the wellbeing of our people and improves innovation, collaboration, and global business results.

An Overview of Employee Resource Groups

At _____, employee resource groups (ERGs) support the diversity, equity, and inclusion goals and objectives that are determined by the Global _____ and the Executive Office (C-suite).

ERGs exist to benefit and advance their own group members by working both internally and externally. They also help contribute to _____ market success.

DIVERSITY, EQUITY, AND INCLUSION COUNCIL GUIDELINES

PHILOSOPHY AND PURPOSE

ERGs are an excellent support system within the organization to foster awareness, respect, and inclusion within the workplace.

“the Council”) is comprised of the Chief Human Resources Officer, the Director of Equal Employment Opportunity (staff to the council), the Chief Corporate Citizenship Officer, the Chief Financial Officer, and the CEO (ex officio) who may appoint other executive to the Council as may be warranted from time to time. The Executive officers of the organization comprise the executive committee of the Council, which endorses and approves each ERG. This endorsement gives employees the opportunity to identify common interests and decide how they can be shared with others.

- Chairs of each ERG serve on the Council merit of their ERG roles.
- Each ERG has an Executive Sponsor and each Executive Sponsor is a member of the Council.
- The Council provides a forum for ERG leaders to share ideas and best practices and to offer insights to organizational leaders about how the company might improve policies, procedure, and structures so as to better achieve diversity, equity, and inclusion goals.
- Each year the Council will approve plans and goals for each ERG and for the organization as whole and communicate them to all employees of the organization.

The _____ can also:

- Play a critical role in supporting _____ business initiatives.
- Act as a sounding board around strategic diversity objectives within the organization, to help create a more inclusive work environment
- Be a collective voice around shared issues or concerns that help to promote an inclusive, respectful workplace, by uncovering issues that are specific to the needs of a diversity community within the organization.
- Provide opportunities for employee development, education, and training, recruitment, retention, and business outreach and development.
- Support innovation by providing insights on new markets, product development, and multicultural marketing, while enhancing the Company reputation in the marketplace

Officially formed and recognized ERGs are sponsored and supported by,

(“ _____ ” or the “Company”). The Broad Aims of _____ are to:

- Achieve a diverse workplace
- Maintaining a culture of inclusion where employees can thrive
- Ensure that ALL of our employees are supported to achieve their maximum potential
- Value and encourage different perspectives, styles, thoughts, and ideas

We will do this as we:

- Support _____ values and business goals, including the Company’s commitment to foster an inclusive work environment.
- Support _____ diversity, equity and inclusion initiatives, aspirations and goals.

- Foster communications between _____ and its employees.
- Create an open forum for the exchange of ideas.
- Provide mentoring and educational and professional development opportunities for _____ employees. By providing employees with opportunities for:
 - Development
 - Showcasing their skills and becoming known within the organization
 - Mentoring
 - Networking
 - Positively impacting the business through business development, often channeling their voices to advocate for change

The following guidelines establish standards for employees participating in Employee Resource Groups.

POLICY

MEMBERSHIP

- Members must be employed by _____
- Membership is open to all _____ employees
- Membership is voluntary.
- Members must attend a majority of the ERG group’s meetings; support the _____ mission and the ERG group charter; and be an advocate for the diversity, equity, and inclusion process.

Each recognized ERG must be open to any and all members of the Company, including full-time and part-time employees, regardless of all attributes that make each person unique, and cannot exclude non-members from its activities.

Opinions, experiences and ideas shared by members of an ERG during meetings or related activities and records thereof, shall be held in confidence and shall remain the sole and exclusive property of _____.

OBJECTIVES

As mentioned above, _____ encourages the formation of ERGs to foster diversity, and encourage employees to share information, recognize achievements, and interact with fellow employees on an informal basis.

Company-approved ERGs are responsible for supporting improvements in focus areas in their area of diversity, and must have the ability to impact all three areas through their actions and initiatives.

Currently, there are three focus areas (also referred to as “the three pillars”):

- Professional development
- Business development and outreach
- Recruitment

We recommend that all ERGs participate in initiatives that focus on employee business outreach, development, recruitment, and professional development. These initiatives will focus on the betterment of _____ . All other events can focus on the needs of their specific group.

