On-Ramping Guide for Employers

A Planning Resource Guide
for STEM Companies

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Navigating the Guide

About the Guide

This guide compiles a multitude of strategies and Alberta-centric resources to support diversity, and inclusion within the workplace.

Purpose:

The AWSN Work Re-Engagement Program was created to support female STEM (Science, Technology, Engineering, and Mathematics) professionals who have a career gap to on-ramping back into the workforce. The "On-ramping Guide for Employers" was designed to assist Alberta companies in understanding the value of broadening their STEM diversity and inclusion practices, with the intent to include women within their greater approach. Although this guide was designed with female STEM professionals in mind, the strategies suggested can work for hiring any professional returning to work after an extended leave.

Target Audience:

- HR practitioners
- Talent managers
- Diversity program leaders
- Executive-level sponsors
- Recruitment staff
- Recruitment agencies
- Diversity and inclusion enthusiasts

Engagement:

The information and strategies used in this guide were designed through the combination of both primary and secondary data; combining firsthand consultations with academic research. The AWSN Work Re-Engagement Program consulted directly with female STEM professionals from across Alberta that are on, or been on, an extended professional leave. The collection of this data has been tailored to finding solutions to barriers identified by returning professional women on their quests for employment.

For more information and resources on this topic, please contact AWSN: awsn.org

Acknowledgement

The AWSN Work Re-engagement Program was developed through the dedication and generous contributions of our community partners. We thank all contributing parties that assisted in the success of this program, and we are grateful for their countless volunteer hours and hard work.

This project has been supported by a multitude of community stakeholders including; non-profit STEM organizations, immigrant services agencies, staffing and recruitment agencies, professional associations, post-secondary institutions, industry partners, as well as municipal and provincial levels of governments.

A special thank you to AWSN and its volunteers and staff for their support. AWSN's hosting this program made it possible.

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Section 1: Introduction

Alberta has faced economic hardship over the past few years. This has resulted in many STEM professionals losing their jobs, and for companies that are now trying to hire, there is no lack of trained STEM professionals to choose from. With a larger pool of talent in search of positions, the journey back to work has become much harder for returners. A returner is defined as a professional with a career gap, who already has enhanced knowledge and experience from previous roles; they have the technical aptitude to learn and develop skills swiftly, which enables them to step back into STEM roles, generally without much difficulty (IET[1], 2017). In Alberta, this can include local talent as well as those new to the province. This journey back can be a challenge for both men and women, but empirical evidence has shown that for women the path can be extra rewarding (Herman, 2014; Hewlett, 2007).

Women make up almost half of the Canadian workforce (47.3% in 2016, 48% in 2011 - Statistics Canada). Yet, within the STEM workforce, women are greatly underrepresented. Despite an increase of women with STEM degrees (Statistics Canada showed that in 2011 - 39% of university graduates aged 25 to 34 had a STEM degree), the percentage of women working in the STEM fields has barely changed in almost 30 years. In 2011 only 21.9% of the STEM workforce were women, a minuscule jump from 20% in 1987 (Maclean's, 2015). This has been called the 'leaky pipeline'. Despite more women entering STEM professions, many continue to exit along the way (Weisgram & Deikman, 2014). STEM workplaces are considered non-traditional work space for women; non-traditional careers are defined as professions where women make up 25% or less of the working population (Perry- Sizemore & Maclaughlin, 2016). Across non-traditional workplaces, empirical evidence shows that gender inequalities persist (Nash, 2002), despite provincial and federal efforts to legislate the issue. At the top and bottom of the employment pyramid, men continue to surpass women in terms of both pay and position, despite shrinking gender gaps in educational attainment and workplace seniority (Nash, 2002; Williams et al, 2012).

Furthermore, a 2015 report from the Canadian Centre for Policy Alternatives, indicated that Edmonton and Calgary are among the worst Canadian cities for women to live in terms of economic security, leadership, health, personal security, and education. These factors present considerable barriers to entry and re-entry to the working environment for Alberta female STEM professionals.

When women make the decision to re-enter the workforce, they potentially face stigma both internally and externally. Research by Hoyle (2017) shows that employers may perceive professional women with career gaps as having 'lost skills' and 'diminished confidence'; these women can be labeled as 'too risky' for an available position. For women with a STEM background, there are extra barriers to overcome, due to the technical nature of the industries seeking STEM educations. This short-sighted view of returning professional STEM women can deprive employers of top talent. The strategies presented in this guide are meant to assist employers in recruiting the best candidates, including professional STEM women returning from a leave.

A critical need exists in society for greater diversity within our technical workforce, one with varied perspectives, questions, approaches, practices, and interpretations (Steinke, 2013). Employers looking to fill STEM roles with top talent must consider the widest possible pool, and this should include returners who have been absent due to an extended leave.
Researchers have linked diversity to increased innovative capabilities; firms with more balanced gender composition are more likely to be innovative (Østergaard et al, 2011), and more profitable (Williams et al, 2012; Campbell and Mínguez- Vera, 2008).

Alberta's economic prosperity is currently tied to the resource and energy sector along with a burgeoning technology sector, which employs a large portion of STEM professionals in Canada. With a current push for technological change in all STEM sectors in Alberta, diversity is needed now more than ever. For more information on the importance of Gender Diversity specifically, please refer to the white pages created by WWEST (Westcoast Women in Engineering, Science and Technology) The Business Case for Gender Diversity.

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[1]   Institution of Engineering and Technology

AWSN is an Alberta non-profit organization established in 1993. The AWSN's mission is to enable a culture of diversity and inclusivity in STEM programs. The organization works to influence the greater community to promote a cultural change, which will allow all to participate to their full capacity in STEM. AWSN acts as a platform that initiates, and supports Alberta programs, partners, and stakeholders who amplify, magnify, or accelerate systemic social change within the greater community. AWSN is aware of the intersection of gender, age, nationality, and education, and how these factors are a part of an individual's identity that shapes their social interaction. As a greater network, AWSN supports programming with the intent to cover the full spectrum of this intersection.

The idea for AWSN's Work Re-Engagement Program was ignited after working in partnership with Women in APEGA (Association of Professional Engineers and Geoscientists of Alberta). In 2013, WinAPEGA wrote a resource guide called The Managing Transitions to support professionals and companies in navigating a short professional leave, such as a 1-year parental leave, or professional sabbatical. This document was well received, and has now been adopted jointly by Engineers Canada and Geoscientists Canada.

AWSN was interested in supporting female STEM professionals, in Alberta, who had a longer career gap (2+ years). AWSN recognized that this demographic of STEM professionals usually did not return to the same place of employment, and may never have worked in Alberta, or Canada before their extended leave. Along with AWSN, BESTT (Bridge for Engineering, Science and Technology Talent) helped launch the Work Re-Engagement initiative. In March 2015, AWSN obtained a Status of Women Canada grant to host the Work Re-Engagement Program and to help tackle this issue. The program is part of an initiative by Status of Women Canada to improve Canadian women's economic prosperity.

Mission:

A. To identify barriers preventing female STEM professionals with career gaps from re-entering the workforce through needs, assessment, and partnership.

B. To develop 'Leading Practices' as resource guides for both STEM women, and employers that will ignite an on-going cultural change in the workplace.

Vision:

To create an influential model with lasting impact on human resources (HR), and organizational policies that will empower female STEM professionals to greater success in their careers.

The AWSN Work Re-Engagement Program is committed to empowering female STEM professionals to return to their careers and achieve success. To assist in this goal, this "On-ramping Guide for Employers", together with "Returning to Workforce After an Extended Leave" guide, was prepared by the AWSN Work Re-Engagement Program. Both documents seek to enhance diversity and inclusion initiatives, resulting in sustainable and equitable successes for both Alberta companies, and female STEM professionals. Leading researchers on the topics of leadership, returnship[2] and diversity include: Carol F. Cohen, CEO and Co-Founder of iRelaunch; her TED Talk on How To Get Back To Work After a Career Break provides strategies on how to get back to work after a career break; Sheryl K. Sandberg, COO of Facebook and founder of leanin.org, discussed in an Interview with Pat Mitchell about why we have too few women leaders; and Arwa Mahdawi, founder and Chief Minority Officer of rentaminority.com, a revolutionary new service offering diversity on demand. Her talk on TEDX is The Surprising Solution to Workplace Diversity. These talks and associated research are part of the motivation for creating this guide.

2　　　　Returnship is an internship opportunity geared towards experienced professionals.

Section 3: Methodology

The AWSN Work Re-Engagement program started in March, 2015. The program team worked with a multitude of community partners (including non-profit STEM organizations, immigrant services agencies, staffing and recruitment agencies, professional associations, post-secondary institutions, industry partners, and both municipal and provincial levels of governments) to design Alberta-specific strategies that will increase the success of female STEM professionals looking to re-enter the work force, and for Alberta corporations wanting to attract top talent.

