

# Achieving Equity When Implementing Workplace Policies

*A four-question framework*

Offered By

**FIC Human Resource Partners**

Fostering inclusive cultures through policy, training, and discussion





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## **FIC HUMAN RESOURCE PARTNERS' MISSION**

FIC Human Resource Partners, LLC believes that Fostering Inclusive Workplace Cultures is one of the most important missions of our lives.

We seek to change the world by helping the companies that we work with become agents of change that model truly inclusive cultures, engage in continual cultural competency growth, lift the minority and marginalized community members within their organizations up, and bring each of their employees into a more accepting, equitable, and inclusive mindset.

## **FIC HUMAN RESOURCE PARTNERS' PHILOSOPHY OF CULTURE**

Organizational Culture is often misunderstood, not because it's too complicated to understand, but because organizations often look at it through too narrow of a lens, for too short of a time.

Organizations may look at just one aspect of culture, diversity, or inclusion; race or gender; explicit culture or implicit culture; Macro culture or micro culture. They may look at the how people interact or the impact of policy. All too often, organizations choose a narrow focus, and that leads to unfinished work, unachieved goals.

Organizations may choose to set a timeframe for specific learning or development. They may decide on an implementation timeline and believe they are finished if they've accomplished every deliverable they agreed to, or if they have reached their metrics. But organizations are living, ever changing entities. So are their cultures. Every person who joins, rises in, and leaves an organization has an impact on the organization's culture.

Culture is driven by the people. More often than not, it won't be just the people you think. Culture is an ongoing conversation between every member of the organization, every member of the leadership, and every member of the community the organization serves. Everyone is driving your culture, some are driving towards the destination your organization wants, others aren't.

**Everyone deserves to feel as if they belong!**

## **FIC CULTURE ACADEMY**

The FIC Culture Academy is an extension of the work that we have always done to foster inclusive cultures. In creating the academy, we have created a space where organizations and individuals can explore the various workshops and learning opportunities we have to offer. Our existing and upcoming workshops feature heavily, but we are working diligently to produce self-paced, modular content to keep your diversity, equity, inclusion, and belonging growth moving forward between larger learning events.

Beginning in second or third quarter of the year our culture academy will begin hosting open enrollment workshops geared towards individual learners. Our in-person events will be hosted at our offices in the Sothern Market Lancaster, and we will continue to offer virtual workshops as well.



## SETTING OUR INTENTIONS

### Objectives

We will be introducing you to a 4-question framework to guide your efforts in achieving equity in policy implementations through an interactive review and collaborative conceptualization session of a single policy.

As part of the 4-question framework you will learn:

- How to identify/define the purpose of a policy.
- How to assess a policy from multiple perspectives to identify variations in impact.
- How to revise a policy to achieve more equitable outcomes.

You will be guided through interactive review of a standard SHRM Policy Template. This collaborative conceptualization session will seek to answer each of the questions in the framework in regard to this specific policy. At the end of the session, the group will have determined the intent/ purpose of the policy, who will be impacted by it, how that impact will differ, and ways to revise the policy to achieve a more equitable outcome. In working your way through the review of a single specific policy, you will learn the basic skills necessary to implement the process on your own.

This workshop is an introductory level learning opportunity that does not require prior policy or DEI experience. The skills can be utilized without a depth of knowledge, however, having at least one team member with a deeper understanding of DEI principles on a policy development, implementation, or review team will be useful when engaging the 4-question framework in actual policy reviews.

## THE FOUR QUESTION FRAMEWORK

We will be using a four-question framework to navigate the process of policy development and implementation to achieve equity in workplace policies.

1. **Why are we creating a policy?**  
(The purpose of the policy.)
2. **Who's impacted?**  
(Who the policy is for and who it affects.)
3. **What are the rules?**  
(How we achieve our purpose.)
4. **Did we write a good policy?**  
(Collaborative conceptualization session to uncover unintended consequences.)

### Why are we creating a policy?

The first entry point to equity in policy is understanding why we are creating the policy. If the purpose of a policy is inequitable, achieving equity with it will not be possible. If the purpose is to address an existing, known inequity, care must be taken not to create new inequities.

### Who's impacted?

This is the second entry point to equity in policy. If we are not clear about who the policy is for and who will be impacted by it, creating inequity is the likely outcome.



## What are the rules?

Once the purpose and intent of a policy is clear, we can write the rules to achieve them. We should create rules that are clear, explicit, and enforceable in an equitable fashion. By keeping the purpose and knowledge of who will be impacted centered during this process, inequity is easier to minimize.

## Did we write a good policy?

This is the point at which we identify the unintended consequences and inequities of the policy we have written. This question is often asked throughout the process of answering the question, “What are the rules,” but it should also be completed as an independent step as well. By looking at each demographic that will be impacted by the policy individually we can identify inequities and work to reduce them. This step should be approached before implementing the policy and periodically once implemented. The brainstorming team should be diverse not only by personal identities but in organizational positions.

## APPLYING THE FOUR-QUESTION FRAMEWORK TO EXISTING POLICY

In many cases you won't be writing a policy from scratch, a version of it will already exist. The four-question framework is just as effective in reviewing and updating an existing policy as it is in creating a new one.