PROFESSIONAL DEVELOPMENT OBJECTIVES:

Support professional development by:

- Developing and delivering one major developmental program on annual basis to all of _____ , or in partnership with other ERGs
- Sponsoring career development events and activities
- Identifying effective mentors within _____
- Developing effective mentors within the membership
- Building a network of development resources that are easily accessible by members

BUSINESS DEVELOPMENT AND OUTREACH OBJECTIVES:

Support business development and outreach by:

- Establishing internal and external business partnerships
- Representing _____ at industry events
- Working with _____ councils and boards
- Working with external communities to help _____ achieve market presence and leadership

RECRUITMENT OBJECTIVES:

Support recruitment by:

- Establishing a partnership with university relations
- Speaking on behalf of _____ and its offerings at industry events
- Measuring _____ hires brought in by ERG through the Talent Ambassador Program

Getting Started: Recognition and Endorsement

An ERG's infrastructure approved yearly strategic plan, by-laws, and approved budgets allow each group to implement initiatives that promote an inclusive work environment. All groups are accountable to the _____.

EXECUTIVE SPONSOR

The ERG Chair will obtain the assistance of an Executive Sponsor, who is a Vice President or higher at _____ . The Executive Sponsor will:

- Participate as an active member of the _____
- Act as an advocate for all ERGs
- Share information about the group's activities with _____ management
- Guide the group's development

The I&D Executive Board or a _____ team member may assist in identifying an Executive Sponsor.

FUNDING

At the discretion of _____ , and with the approval of the _____ , approved ERGs will obtain limited funding.

Upon submission of a budget identifying the specific uses for any requested funds, the _____ may approve funding for initiatives supporting the focus areas for the ERGs.

The amount provided to each group is based on the justification of the business impact. The group must track the funds spent and report at least annually to the _____ on the amounts spent and what was accomplished.

GROUP ACTIVITIES SUPPORTED BY

- Professional networking is strongly encouraged, as is providing information and support for the recruitment, retention, advancement, and development of diverse employees. Groups are encouraged to partner with marketing, business operations, and corporate groups to support their efforts to understand and better serve specific markets, and may provide information to new and existing employees about the group, its activities and opportunities.
- Groups also may organize development, networking, and community outreach events, collaborate and partner with other ERGs, and sponsor awareness events. External speakers are welcome so long as they adhere to applicable policies and provide credentials and references of their work in advance.
- The [redacted] logo may be used for group activities or events only when the Company (through the [redacted]) formally agrees to sponsor the activity or event. The logo and other formal Company artwork (illustrations and photographs) are created for use in business-to-business interactions with customers. Any other use or alteration of this artwork is not permitted without the direct consent of the Corporate Identity department.

GROUP ACTIVITIES NOT SUPPORTED BY

- ERG activities are prohibited when they conflict with [redacted] business objectives, standards of business conduct (including the [redacted] Code of Business Conduct), personnel policies and procedures, state or federal law, Company policies and non-alignment to the ERG focus areas.
- Corporate and employee giving are part of the [redacted] culture, and ERGs do participate in these activities. However, these areas are not directly part of the focus areas for ERGs. It is appropriate for ERGs to participate in community activities; however, only if approved in advance (and by exception rather than routine) by [redacted] will they be funded by [redacted].

CROSS-REFERENCE WITH OTHER

POLICIES

- ERGs must comply with all established policies and procedures. Conduct or activities by any group contrary to the foregoing may result in revocation of the group's charter and Company support.
- An ERG's purpose and actions must be consistent with the Affirmative Action Policy and Policy against Harassment and Discrimination. ERGs will follow the diversity, equity, and inclusion guidelines of the company. reserves the right to revise and update any and all criterion or guidelines as deemed necessary.