This guide was designed using both primary and secondary data. The program was carried out in three phases, and the research process was based on Gender Based Analysis:

Phase I - The team traveled around Alberta, speaking directly with female STEM professionals who have been, or are on extended leave; conducting focus groups in Calgary, Edmonton, Lethbridge, Grande Prairie, and Fort Saskatchewan. At the focus groups, participating female STEM professionals completed surveys and discussed their experiences, and the barriers they face in attempting to re-enter the workforce.

Alberta female STEM professionals with similar experiences who are now employed were also invited to participate in the planning, execution, and analysis of the data gathered for this program. In total, 76 female STEM professionals with career gaps have contributed to this research. Examples of the key barriers identified include:

- Finding child or elder care
- Outdated work experience
- Underpaid skill sets
- Access to female mentors
- Gate keepers[3]
- Underemployed or overqualified

For an in-depth analysis of the identified barriers and suggested strategies, please refer to the AWSN's "Returning to Workforce After Extended Leave -A Planning Resource Guide for Female STEM Professionals in Alberta: 2017".

Phase II – The Work Re-Engagement Program approached Alberta corporations that hire STEM employees, in 2017; 11 companies participated through surveys and interviews. Many factors such as unfamiliarity with the subject, limited resources, unconscious biases, and resistance to changing workplace culture are possible reasons for low number of company participants. Our program team believe knowledge sharing needs to take place for more employers to become more comfortable with diversity and inclusion initiatives.

Phase III - This document together with "Returning to Workforce After Extended Leave -A Planning Resource Guide for Female STEM Professionals in Alberta: 2017" were written with the information gathered from Phases I and II.

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3   Those that keep candidates entering the workforce based on gaps on their resumes and biases around it.

Section 4: How to Implement the Guide?

This guide was written to assist corporations to successfully implement strategies to help female STEM professionals in overcoming the typical barriers previously discussed within on-ramping.. However, not every company is the same, and not every strategy is catch-all applicable. Factors such as company size, length of time in business, and resources, play vital roles in the implementation of all the strategies suggested in this guide. Therefore, we encourage companies to assess their capabilities, selecting strategies they can operably apply, leaving the rest for a later time where implementation will be successful .

For an on-ramping program to be truly successful, the first step, regardless of corporate configuration, is to complete an investigation of HR and organizational policies, as well as diversity and inclusion plans, if available. It is only then that a diverse and inclusive environment can be crafted within an equitable workplace.

The leading practices provided in this guide are adapted to the current Alberta environment and can be applied to a variety of corporate configurations. Therefore, this guide can be adapted to each company's HR policies using available resources.

We hope you will adopt all the strategies in this guide. The adoption of just one strategy, using it as a reference as your company grows, would still place you ahead of many competitors in Alberta, something that would make you recognizable in today's market place.
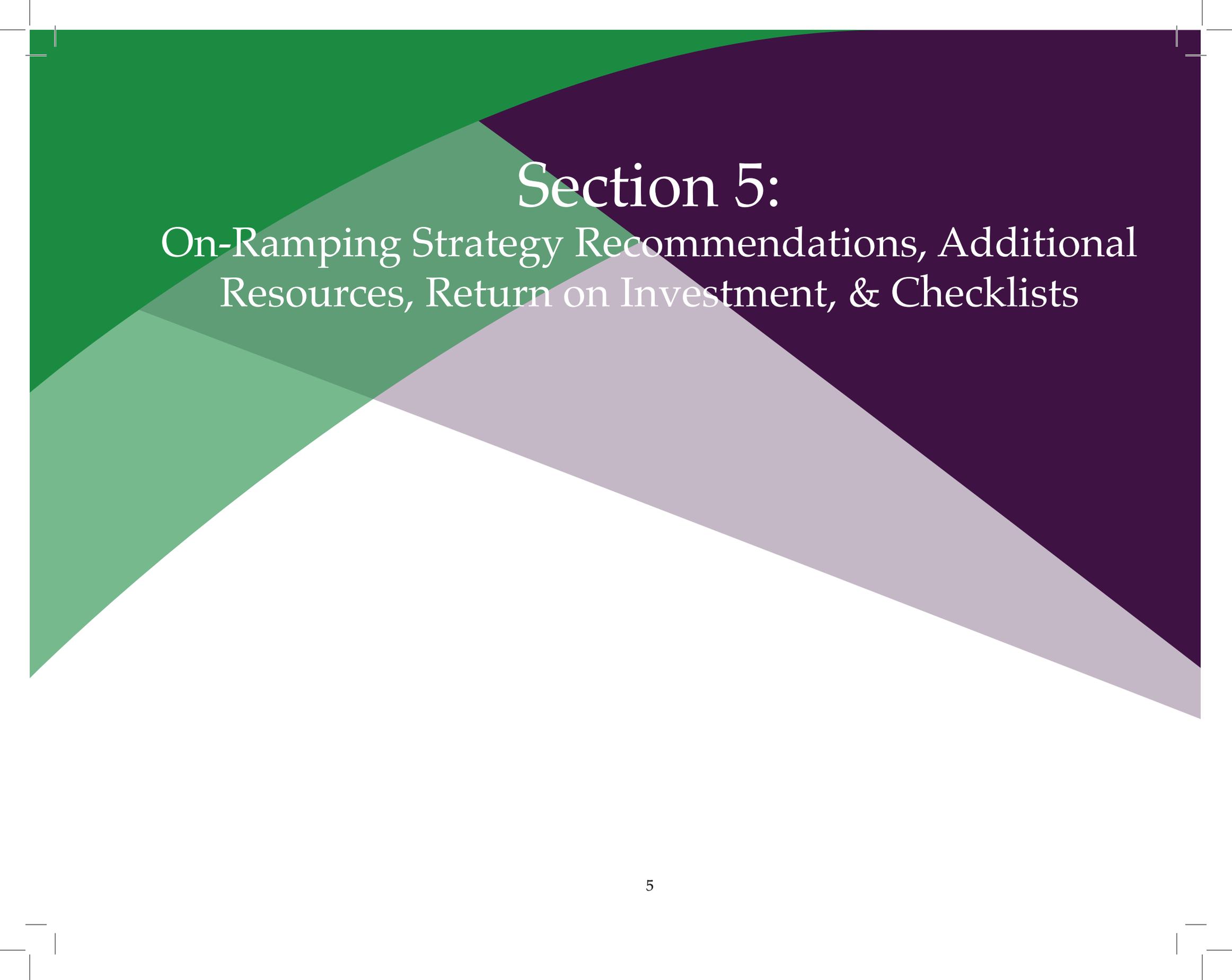
Section 5:
On-Ramping Strategy Recommendations, Additional Resources, Return on Investment, & Checklists
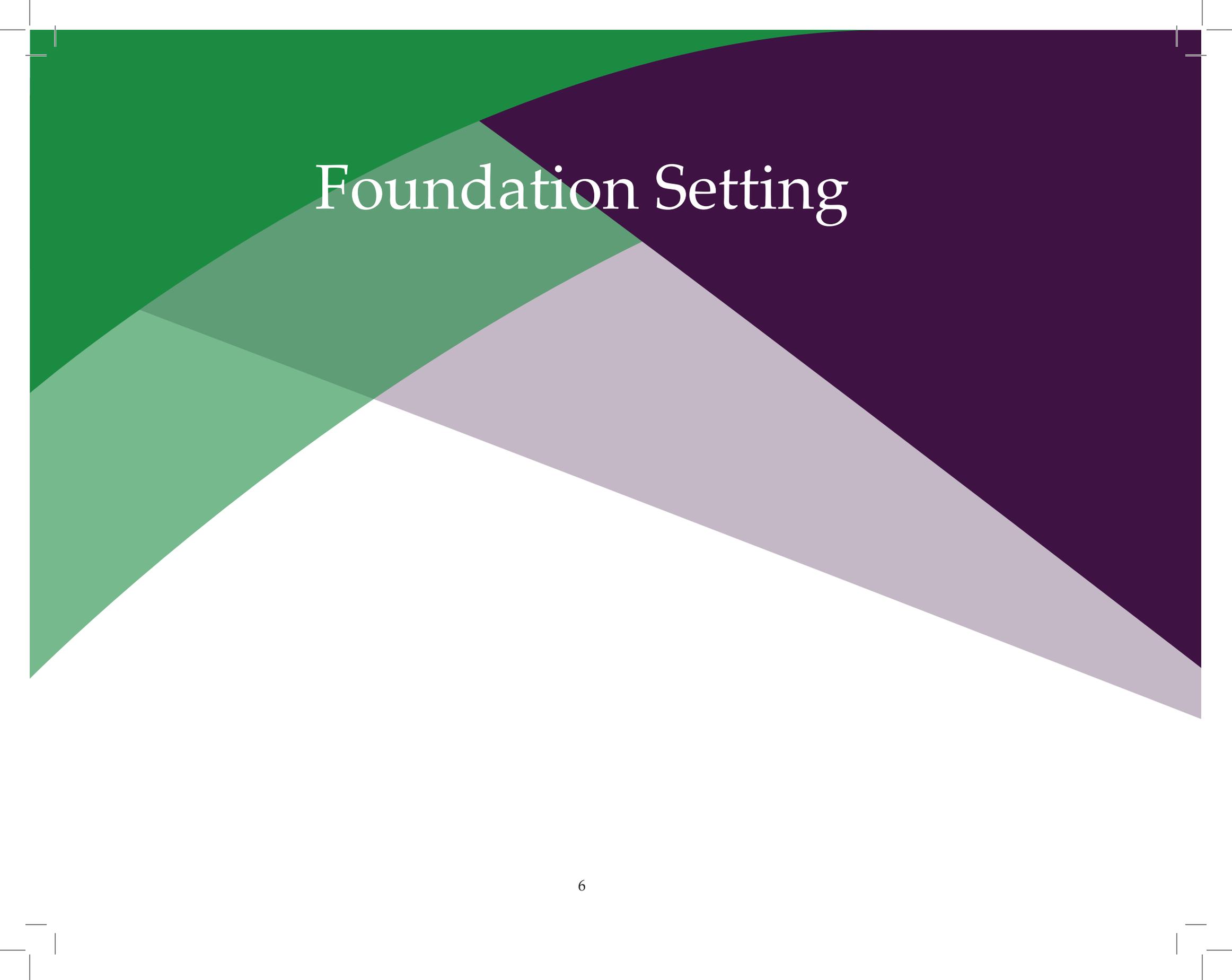
Foundation Setting