- 1. Why was this policy created?**  
(The purpose of the policy.)
- 2. Who's impacted?**  
(Who the policy is for.)
- 3. What are the rules?**  
(How we achieve our purpose.)
- 4. Did we write a good policy?**  
(Collaborative conceptualization session to uncover unintended consequences.)

## THE POLICY UNDER REVIEW

We will be applying the four-question framework to SHRM's Uniforms Policy Template. For ease of reference a copy of it can be found at the end of the workbook so that it may be removed and used for each portion of the discussion and collaborative conceptualization sessions.

Please take a moment to review the SHRM Uniforms Policy Template and write down your initial thoughts before we begin the collaborative conceptualization sessions.

### ***SHRM Uniforms Policy Template***

#### ***Objective***

*To ensure [Company Name] customer-facing employees who are engaged in service and delivery functions are clearly identified as representing the company, [Company Name] has established the following uniform policy.*

#### ***Policy***

*Employees engaged in tasks involving customers and alliance partners are required to wear company-designated uniforms at all times while working and representing [Company Name].*















## DEFINITIONS

### Dominant Culture Systems

Systems of power and advantage that benefit the dominant identity group. Often derived from the historical oppression and exploitation of other identity groups.

#### **May include:**

### White Supremacy

An ideology rooted in the belief that white people and the ideas, thoughts, beliefs, and actions of white people are superior to Black, Indigenous, and/or People of Color (BIPOC). This ideology, along with patriarchy, is at the root of power systems that are replicated throughout business, governmental, service, and nonprofit agencies, and organizations. The impact of which is far reaching and often unnoticed by those who benefit from these power systems.

### Capitalism

An economic system based on the private ownership of the means of production and the use of paid labor to produce goods and services distributed for profit. The central traits of capitalism include private property, property rights, and promoting the individual over the collective. The essential feature of capitalism is the motive to make a profit for those private parties who own and control property. This ideology is compounded by the historical and ongoing impacts of white supremacy and patriarchy.

### Patriarchy

A system of political, social, and economic relations and institutions structured around gender inequality that historically privileged men over others. This system of power, along with white supremacy, is at the root of power systems that are replicated throughout business, governmental, service, and nonprofit agencies, and organizations. The impact of which is far reaching and often unnoticed by those who benefit from these power systems.

### Nativism

A system that promotes the interest of native-born citizens over those of immigrants.

### Ableism

An ideology rooted in the belief that being able is “normal” and preferred. By centering and privileging able people over those with disabilities, systems of power have arisen that ignore the needs of those with disabilities and limits their ability to fully participate in society.



## YOUR FACILITATOR

### Jessica Jaymes Purdy *She/Her/Hers*

#### Founder & CEO of FIC Human Resource Partners

Jessica Purdy's desire for a more inclusive and accepting society led her to become an Activist, Public Speaker, and Founder of FIC Human Resource Partners, LLC.



Her identity as a panromantic, asexual, transwoman is central to her life and work. She is, as they say, Out and Proud. But rather than 'coming out', she brings people into her confidence, her truth, and her life. It's a combination of her personal experiences and mindset of 'bringing people in' that has made her an effective leader, facilitator, and change agent.

The 'new collar' journey that led to her founding FIC Human Resource Partners began with Military Service as a Legal Specialist. Her nearly 4 years of service ended with an honorable discharge under Don't Ask, Don't Tell. Once she transitioned back into the civilian workforce, she moved up from an hourly wage Service Technician position through Service, Branch, and Regional Manager positions before becoming the Director of Culture and Talent for the C3 Agency. At each step in her journey, she gained new knowledge and experience that helped her develop the skills and tools that she is now offering to organizations such as yours.

She was a founding member of the Lancaster LGBTQ+ Coalition, Board Chair of the Lancaster Pride Association, and a former member of the Keystone Business Alliance Board of Directors. She is currently serving on the YWCA Lancaster Board.

#### Learn More About Jessica

[linkedin.com/in/jessi-jaymes-purdy/](https://www.linkedin.com/in/jessi-jaymes-purdy/)  
[speakerhub.com/speaker/jessi-purdy](https://www.speakerhub.com/speaker/jessi-purdy)

#### Learn More: FIC Human Resource Partners

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# SHRM UNIFORMS POLICY TEMPLATE

## Objective

To ensure [Company Name] customer-facing employees who are engaged in service and delivery functions are clearly identified as representing the company, [Company Name] has established the following uniform policy.

## Policy

Employees engaged in tasks involving customers and alliance partners are required to wear company-designated uniforms at all times while working and representing [Company Name].

Each new employee will receive three uniforms upon hire. Employees are required to sign for the uniforms, and the uniforms are considered company property and are to be returned in the event of termination of employment or anytime on demand.

Upon issue, company uniforms become the responsibility of the employee for maintenance and care. In the event a uniform needs repair or replacement, employees will be required to return the uniform in exchange for a replacement. While normal wear and tear is expected, excessive damage or loss of company uniforms may result in disciplinary action.

[Company Name] may issue new uniforms periodically or require uniforms to be returned for special purposes (e.g., logo change, corporate color change). Employees will be given notice of the exchange, and the company will provide suitable replacement uniforms.

Employees are required to return all issued uniforms upon termination of employment. If all issued uniforms are not returned, [Company Name] will deduct the cost of the uniforms from the employee's final paycheck (except where such deductions are prohibited by state law).

If employees have questions regarding this policy or its implementation, they should contact the human resource department or the facility services department.