In order to support employees in facilitating getting started, the following checklist should be used as a guide to getting started with the formation of a new ERG:

- Interested parties should contact the ERG Program Leader to discuss the formation of an ERG that is currently not represented.
- Follow the specific guidelines noted in this handbook
- Structure the group to include a vision statement, strategy, and potential working groups
- Share their structure with the Program Leader
- Gain support from Senior Management within their organization
- Plan a kick-off event to introduce the resource group to the larger organization (once approved by the)

Sample ERG Application

EMPLOYEE RESOURCE GROUP CHARTER APPLICATION

Below are questions to be answered by the individual Employee Resource Group to be accompanied by its charter when submitting to the Office of Diversity, Equity, and Inclusion. All Employee Resource Groups must submit an application for review and approval for formal recognition of the Employee Resource Group. Please submit questions or a completed application to the appropriate office.

ERG Charter Application

Name of Employee Resource Group (ERG):	
Name Of Employee Organizer	Title
Office	Email
Signature	Date
What is the group's purpose (500 words or less)?	
<p style="text-align: right;"><i>Use the text box on the next page to continue.</i></p>	

What is the group's purpose (Con't)?

What is your Employee Resource Group's Mission Statement? *(This can be the same as in your ERG Charter.)*

Please provide three examples of how your group's mission and purpose serves the
's mission.

1.

2.

3.

Please attach your Charter. Please describe your leadership structure and how they are elected, terms, and communication to the members at large.

Signatures of at least 10 employees who indicate they will join your Employee Resource Group. Attach a list of any additional employees.

Print Name	Title	Employee Signature

EMPLOYEE RESOURCE GROUP CHARTER APPLICATION APPROVAL

The application for Employee Resource Group
has been reviewed by the Office of Diversity of Inclusion/Diversity Program Manager
and forwarded with the following recommendation:

Approve

Disapprove

Comments:

Signature

Date

Sample ERG Charter (Sample 1)

EMPLOYEE RESOURCE GROUP CHARTER TEMPLATE

PREAMBLE

Consistent with the _____'s Diversity, Equity and Inclusion's vision to be the Nation's model employer by leveraging diversity and fostering equity and inclusion to deliver the best business results and social impacts, _____'s mission and goals will involve creating a culture which values the contributions of all employees and provides equal opportunity for professional development and career advancement.

_____ 's diversity, equity and inclusion goals include:

- (1) Support participation in _____ and provide ERG Role _____ responsible for this task with access to _____ 's senior leadership;
- (2) utilize _____ to assist in outreach to diverse _____ organizations in the community;
- (3) utilize _____ as advisors to strategies and outreach _____ on hiring, retaining and promoting a diverse workforce; and
- (4) support mentoring, recruiting, and development programs that are sponsored by _____

ARTICLE I: NAME

1.1 NAME

This organization shall be known as the _____.

ARTICLE II: MISSION

2.1 MISSION

The Mission of _____ is to be a strategic partner with _____ to promote a culture of diversity, equity, and inclusion through continual learning. _____ will advance the understanding and equity and inclusion of employees with a common background, set of interests and/or goals. The vision, mission, goals, policies, and activities of _____ are fully aligned with those of _____ 's mission, goals, and policies.

will be a valuable mechanism to:

- (1) build a culture that fosters innovation;
 - (2) offer employees access to leadership opportunities;
 - (3) establish programs and activities aligned with the mission of _____ ;
 - (4) provide employees opportunities to develop and grow, and for managers to access innovative concepts and unique solutions to challenges faced by _____ .
- ERG should add its own mission statement in the box below, reflecting the purpose of the group, the work it intends to achieve, and/or the principles or beliefs that guide the ERG's work. The statement should be limited to a paragraph.*

ARTICLE III: MEMBERSHIP

3.1 ELIGIBILITY

Membership in _____ is available to all _____ employees. _____ shall record names and locations of all members. All members are eligible to chair committees, become candidates for elected office, and vote in ERG elections.

ARTICLE IV: STRUCTURE AND OPERATIONS

4.1: EXECUTIVE SPONSOR

The Group shall have an Executive Sponsor who is nominated by the CHRO and approved by the CEO. This individual will be a senior executive who supports an ERG. The Executive Sponsor holds the group accountable to add value and contribute to the goals of _____ and acts as an advocate at leadership and management meetings. The Executive Sponsor is also expected to learn about the constituency's issues and concerns and to share that information with other executives. In addition the executive sponsor shall:

1. Work with the Employee Chair to develop and submit an annual budget for the ERG's activities;
2. Work with the ERG Employee Chair to present any suggested policy or programmatic changes to the executive leaders of _____ oration
3. Officially represent the ERG with executive team and board of _____ as requested by the CEO.