On-Ramping Strategy 1: Assess Needs & Develop Roadmap

Plan	Implementation	Barriers it Addresses	Outputs
1. Assess the current organizational climate related to diversity and inclusion for women.	Organize consultations (via one-on-one inteviews and focus groups) with stakeholders to assess the state of Diversity and Inclusion (D&I). Ask questions that aim to : - Assess the experieince of employees. - Assess what they perceive to be barriers to diversity, equity, and inclusion. - Gather potential ideas and solutions. Based on the consultation, summarize identified and perceived barriers and opportunities.	Lack of awareness and understanding of the state of D&I. Lack of employee conversations about D&I. Lack of information to assess needs.	A needs assessment report with recommendations.
2. Perform a documentary review of policies and procedures related to women in the workplace.	Documents to review include: - HR recruitment policy. - Accommodation policy[4]. - Parental leave policy. - Return to work policy - Othe rpolocies and programs affecting women. - Results from diversity and engagement surveys, if available.	Systemic barriers to the employment, retention, inclusion and advancement of women.	A report outlining findings of the documentary review, which can include specific recommendations to review and/or update certain policies and programs.
3. Develop a roadmap for you organization to increase diversity and inclusion for women.	The road map includes the following elements: - A D&I business case for the organization. - A summary of the current state of diversity and inclusion for women. - A 3-year strategic plan that includes vision, objectives, actions, budget and expected outcomes.	Lack of a coordinated effort and commitment to address D&I in a meaningfully sustainable way.	A 3-year strategic plan for the organization focusing on D&I.

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4   Accommodation definition according to Alberta Human Rights Commission.

Additional Resources:

- [The Business Case for Getting More Women into Senior Management](#)

- [- Women in Leadership and Elected office](#)

- [Women in Senior Management: Where are they?](#)

- [Success stories Enbridge Inc., A Canadian case study in diversity and inclusion](#) by [Canadian Centre for Diversity and Inclusion](#)

- [CATALYST: Knowledge Centre](#)

- Contact [Status of Women](#) to obtain information on ways to advance women in the workplace.

- Request assistance from government and the agencies that support diversity and inclusion in the workplace such as [Canada-AlbertaJobGrant(CAJG).](#)

- [Business Case for Gender Diversity](#) by [WWEST (Westcoast Women in Engineering, Science, & Technology)](#)

- [Changing Workplace Culture to Promote Better Health](#)

- [White Pages created by WWEST through an NSERC Grant](#)

Return on Investment:

✓   Positive outcome on decision making and attracting global clients - [In a highly competitive world, is diversity Canada's Advantage?](#)

✓   Likely to outperform companies in the bottom quartile by 15% if more gender diverse, and 35% if more ethnically diverse - [Why diversity matters.](#)

✓   Increased creativity and innovation; increased recruitment and retention of top talent, increased ability to outperform competitors; helps you compete internationally and within new markets; indicative of a business that is drawing from the broadest possible talent pool; signals to talented employees that your business is open to new experiences and ideas - [The economic benefits of diversity.](#)

✓   In supporting diversity and inclusion you are fostering attitudes that help eliminate cultural tunnel vision - [10 Ways Workplace Diversity Helps Your Business Grow.](#)

✓   Supporting diversity also has an impact on the way your employees react to different ideas, and collaborate with people of different backgrounds and experiences - [Why Does Diversity Matter?](#)

Checklist, Strategy 1: Assess Needs & Develop Roadmap

Plan	Output	Due Date	Initial (when completed)	Comments, Key Findings OR Reason(s) for incomplete plan
1. Assess the current organizational climate.	- A needs assessment report with recommendations.			
2. Review policy and procedure documents related to women in the workplace.	- A report outlining findings of the documentary review, which can include specific recommendations to review and/or update certain policies and programs, informing actions.			
3. Develop a roadmap for your organization to increase diversity and inclusion for women.	- A 3-year strategic plan for the organization focusing on D&I.			

On-Ramping Strategy 2: Set Hiring Goals

Plan	Implementation	Barriers it Addresses	Outputs

1. Review the make-up of your organization and determine if there are gaps in the representation of women in your organization.	Review the number of men and women in the following categories (consider additional categories if relevant):
	  - Managers and above
	  - Professionals
	  - Technical
	  - Sales
	  - Administrative
	
	Using the high-level data tables provided by Stats Can, and your demographic report, compare the representation within your organization with the availability in your location.
	
	For engineering and geoscience firms, consider benchmarking against APEGA Salary Survey.
		Attitudinal (that's not a man/woman's job).
		
		Historic (that's how we have always done it).
		
		Bias (there aren't any good female…).
			Attitudinal (that's not a man/woman's job).
			
			Historic (that's how we have always done it).
			
			Bias (there aren't any good female…).

2. Review existing recruitment practices to determine if there are barriers (see "Returning to Work After an Extended Leave" document on barriers frequently found).	Review existing policies and practices by asking:
	  - Does the recruitment policy or practice conform to existing HR and employment standards best practices? Is it applied consistently?
	  - Are there gendered words, language and/or stereotypes in the job advertisements?
	  - Is the policy or practice valid, that is, necessary for the safe and efficient operation of your organization?
	  - Is accommodation possible? If the policy or practice is a valid job requirement but tends to exclude designated group members, can an accommodation be made to reduce or eliminate the adverse impact?
		Lack of awareness of barriers.
		
		Understanding of what may systemically exclude women from applying or getting the job (stereotypes, gender bias in job advertisement language, lack of accommodation options, male dominated hiring committees, etc.)
			List of barriers with recommendations to remove or minimize them.

3. Set hiring goals to close the gaps identified.	Now that you know where your gaps are, you can recruit consciously to address gaps. Look to internally address the barriers identified in step 2 to ensure that you are hiring into a welcoming environment.	Lack of intentional effort to hire for diversity.	A set of 1 to 3-year hiring goals, by occupational group, that are approved, and championed by the leadership.

Additional Resources:

Immigrants' Education and Required Job Skills

2017 White Paper: An Intervention Strategy to Re-engage Women Engineers in the Workforce by the Society of Women

Engineers Fill the Gap in Your Labour Force

Alberta Network of Immigrant Women

5 Tips for Hiring the Perfect Employee

Some tools that can help you with language and stereotypes around gender:
- Diversity at Work - Increasing diversity through improved recruitment and hiring practices
- 5 Tips for Recruiting Top Female Tech Talent
- Textio or other similar software helps with identifying gender bias in the language of your job advertisement.
- Talent Sonar uses cloud interface that actualizes five essential hiring practices, leveraging predictive analytics to perfect your company's hiring process.

View "The Benefits of Hiring Skilled Immigrants (series)" videos:
- Video 1: Hiring skilled immigrants –A sound business decision
- Video 2: How to hire skilled immigrants
- Video 3: How to manage a diverse workforce?

The "no Canadian Experience" barrier exists in Alberta, and elsewhere in Canada. The Ontario Human Rights Commission has created best practices, and a brochure on their policy that may also be beneficial to Alberta companies:
- Best Practices for removing the 'Canadian Experience' barrier.
- Brochure on removing the 'Canadian Experience' barrier.

Return on Investment:

✓ Our targeted demographic - female STEM professionals with gaps on their resumes, ended up being 80% immigrants. Therefore, hiring professional females with gaps on their resumes not only increases the number of skilled females in the workplace, but also increases minority representation at the same time. As a result, hiring goals are reached much quicker.

✓ Some of the benefits of hiring underrepresented populations:
- Skilled immigrants fill the need of the shrinking Canadian-born workforce, help with increased global connection, boost innovation, and reflect the markets in which Canadian organizations operate. - The Benefits of Hiring Skilled Immigrants (Series).
- Video: Hiring skilled immigrants - A sound business decision

✓ According to a survey conducted by McKinsey, one third of the companies investing in initiatives that support women at the workplace, in emerging and developing countries, improved their benefits gained from these programs and increased 38% of expected earnings - 5 Reasons Why Companies Should Hire Women

✓ Interestingly, hiring First Nations will increase investor/customer approval - "Consumers lean towards supporting businesses that demonstrate corporate social responsibility", according to a blog by Indigenous Corporate Training Inc. - Why it Makes Good Business Sense to Hire Aboriginal Workers

✓ Companies that chose to hire mature Canadians gain employees with high level people skills and wealth of experience, increasing production, better client and customer relations, and require less training and supervision. - Discover the Job Service for Mature Canadians: ThirdQuarter—Online and Growing Across Canada

✓ Companies that hire candidates with disabilities gain higher employee retention, lower absenteeism, improved safety, innovation and revenue growth. - Canadian Business Sensibility to Help Companies Access the Benefits of Hiring People with Disabilities

Checklist, Strategy 2: Set Hiring Goals

Plan	Output	Due Date	Initial (when completed)	Comments, Key Findings OR Reason(s) for incomplete plan
1. Workforce Analysis.	- Conduct self-identification employee survey. - Organizational Demographics report.			
2. Review Existing Recruitment and onboarding practices.	- Report on barriers with recommendations to remove or minimize barriers.			
3. Set hiring goals to close the gaps identified.	- Short term hiring goals report.			
4. Share.	- Communicate to key stakeholders the representation gaps, barriers and goals to reduce gaps.			

On-Ramping Strategy 3: Improving Hiring Policies & Practices

Plan	Implementation	Barriers it Addresses	Outputs
1. Ensure the recruitment policy supports diverse hiring and is barrier-free.	Review recommendations from the documentary review of the recruitment policy in Strategy #1. Make changes to the recruitment policy, and have it endorsed by the leadership. Communicate changes of the recruitment policy to hiring managers and HR.	Policy-based, systemic barriers to the hiring of women.	An updated recruitment policy. Workforce is aware of the changes.
2. Educate the workforce to improve its hiring practices.	Develop learning objectives targeted to hiring managers and to HR (recruitment). Develop guidelines and/or training materials. Deliver educational sessions (face to face or online, and written resources) to hiring managers and HR.	Lack of awareness and skills in a bias free hiring process.	Workforce is trained to the changes of the policy, and how they affect their hiring practice.
3. Institute a barrier-free screening process.	Review job postings to ensure they are free of gender stereotypes, and other biases. Broaden outreach to organizations that support diverse job candidates (e.g. women and immigrant serving agencies, job search programs). Use software for "blind screening" to remove names and avoid bias, e.g. Talent Sonar, Textio. Ensure the hiring committee is trained and diverse.	Practices that are exclusive of under-represented groups.	Workforce has a list of written resources to support implementation. Partnership(s) are established with agencies that support diverse talent recruitment.

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Additional Resources:

Gender Bias in Science Faculty: Science faculty's subtle gender biases favor male students
Eliminate Gender Discrimination from Your Recruiting Process
The Hidden Ways Gender Bias Can Sabotage Recruitment
Hire Immigrants
Unconscious Gender Bias in the STEM Professions
Microaggressions
Global Gender Gap Report
Social Identity Threat in The Workplace
Unconscious Bias
Stereotype Threat
Does Gender Bias Play a Role During an Interview?

- Get familiar with the white pages created by WWEST (Westcoast Women in Engineering, Science, & Technology) through an NSERC Grant:
  - Gendered Words in Job Advertisements
  - Gendered Language & Stereotype Awareness for Hiring Committees

- Use programs to methodically screen job listings for potentially biased phrases. These programs rely on decades-old research that has identified words associated with gender stereotypes, and cross-check these words against job listings. Best of all, some of them are free!
  - Textio - Software is also adding information from actual hiring and recruiting data to its algorithm.
  - Talent Sonar

- Use recruitment firms and return-ship training programs that follow unbiased gender recruiting:
  - Path Forward (a returnship program)
  - News on Path Forward
  - Immigrant Bridging (IB)
  - Integrated Training (IT)

- Establish local partnerships with organizations supporting immigrant integration such as CCIS (Calgary Catholic Immigration Services), Centre for Newcomers and CIES (Calgary Immigrant Educational Society).

Return on Investment:

✓ Blind recruiting practices always results in a more diverse workforce, which helps with all aspects of the business overall. - How "Blind Recruitment" Works And Why You Should Consider It
✓ Ideal company in their Workplace Diversity Through Recruitment – A Step-By-Step Guide indicate:
  - Professors Neal and colleagues have found that diversity creates better performance for product development and creating new markets.
  - Professors Hong and Page showed that groups of diverse problem solvers outperform groups of high ability problem solvers.
  - According to McKinsey's analysis, companies with diverse executive boards enjoy significantly higher earnings and returns on equity.
  - Research conducted at Harvard Business School found that having multicultural social networks increases your creativity.
  - A study conducted by Ideal of more than 500 organizations has found that every 1% increase in gender and racial diversity is correlated with a 3% to 9% increase in sales revenue, respectively.
✓ According to Kat Kardynal, an HR professional, an employer can identify the ROI and the impact of re-hiring or re-engaging a professional candidate vs. a new hire with little or no experience, using two formulas:
  1. Product Impact – Benefits, Implementation cost (admin time, meeting hours, productivity loss, training), ROI = ((Benefits minus Cost)/Costs) x 100.
  2. Labour cost revenue = (Labour costs/Revenue) x 100.

Checklist, Strategy 3: Improving Hiring Policies & Practices

Plan	Output	Due Date	Initial (when completed)	Comments, Key Findings OR Reason(s) for incomplete plan
1. Ensure the recruitment policy supports diverse hiring and is barrier free.	- An updated recruitment policy. - Workforce is aware of the changes.			
2. Educate the workforce to im-prave its hiring practices.	- Workforce is trained of the changes to the policy, and how they affect their hiring practice.			
3. Institute a barrier-free screening process.	- Workforce has a list of written resources to support implementation. - Partnership(s) are established with agencies that support diverse talent recruitment.			

On-Ramping Strategy 4: Develop Intern/Returnship Style Programs

Plan	Implementation	Barriers it Addresses	Outputs

1. Develop and implement a Re-entry Internship Program (i.e. a transition program) - Allowing a company to hire on-ramping female STEM professionals with experience as a (temporarily) transition to more permanent employment terms with more flexibility.
 	
The on-ramping employee can act in a similar capacity as a (consultant) - working on various projects, in various groups etc.
 	
Later, the employee can transition into a more traditional employment role.
	Define criteria for a Returnship program:
	    a) STEM degree with 5+ years of experience.
	    b) Minimum 2-year break from the workforce.
	
	Define criteria for roles (see suggestion below):
	    a) 8-12-month position.
	    b) Monthly stipend.
	
	Define criteria for program (see suggestion below):
	    a) Must have minimum 4-person cohort of returners.
	    b) Must have at least 1 "buddy" per returner.
	    c) Returners must complete learning/training tasks in addition to work related tasks.
	    d) Staged work re-entry – part time first month, with "homework" type assignments and weekly cohort working sessions; full time second month but with weekly "cohort" meetings to share challenges and brainstorm; full time third month with semi-monthly cohort meetings.
		Outdated work experience.
		
		Not enough experience.
		
		Under employed or over qualified.
		
		Non-Canadian credentials.
		
		Lack of Canadian experience.
			Intern/Return-ship Program developed.

2. Ensure adequate support for program is available – financial, time, and human resources.	Determine the type and amount of support required for the program to be successful. Some items to consider:
	    - Sufficient funding to pay for stipends for each returner for the duration of the program.
	    - Buddies for returner (peers – safe place to ask questions about the company).
	    - Mentors (people with similar skills/roles to provide guidance around changes in industry and working environment).
	    - Coaches (people to provide constructive feedback on specific challenges faces by individual interns).
	    - Sufficient time to allow returners to learn about changes in the working world, and adapt to recent technologies/ methodologies.
	
	Defined success criteria such as:
	    - Provide returners with experience in workplace communications such as presentations, client meetings, webinars/web meetings.
	    - Provide returners with experience in project management, with different sized projects/ different scope.
	    - Provide returners with educational opportunities to refresh skills.
		Feeling isolated.
		
		Lack of self-confidence. Access to mentors.
			Budget Staff.
			
			Key Success Criteria against which to report.