4.2: CHAIR, ROLES and RESPONSIBILITIES

The Group shall have an Employee Chair. This individual shall:

1. Schedule and organize meetings;
2. Work closely with the _____ Champion.
3. Officially represent _____ within _____
4. Lead the assessment of the group's performance against goals each year and prepare the annual report of the group.

4.3: TERMS OF OFFICE

Officers are nominated and elected by the group for three-year terms, which are dependent upon continued employment. Individuals may hold two consecutive terms of office. One three-year period must pass before they are able to be nominated as an officer.

4.4: ADDITIONAL OFFICERS

The employee Chair may appoint additional officers as necessary.

4.5: NOMINATION AND ELECTION OF THE EMPLOYEE CHAIR

Section 1: Election Meeting

Elections shall be held. In the case of a resignation of the employee Chair from office, a special election meeting may be held to fill the post until the end of the current term.

ARTICLE V: NOTICE OF MEETINGS

5.1 MEMBERSHIP MEETINGS

There shall be regular meetings of _____ on a date and place to be designated by the Chair and approved by the Executive Sponsor. This meeting shall be held at a specified location and announced to members.

_____ shall send a notice of each regular meeting to each member.

Sample ERG Charter (Sample 2)

Rationale

As an employer of choice, _____ seeks to attract, retain, and develop the best talent available. The Company chooses to create and sustain a workplace environment where all employees are fully engaged and can contribute to their full potential.

Purpose

Employee resource groups support the overall commitment and vision of Diversity, Equity, and Inclusion for _____.

Objectives

- Help create a more inclusive work environment
- Provide a collective voice around shared issues or concerns
- Promote a respectful workplace
- Promote internal and external diversity initiatives

Focus Areas

Employee resource group activities are concentrated in the following areas.

- Professional development
- Business outreach and development
- Recruitment

Scope of Employee Resource Groups

EXIST WITHIN FUNCTIONS AND GEOGRAPHIES

- Accountable to _____
- Exist across the _____ global enterprise

The _____ will provide the following support to ERGs

- Setting a positive tone throughout the _____ community
- Operational guidelines through the ERG Progression Model
- Policy and process
- Tools and resources

Employee Resource Group Bylaws and Articles

ARTICLE I: NAME

The name of this organization shall be “ _____ .”

ARTICLE II: VISION/STRATEGY/EXECUTION

The VSE of this organization shall be _____

ARTICLE III: MEMBERSHIP

Membership in _____ is open to all employees in _____, including regular full-time, part-time, hourly, and salaried employees, who are committed to accomplishing the objectives of _____.

ARTICLE IV: STRUCTURE

_____ will organize their governance and structure based on one of the five phases within the ERG Progression Model. The sample structure below shows job descriptions that ERGs are highly encouraged to adopt to achieve a phase five within governance/structure.

NOTE: This section will need to be outlined per ERG: There shall be two leads per ERG. There shall be project or program committees established in accordance with annual program goals with the addition of special committees, as determined by the ERG leadership team (Board of Directors). Each ERG shall have an Executive Sponsor or Sponsors to support, guide, and advocate the objectives of the organization.

THE BOARD OF DIRECTORS TEAM SHALL

- Attend all regular meetings
- Rotate responsibility for meeting minutes and distribute prior to next meeting
- Adhere to current policies
- Set direction and establish agenda for the organization
- Conduct all business activities necessary to achieve the objectives of the organization
- Provide communication to members at large
- Actively recruit member participation

A. ELECTED OFFICERS

The elected officers of _____ and their duties shall be as follows:

ROLE OF THE CHAIR

Functions as the corporate wide representative of their respective ERG. Is a direct liaison to the Executive Sponsors, _____, and other important business partners, both within _____ and externally. Responsible for working with both members of the ERG itself and the _____ to set the global strategic direction of the organization and removing obstacles to help ensure the organization meets its goals.