3. Educate the organization on the program.	Communicate the purpose of the program and how it will help the organization. Ask for volunteers to participate as buddies, mentors and coaches (this may be used as a growth and development opportunity for existing staff members). Provide training for buddies, mentors and coaches. Provide training for recruitment and managers. Start small and document challenges/lessons learned along the way.	Cultural Barriers. Allows for a relationship to be built between employee and the employer.	Press release. CEO message Website. Content Online learning FAQs.

DID YOU KNOW?

Successful Return-ship programs share some common elements:

- Networking opportunities.
- Training/learning/development opportunities – Skills refresh.
- Mentorship/coaching.
- Use of existing skills to gain confidence.
- Flexibility in returning to work world (part-time and full-time opportunities, short term and long-term options).
- Management/leadership development.

Some existing programs you can review:

- Johnson & Johnson Re Ignite (US Program)
- Pepsico Ready to Return (US Program)
- Intuit Again (India Program)
- Highways England (UK Program)
- Barclays' Encore! Program (India, UK and US)
- Credit Suisse Real Returns (Switzerland, UK, US and India)
- Women in Capital Markets, Return to Bay Street (Canadian Program)

Additional Resources:

iRelaunch in the United States
Supporting the STEP Back into STEM Careers by The Institution of Engineering and Technology in the UK
Strategic Innovation Fund
Workplace Training
Transition to Employment Services
CIWA (Calgary Immigrant Women's Association)
Canada Job Grant: Information for Employers
Apprenticeship Job Creation Tax Credit
TECTERRA Geomatics Technology Programs
Workplace Training– Employer Information
Canada Business Network
Opportunity Fund for Persons with Disabilities

Return on Investment:

✓ Returnship offer a potential win-win solution for business and women returners. - Returnships: A Bridge Back to Work for Women Leaders

✓ Return-ship programs can send a strong message to young individuals coming into the company, showing that the company values the full career cycle of employees.

✓ Having a re-entry program can encourage intergenerational relationships of knowledge sharing and wisdom, and support structures – many midcareer staff can become mentors to younger staff.

✓ Returnship brings wealth of experience to employers and will boost economy. - Move Over Millennials: The Rise of the 'Returnship' for Middle-aged Mums

✓ "The skills needed for domestic life can be very close to those required in the workplace – namely the ability to multi-task, manage time effectively and general organization." - How Returnship Can Benefit Your Business

Checklist, Strategy 4: Develop Intern/Returnship Style Programs

Plan	Output	Due Date	Initial (when completed)	Comments, Key Findings OR Reason(s) for incomplete plan
1. Develop and implement a Re-entry Internship Program (i.e. a transition program)- Allowing a company to hire on-ramping female STEM professionals with experience as a (temporarily) transition to more permanent employment terms with more flexibility. The on-ramping employee can act in a similar capacity as a (consultant) - working on various projects, in various groups etc. Later, the employee can transition into a more traditional employment role.	- Intern/Returnship Program developed.			
2. Ensure adequate support for program is available – financial, time and human resources.	- Budget assessment completed. - Availability of staff. - Key Success Criteria against which to report.			
3. Educate the organization on the program.	- Press release. - CEO message. - Website content. - Online learning. - FAQs.			
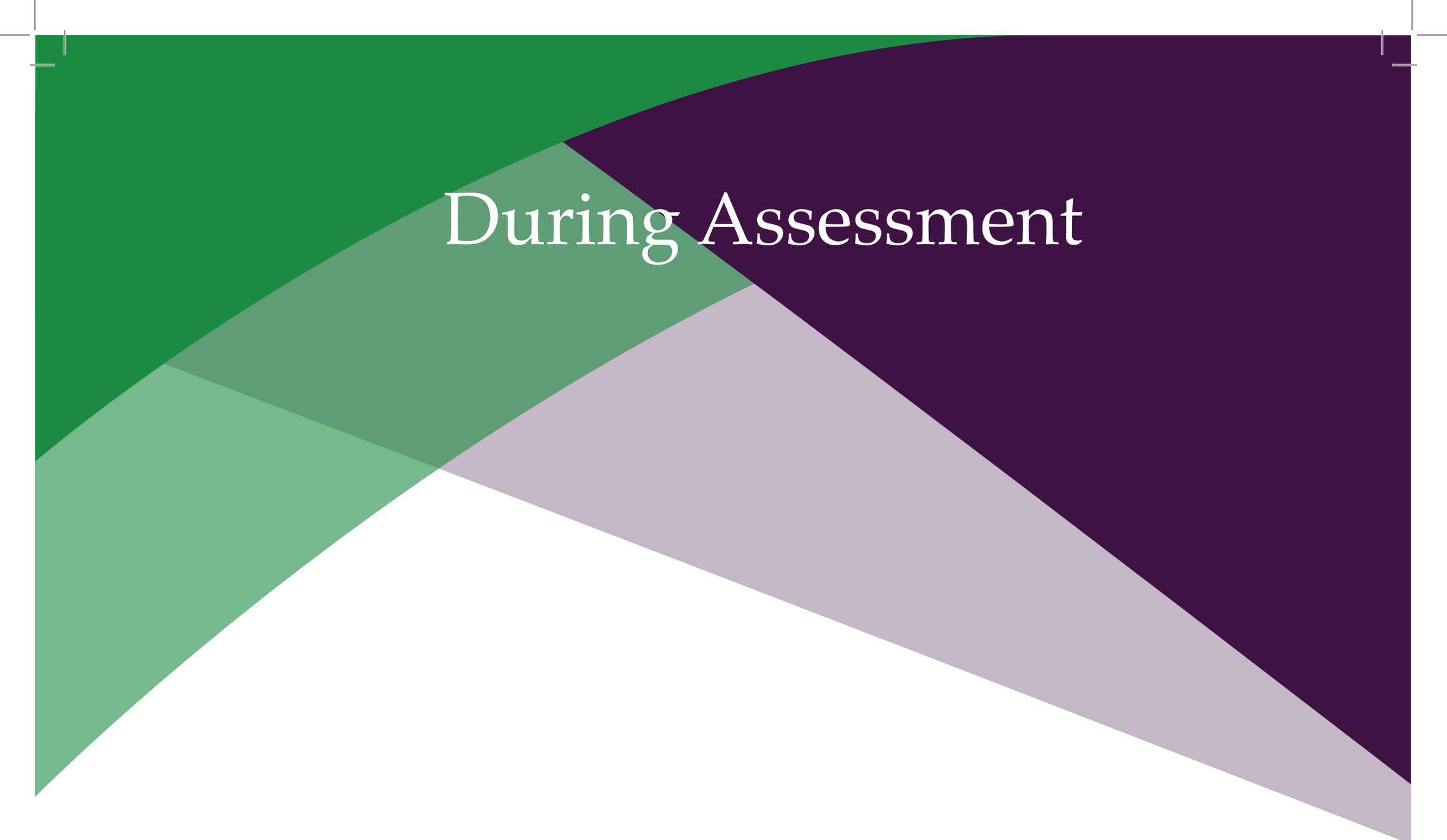
During Assessment

On-Ramping Strategy 5: Childcare Programs

Plan	Implementation	Barriers it Addresses	Outputs
1. Research existing options.	Contact daycare and determine if you can set up a subsidy, see if you can make a corporate program, same way you would with a corporate fitness membership. Form an employee benefit committee to survey employees, and identify their childcare needs, then make appropriate accommodations.	Help attract and retain talented people but with childcare needs.	List Committee members. Report on the contacts made in the community. Track progress.
2. Research new opportunities or partnership.	Use EFAP (Employee and Family Assistance Program) to find out childcare support options offered to employees. For example, City of Calgary EFAP program included counselors calling for babysitting service if your childcare fell apart. (see 'Resources' provided for some options). It is also beneficial to ask parents about the type of recommendations they are looking for regarding childcare needs. Negotiate a joint venture with building management to build a childcare facility. Start a community effort to build a childcare facility within short proximity to your company. i.e. all companies in the same space contribute to building one childcare facility for all employees in the area. Offer subsidies to families with childcare needs to help with membership costs if unable to build a childcare facility. Employees may contact AWSN to obtain information about membership at Kids & Company (a childcare service provider), or employers can directly become a corporate member of Kids and Company or similar childcare service providers.	Increases focus, efficiency and productivity at work when employee have one less thing on their mind to worry about. Reduces turnover.	Legally obtain written commitments from all parties involved such as building managers, companies in the community, and others. Set an affordable, or reasonable membership fees for employees. Report on the decisions made and develop project plan based on that.

DID YOU KNOW?
- Average daycare per child in Alberta is $900/month - See Alberta Childcare cost information
- Your company may be eligible for tax deduction or government subsidy on building and maintaining a childcare. Contact Government of Canada for more information.

Additional Resources:

Child care start-up checklist

What will it take for employers to offer on-site day care?

Employer-Supported Child Care - Province of New Brunswick

The Case for On-Site Day Care

Work-Related Child Care in Context: A Study of Work-Related Child Care in Canada

The cost and benefits of offering on-site child

Meeting the Needs of Today's Workforce: Child Care Best Practices - U.S. Department of Labor

Onsite daycare still a scarce commodity

Putting Family First with Employee Benefits Reduces Stress

The Fortune 100 companies that offer on-site day care to employees

Canada's Top Family Friendly Employers (2017)

Why are Companies Abandoning On-Site Day Care?

Return on Investment:

✓	Offering daycare facilities for employees allows employers to be better accommodators of employees with children, as a result, it could help attract, and retain talented people. - Why More workplaces Don't Have On-Site Daycares.

✓	Parents will have one less thing to worry about and that increases their focus, efficiency, and productivity at work. - On-site childcare is a blessing for workers, so why don't more companies offer it?

✓	Reduces turnover over time. - Patagonia's CEO Explains How To Make On-Site Child Care Pay For Itself.

Checklist, Strategy 5: Childcare Programs

Plan	Output	Due Date	Initial (when completed)	Comments, Key Findings OR Reason(s) for incomplete plan
1. Research existing options.	- List committee members. - Report on the contacts made in the community. - Track progress.			
2. Research new opportunities or partnership.	- Legally obtain written commitments from all parties involved such as; building managers, companies in the community, and others. - Set membership fees for employees – the cost must be less than half of the cost of average childcare in Alberta. - Report on the decisions made, and develop project plans based on that.			

On-Ramping Strategy 6: Flexible Work Arrangement

Plan	Implementation	Barriers it Addresses	Outputs

1. Research different types of Flexible Work Arrangements (FWAs) and, based on your company's capabilities choose the right FWA(s) for your company and employees; the most common ones include:
    - Compressed work weeks.
    - Flexible core hours.
    - Job sharing.
    - Part-time scheduling.
    - Split shifts.
	Consideration for compressed work weeks to support unique family situations. Example- A work week of 4 X 10 hours days to allow Fridays, or one extra day off.
	
	Flexible core hours (working around company-mandated core hours; most companies have a 9 am—3pm as their core hours).
	
	Job Sharing (two employees share a single job that can work well together in a team) – Leaders need to intervene in assigning roles, and match employees that can reveal great performance.
	
	Part-time scheduling (typically working more than twenty-four, but less than forty hours per week).
	
	Split shift (working part of the day in the office, and part from home—a form of telecommuting (if applicable to your company).
		Employees feeling trusted and stress level reduced, consequently become more productive and innovative.
		
		Invites a more diverse, inclusive, engaged, and healthy workplace.
		
		Increase in labor market participation by workers with chronic illnesses, disabilities, and mental health issues
		
		Positive impact on many groups other than women, such as; workers with care responsibilities, millennial, older workers, and workers with disabilities
			Employee-specific FWAs.

2. Consider implementing other non-traditional FWA practices that can reveal positive results.	Reducing the standard full-time work week from 40 to max 35 hours per week like countries including; Switzerland, Denmark, Austria, the UK, Sweden, Norway, the Netherlands, Germany, Belgium, France, and Italy. - 18 European countries where people work fewer hours than the US. Phased Retirement (a form of part-time working). Telecommuting.	Reduces stress, creating more work/life balance for employees, impacting increased retention and recruitment of a skilled workforce. Reduction in absenteeism, and drop in non-work activities while at work.	Creating an uncommon FWA plan.

3. Review suggested FWA implementation by Social Development Canada.	Flexible Work Arrangements: What Was Heard (September 2016) section 4.
	Implementation:
	    - Implementing a right to request flex work under the Canada Labour Code: Changing Workplace Culture; Compliance, and Enforcement; and monitoring and assessing progress.
	    - Changing workplace culture by changing workplace policies, procedures, norms, and attitudes towards flex work and employees who work flexibly.
	    - Promoting proactive compliance by employers. For example, through clear guidance, education, and training. This ensures that appropriate recourse mechanisms are available for employees whose; requests for flex work are turned down, or who believe their employer has not otherwise complied with related provisions in the Code; and determine whether to introduce a right to request calls for other key enforcement mechanisms.
	
	Collect data, analyze and monitor to establish a solid baseline on flex work.
		Meeting legal obligations as an employer set by Alberta Human Rights Commission, Employment: Duty to Accommodate, which states "an employer has a legal duty to take reasonable steps… to accommodate an employee's individual needs" (July, 2017).	Implement the right FWA for your workplace.

> **DID YOU KNOW?**
> You could meet the "Canada's Top 100 Employers project" competition criteria and be recognized as one of Canada's Top Family- Friendly Employers.

Additional Resources:

Formal Flexible Work Arrangement Options and Process for Staff Members

The City of Calgary Flexible Work Options Guidelines

Flexible Work Arrangements Proposed by the Government of Canada

Flexible Work Arrangements, Guidelines and Questions & Answers - Newfoundland & Labrador

Flexible Work Arrangements—OSH Answers Fact Sheets

Return on Investment:

✓   Flexible work arrangements allow for a more accommodating workplace that can reflect on increased retention and re-entry of experienced talent.

✓   In the study titled *The Effects of Working an Alternative Work Schedule* conducted by Karen Sagar P.Eng. (formerly of Klohn Crippen Berger) interviewees noted that the benefits of Alternative Work Arrangements (AWAs) included "reduced stress levels, more relaxed employees, and employees feeling they are trusted… they believed employees with AWAs tend to over deliver" as well. (Sagar, 2016)

✓   A study conducted by the Employment and Social Development Canada, Flexible Work Arrangements: What Was Heard, (September 2016), states that FWAs should be in today's workplace reality because they bring benefits such as:
- Reduced absenteeism and "presenteeism" (i.e. a drop-in work activity while at work).
- Workers who are healthier and feel they are better able to support their families and friends.
- More effective recruitment and retention, especially among millennials, workers with care responsibilities, and older workers.
- More diverse, inclusive, engaged, and healthy workplaces.
- Increased labour market participation by workers with chronic illnesses, disabilities, and mental health issues.
- Greater productivity and more innovative, more effective ways of working.

        There was also general agreement that FWAs have real, positive impacts, for many different types of workers (e.g. workers with care responsibilities, millennial, older workers, and workers with disabilities) and that realizing these benefits requires not seeing flexible working as a one-size-fits-all solution.

✓   Meeting employer legal obligations set by Alberta Human Rights Commission, Employment: Duty to Accommodate, which states "an employer has a legal duty to take reasonable steps...to accommodate an employee's individual needs". (Berger, Feb 23, 2016)

Checklist, Strategy 6: Flexible Work Arrangement

Plan	Output	Due Date	Initial (when completed)	Comments, Key Findings OR Reason(s) for incomplete plan

1. Research different types of Flexible Work Arrangements (FWAs) and, based on your company's capabilities choose the right FWA(s) for your company and employees; the most common ones include:
    - Compressed work weeks.
    - Flexible core hours.
    - Job sharing.
    - Part-time scheduling.
    - Split shifts.
	- FWA			

2. Consider implementing other non-traditional FWA practices that can reveal positive results.	- Creating other non-traditional FWA.			
3. Review suggested FWA implementation by Social Development Canada.	- Offer the right FWA's for your workplace.			

On-Ramping Strategy 7: Employee Resource Groups & Internal Mentorship Programs

Plan	Implementation	Barriers it Addresses	Outputs

1. Develop an Employee Resource Group (ERG) framework and process.	Educate yourself on the purpose, and best practices of ERG's using this toolkit: CCDI Toolkit: Employee Resource Groups: Toolkit for Diversity and Inclusion Practitioners
	
	Read examples of companies with similar ERG's such as Enbridge's, Worley Parsons, Dell, Coca-Cola, Shell, and Microsoft.
	
	Develop a business plan and framework for supporting the creation of an ERG for your organization.
	
	Recruit volunteers to join the working committee, develop an annual action plan with targeted objectives and activities. Activities can include things such as:
	    - Feedback on policies and practices affecting women.
	    - Educational panel discussion on specific topics.
	    - Mentoring sessions with leaders.
	
	Secure a senior champion and funding for your ERG.
		Lack of a formal support system for women at work.
		
		Lack of understanding of how current policies, services, and decision-making processes may impact re- engagement of female STEM professionals.
		
		The voices of women who are negatively impacted are heard.
			Approved ERG to support women at work.
			
			Senior male champion. Funding is secured.
			
			Feedback from members and events help a company to be more inclusive toward female employees.