Helps ensure that the organization's goals are aligned to the focus areas established by the _____ (Business Development, Recruitment, and Professional Development). Encourages and establishes policies (as needed) and activities in agreement with the objectives of the respective ERG.

EXPECTATIONS

- Function as the main representative of the organization in business-relevant situations
- Communicate group achievement and help ensure individual accountability
- Maintain the team spirit and help ensure that all voices are heard
- Remove obstacles that may limit the success of the organization or its leaders

ARTICLE V: ELECTIONS

Elections shall occur annually during _____ of each calendar year.
New officers will assume their positions the following _____ .

TIMEFRAME

Announcement of the annual election will be emailed to all members of _____ at least four weeks prior to the election. The announcement shall indicate the offices that are available and the rules to be followed during the election. This will include eligibility, offices, and responsibilities. In the event of an out-of-cycle vacancy, elections shall be held within two to eight weeks.

A. Terms

ERG officers will serve for a term of three years for a maximum of two consecutive terms. After serving two consecutive terms, officers must sit one term out before standing for election again. Outgoing officers shall serve in an advisory role for six months. It is highly recommended that elected officers have at least two years tenure at _____ (excluding early in career).

B. Order of Election Process

1. Announcement of election (position available)
2. Nominations submitted to Nomination Committee

3. Formal response from candidates to confirm acceptance of nomination with manager approval
4. Election takes place
5. Ballots submitted and tallied by Nomination Committee
6. Announcement of new offices

ARTICLE VI: MEETINGS

Regular ERG meetings will be held at least quarterly, unless otherwise scheduled by the Chair or Executive Sponsor. A schedule of the meeting dates and locations for the entire year will be provided at first general meeting. Attendance shall be taken at meetings for the purpose of establishing active membership. A quorum shall be required for the conduct of business. A quorum is defined as one-half of active membership. Active membership shall be established from previous general meeting attendance.

The procedure for voting at regular or steering committee meetings shall follow general parliamentary procedure. A simple majority of votes of those present is required for all decisions except amendments to the charter, which require a two-thirds vote of those present at the meeting. Timely communication (one week before the meeting) of agenda items will allow for each individual that cannot attend the meeting to submit input on agenda items before the voting procedures.

ARTICLE VII: BY-LAWS AMENDMENTS

Any member of _____ may propose an amendment to the By-Laws. The decision to consider a proposed amendment requires a simple majority vote of those present at the meeting. All proposed Charter amendments must be submitted in writing to the Chair and Executive Sponsor. Proposed Charter amendments must be publicized to the membership in advance of the meeting at which the proposed amendment is to be discussed. By-Laws amendments require a favorable vote from two-thirds of the membership to be adopted.

Final review of Amended By-Laws must be submitted to the _____
_____ for approval.

ARTICLE VIII: SUSPENSION OF RULES

The rules outlined in this Charter may be suspended by a two-thirds vote of the membership present at any meeting, so long as a quorum has been called and its requirements met.

ARTICLE IX: IMPEACHMENT PROCEDURES

Any member may call for any officer to be removed from office. Impeachment from office requires a two-thirds vote.

Template for Three-Year Strategic Plan for ERGs

Diversity, Equity, and Inclusion Vision:

leads the way in demonstrating the transformational impact diversity, equity, and inclusion have on innovation, collaboration, and global business results.

ERG Goals

1. Help create a more inclusive work environment
2. Provide a collective voice around shared issues or concerns
3. Promote a respectful workplace
4. Promote internal and external diversity initiatives
5. Strengthen internal stakeholder relationships through connection and value creation

Strategic Planning Review - ERG Purpose Statement

Review your ERG Vision Statement by asking the following: Does the existing Vision Statement need to change in the next three-years to better support the diversity, equity, and inclusion Vision Statement and to create maximum value for _____ ?

ERG Focus Areas

Review each Focus area by discussing your ERG’s objectives, strategies, and results or metrics for that area.