2.Roll out the ERG across the organization.	Partner with communications to develop key messages, and an employee awareness campaign to encourage participation. Develop a registration process for employees to attend events organized by the ERG. Develop an evaluation plan to ensure that the working committee monitors progress against stated objectives.	Lack of awareness of ERG activities to support women at work. Lack of participation in ERG.	Number of attendees at ERG events. Percentage of satisfaction by participants.
3. Develop a Professional Parents Common Needs Program (PPCNP).	The purpose of PPCNP is to provide beneficial resources that in turn help create balance between personal and professional commitments more efficiently. Pool, and share, resources for parents (e.g. website links for daycare, or activities such as play dates, assistance on child-sick days, support for siblings when parents struggle with illness of a child). Contact Shepell or similar organizations for assistance in getting referrals or setting up support groups. Reach out to Employee Assistance Society of North America (EASNA) to get helpful information on how to choose an EAP (Employee Assistance Program) based on the particulars of your organization.	Lack of mechanisms to empower on-ramping members to balance personal and professional commitments more efficiently.	Number of parents who are getting access to resources. Number of partnerships with organizations who support parents.
Create an internal mentorship strategy or refer employees to external mentoring programs.	Use How to Use Mentoring in Your Workplace as a guide to implement mentoring programs. Secure a senior male champion and funding for the program. Research online resources for mentoring programs, and make them available online for employees and new hires. Develop mentor/mentee guides. Recruit mentors and mentees. Match mentors to mentees based on interests. Evaluate mentoring program. For external mentoring schemes you may refer your employees to programs such as APEGA's Mentoring Program.	Lack of positive female role models to support retention, engagement, and career progression.	Number of employees who are mentees. Number of employees who are mentors. Number of mentor-mentee matches. Percentage of satisfied participants with the mentoring program. For external mentoring programs, record the number of employees enrolled in these programs.

DID YOU KNOW?
That your company can become the next winner of the Alberta's Top Employers Competition!

Additional Resources:

Microsoft Global Diversity & Inclusion

Coca-Cola Strategy On Diversity

Top 10 Benefits of Mentoring

The Advantages of Mentoring in the Workplace

How to Use Mentoring in Your Workplace

Modern Mentoring Is the Key to Retaining Millennials

Improve Psychological Health and Safety in Your Workplace - Supporting Employee Success

The Working Life: The Importance of Workplace Mentors

Use How to Use Mentoring in Your Workplace as a guide to implement mentoring programs.

Read about Millennials' needs in the Forbes article "Modern Mentoring Is The Key to Retaining Millennials" (July 18, 2016) for retention of your employees. Read about Workplace Strategies for Mental Health - Considering the Costs and follow strategies as indicated.

Return on Investment:

✓   Setting up internal resource groups, such as women's professional groups, diversity and inclusion groups, and mentorship programs, will help increase productivity, cause fewer mistakes on the job, greater job satisfaction, which in turn leads to less turnover of employees as workers feel a greater loyalty to the company. This can also help with attracting more diverse candidates such as female STEM professionals, and other underrepresented talents to your company. -The Advantages of Mentoring in the Workplace

Checklist, Strategy 7: Employee Resource Groups & Internal Mentorship Programs

Plan	Output	Due Date	Initial (when completed)	Comments, Key Findings OR Reason(s) for incomplete plan
1. Develop an Employee Resource Group (ERG) framework and process.	- Approved ERG to support women at work. - Senior champion. - Funding is secured. - Feedback from members and events help company to be more inclusive toward female employees.			
2. Roll out the ERG across the organization.	- Number of attendees at ERG events. - Percentage of satisfaction by participants.			
3. Develop a Professional Parents Common Needs Program (PPCNP).	- Number of parents who are getting access to resources. - Number of partnerships with organizations who support parents.			
4. Create an internal mentorship program.	- Number of employees who are mentees. - Number of employees who are mentors. - Number of mentor- mentee matches. - Percentage of satisfied with the mentoring program.			

On-Ramping Strategy 8: Physical Space

Plan	Implementation	Barriers it Addresses	Outputs
1. Understand what a gender lens is for the topic of HSE (Health, Safety and Environment).	Review key resources for workplace safety, including field equipment and PPE (personal protective equipment).	Impacts employee experience and improves health, safety, environment, and productivity.	Able to look at HSE from a female perspective.
2. Review your HSE policies to identify the gaps and make appropriate changes.	Make the workplace accessible by focusing on ergonomics, and safety equipment in offsite/field locations. Some examples: - Is your work space accommodating to women and men who are short, tall, overweight, petit, disabled, etc.? For example; checking tables, is it adjustable to fit the height of a shorter, and petit staff? - Having PPE that fits. For example; smaller sized boots, female 'fit' jackets and pants (trousers), protective eye wear. - More in-depth sourcing of anti-flammable material for religious head wear. For example; anti-flammable head scarfs to wear under hard hats. - Ensure uniforms are made for both male and female staff and not just a 'one size fits all' approach for safety and comfort.	Looks at ergonomics with a gender lens.	Identifying gaps in HSE policy using gender lenses. Make appropriate changes to the HSE policies.
3. Consider implementing to accommodate employees based on the things that are nice to have in your workplace.	Make sure there are spaces and workstations for employees to unwind, relax, and even move to with their laptops to complete their work. Working in one place for long hours can cause tiredness, fatigue, and less productivity. This could include couches, comfortable chairs, and tables where employees can bring their coffee and work. Create rooms for prayers and nursing mothers. Ensure there is lots of light either by natural means, or lights that imitate natural lights to make the workplace livelier. Install adjustable temperature controllers for each room - According to article Energy Consumption in Buildings and Female Thermal Demand - "Indoor climate regulations are based on an empirical thermal comfort model that was developed in the 1960s (ref. 2). Standard values for one of its primary variables - metabolic rate - are based on an average male, and may overestimate female metabolic rate by up to 35%" (Kingma et. al, 2015) Encourage healthy eating by considering providing fruit and other healthier options when catering. Sometimes employees with kids do not get enough to eat themselves while trying to get their kids ready for school. Consider supplying coffee, tea, juice, and water. Also consider providing a dedicated area for employees to relax and enjoy their meals, making this space open and inviting. Consider creating an island area at the cafeteria that invites employees to chat with each other, perhaps creating a friendly and welcoming environment. In the cafeteria or eating area install TVs, and provide innovative project information to your employees, rather than having them watch TV. Bathrooms should be cleaned regularly, and preferably be touchless to ensure good health.	Builds a healthy and equitable workplace for women and men.	Have made accommodation for at least one 'nice to haves' for your employees.

Additional Resources:

How the Physical Workspace Impacts The Employee Experience

Why the Future of Work Is All About the Employee Experience

Does Worker Wellbeing Affect Workplace Performance?

Why Women Are Building Communities to Work (And Practice Wellness) Together

Return on Investment:

✓   The physical workspace impacts the employee experience; it "strongly correlated to employee productivity and performance and even a small shift in well-being can have a dramatic impact" (Morgan, Dec 3, 2015). - How The Physical Workspace Impacts the Employee Experience