1. Professional Development

THREE-YEAR STRATEGIC PLAN

- **OBJECTIVES:** What are you trying to achieve in this area within the next three-years?
**For example, “enhance career opportunities for members.”*
- **STRATEGIES:** How will you achieve these goals?
**For example, “Mentoring and leadership initiatives, or networking events.”*
Note: These are types of activities, and not specific events or programs.
- **RESULTS/METRICS:** How will you know that you have progressed in achieving these objectives? What measure or measures will you use?
**For example, “The percentage of ERG members who participate in career development events increases annually as measured by tracking metrics.”*

2. Business Development/Outreach

THREE-YEAR STRATEGIC PLAN

- **OBJECTIVES:** What are you trying to achieve in this area within the next three years?
**For example, “To increase brand name recognition in targeted external communities, and to increase awareness in targeted communities regarding products and services.”*
- **STRATEGIES:** How will you achieve these goals?
**For example, “Sponsoring community and cultural events.”*
Note: These are types of activities, and not specific events or programs.
- **RESULTS/METRICS:** How will you know that you have progressed in achieving these objectives? What measure or measures will you use?
**For example, “Increased number of sponsorships of external community events in targeted communities.”*

3. Recruitment

THREE-YEAR STRATEGIC PLAN

- **OBJECTIVES:** What are you trying to achieve in this area within the next three-years?
**For example, “To recruit new members into the ERG, to recruit people to work at _____, and to encourage existing members to actively participate in the ERG.”*
- **STRATEGIES:** How will you achieve these goals?
**For example, “Onboarding programs, welcome activities, or ongoing social activities for members.”*
Note: These are types of activities, and not specific events or programs.
- **RESULTS/METRICS:** How will you know that you have progressed in achieving these objectives? What measure or measures will you use?
**For example, “The percentage of employee participation involved in the ERG has increased as measured by the membership roster and other tracking metrics.”*

Sample Ground Rules for ERG Meetings

These rules may be helpful in helping members of ERG groups understand what their responsibilities to the group are.

I agree to:

- Arrive on time, whenever possible.
- Be prepared for our ERG meeting.
- Welcome newcomers with warmth and enthusiasm.
- Share responsibility for following and enforcing these ground rules.
- Stick to the agenda.
- Listen respectfully and thoughtfully.
- Value my colleagues and openly express my appreciation of their contributions.
- Limit my comments to the issues at hand and avoid personal attacks.
- Avoid interrupting others, conducting side conversations, or taking phone calls.
- Not prematurely judge, criticize, or put down others' ideas.
- Use consensus to make major decisions.
- Be open to surfacing differences in perspectives in a constructive manner.
- Be 100 percent supportive when a decision is made within the ERG.
- Be realistic and accountable when accepting responsibility for follow-up tasks.

ERG member assessment

These questions presented as a scale from 1 to 7 may help ERG leaders understand where the group may need development or where their own leadership may need to be developed further.

As an ERG member or ally I am committed to making changes

I clearly understand the purpose of my ERG and its alignment with business goals

The ERG leader has a process for sharing information with its members

Our ERG has the right members to be successful

As an ERG member I understand how our work contributes to the larger goals of our company

Our ERG is recognized for its accomplishments

ERG members openly express their ideas and opinions

ERG members have a means to see progress towards important objectives of our group.

I want to be in the group

The other members of this ERG want to be in the group

Our ERG is able to make decisions that all group members can support

Our ERG meetings are productive

Our ERG members trust and respect each other

ERG members express disagreements constructively

ERG members follow through on decisions and action items.

Our ERG has established metrics, and guidelines for ERG scope, performance, and behavior

ERG members are encouraged to express different points of view

Our ERG takes time to evaluate how effectively they work as a group

ERG members are held accountable for their responsibilities and assignments



BOSTON COLLEGE
CENTER FOR CORPORATE CITIZENSHIP
CARROLL SCHOOL OF MANAGEMENT

KNOW MORE. DO MORE. ACHIEVE MORE.

Based in the **Carroll School of Management**, the Boston College Center for Corporate Citizenship combines the most valuable aspects of a professional community and the resources of a leading academic institution for our members. We integrate the perspectives and experience of some of the leading corporate citizenship professionals in the field today with management best practices, helping you align your corporate citizenship objectives and business goals. Center resources support positive outcomes for your functional area, your organization as a whole, and for you as a leader.

ccc.bc.edu