Checklist, Strategy 8: Physical Space

Plan	Output	Due Date	Initial (when completed)	Comments, Key Findings OR Reason(s) for incomplete plan
1. Understand what a gender lens is for the topic of HSE (Health, Safety and Environment).	Able to look at HSE from a female perspective.			
2. Review your HSE policies to identify the gaps and make appropriate changes.	Identifying gaps in HSE policy using gender lenses. Make appropriate changes to the HSE policies.			
3. Consider implementing to accommodate employees based on the things that are nice to have in your workplace.	Have made accommodation for at least one 'nice to haves' for your employees.			
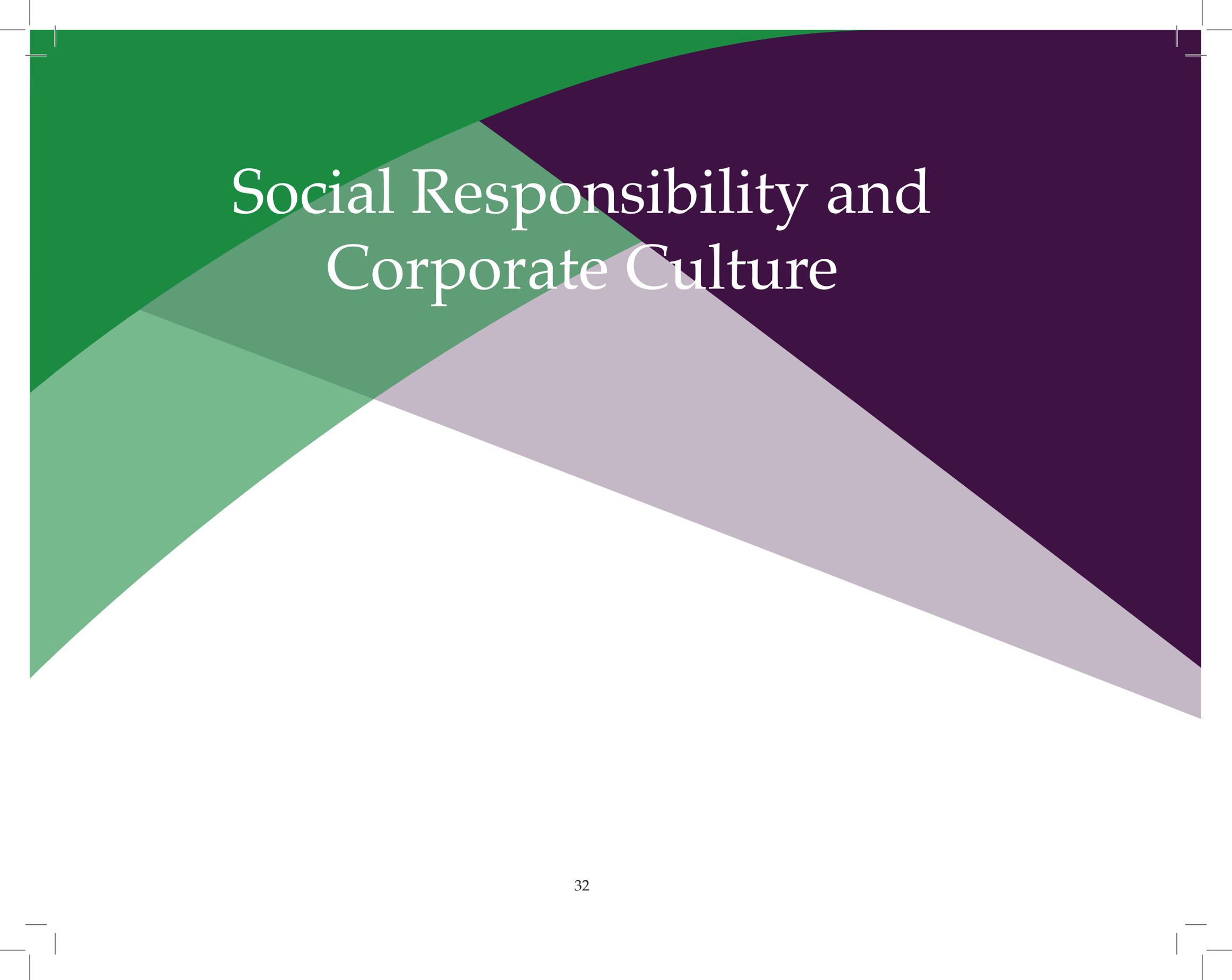
Social Responsibility and Corporate Culture

On-Ramping Strategy 9: Compensation Classification/Job Evaluation

Plan*	Implementation*	Barriers it Addresses	Outputs
Review previous compensation system, and implement compensation classification then educate employees.	Align individual needs with organizational needs as much as possible. Modify compensation and classification systems to address conscious and unconscious biases and assumptions. Acceptance of flexibility and variety in job design to accommodate employee needs for part-time work, working non-standard hours, working remotely, and taking leave for personal or other reasons. Communicate and ensure understanding of classification/grading and compensation by employees.	Eliminates estranged relationship between employee and employer. Suggests a safe and trusting workplace.	Compensation system reviewed. Compensation classification implemented. The information is shared with employees.
Ensure annual compensation gap analyses are conducted to confirm that biases based on age, disability, gender, organizational function, race, and other potential equity issues are dealt with appropriately.	Review job requirements, classifications, and compensation practices for biases and take corrective action. Ensure job requirements and descriptions are clear, and not confused by non-job-related factors such as gender, alma mater, religion, age, sexual orientation, disability, appearance preferences, or culturally specific behaviours.	Increased retention: according to Fortune article: How Pay Transparency can Keep People From Quitting,"…the more information they have about why they earn what they do, especially in relation to their peers, the less likely they are to quit." (Fisher, Oct 15, 2015) Eliminate questionable concerns about equal pay among diverse groups of employees. Therefore, creating transparency.	Annual gap analysis conducted, and equity issues are dealt with appropriately.

Create a compensation challenge document that allows an employee with a structure approach to raise concerns around compensation.	In the document make sure you provide tips such as:
	    - Research typical salary for your experience.
	    - Consult with mentors and confidants.
	    - List accomplishments.
		Respecting the value a de-serving employee brings to the company. Acknowledging accomplishments will help with employee retention.
		
		Adding value to business credibility.
			Compensation challenge document created.

*   Some of the plan and implementation strategies came from the GCIB (Global Diversity & Inclusion Benchmark)

Additional Resources:

Alberta Receives a Poor Grade for Gender Wage Gap

Alberta has Nation's Biggest Wage Gap for Women, Report Says

Canada's Gender Wage Gap Shows Little Sign of Closing

High Gender Wage Gap Earns Alberta a 'C' Grade When it Comes to Quality of Life

New Grants Announced to Close the Wage Gap and Help Alberta Women Succeed

Call it the Alberta Disadvantage: Study Find Gender Wage Gap Largest in the Country

Why Should Alberta Implement Pay Equity Legislation? Because it's 2016.

Gender Wage Gap - Provincial and Territorial Ranking

The Alberta Disadvantage– Gender, Taxation, and Income

Inequality Women Earn About 40% Less Than Men in Alberta

Return on Investment:

✓ Reviewing your employees' wages annually with HR will help you monitor fair distribution wages, and will help you keep good employees.

✓ Openness about wages between diverse groups will make your company recognizable, attracting great talent, that in turn will impact efficiency, quality, and productivity.

✓ Happier employees will make for happier service providers, and by extension, happier clients.

Checklist, Strategy 9: Compensation Classification/Job Evaluation

Plan	Output	Due Date	Initial (when completed)	Comments, Key Findings OR Reason(s) for incomplete plan
Review previous compensation system, and implement compensation classification then educate employees.	Compensation system reviewed. Compensation classification implemented. The information is shared with employees.			
Ensure annual compensation gap analyses are conducted to confirm that biases based on age, disability, gender, organizational function, race, and other potential equity issues are dealt with appropriately.	Annual gap analysis conducted, and equity issues are dealt with appropriately.			
Create a compensation challenge document that allows an employee with a structure approach to raise concerns around compensation.	Compensation challenge document created.			

On-Ramping Strategy 10: Community Contribution

Plan	Implementation	Barriers it Addresses	Outputs
1. Learn about a sustainable corporate volunteer program for your organization. (See Resources)	Contact your professional organizations to see what groups are working with under-represented populations. Understand your company strengths and how much you can help. Create an internal volunteer team to engage employees in volunteering for non-profit organizations championed by a decision maker (higher level executives). Select your volunteer organization for creating value in your organization, in addition to improving your corporate visibility.	Eliminates estranged relationship between employee and employer. Suggests a safe and trusting workplace.	Compensation system reviewed. Compensation classification implemented. The information is shared with employees.
2. Volunteer as a board member at non-profit organizations that cater to underrepresented populations.	Provide support by donation in a form of in-kind or monetary contribution in initiatives that involve diverse groups and follow up on the progress. Allow executives to use their work hours to contribute to community.	Develops leadership skills in your staff and allows them to become more effective and confident in high-pressure situations. Mutual exchange of knowledge.	Became a board member of a non- profit organization.
3. Partner with organizations that are pro-diversity, and put on an event for them at least once a year.	Keep in mind that the key is to get involved and increase your insight about diverse groups, so that you can better engage and retain them in your workplace. Select a different community or non-profit each year and show your support by putting on an event for them.	Deepen understanding of diversity groups and underrepresented population barriers. Improves corporate visibility. Boosts company moral. Partnered with organizations that are pro diversity.	Partnered with organizations that are pro diversity. Support groups with diversity and inclusion initiatives by sponsorship, or putting on events for them.

DID YOU KNOW?
You can do well by doing good. See the list of 50 companies that are doing well in the world and become part of this list.

Additional Resources:

How EY and SAP are championing Corporate Volunteering

How to Find Sustainable Corporate Volunteering Opportunities

Corporate Volunteering

Allianz Volunteer Alberta

Ronald McDonald House Charities

Volunteer Central

Volunteer Support Organizations

Employer-Supported Volunteering: The Practice and the Promise of Community Engagement

Best Practices in Employee Volunteerism: Corporate Volunteer Councils, Volunteer Centers, and Nonprofit Organizations Partner to Strengthen and Improve Performance

Return on Investment:

✓ According to an article "3 benefits of corporate volunteer programs", "Corporate volunteer programs actually drive employee engagement..." creates a "strong recruitment of younger employees…" and improves "corporate visibility". (FrontStream, September 16, 2013)

✓ "Volunteering helps all of us to build skills that can be brought back into the workplace." (Allianz, Corporate Volunteering)

✓ "Corporate volunteering can help boost your company's morale, develop leadership skills in your staff, and allow them to become more effective and confident in high-pressure situations" (Canadian Red Cross).

✓ Volunteering can deepen your understanding of diversity groups barriers and underrepresented populations.

Checklist, Strategy 10: Community Contribution

Plan	Output	Due Date	Initial (when completed)	Comments, Key Findings OR Reason(s) for incomplete plan
1. Learn about a sustainable corporate volunteer program for your organization. (See Resources)	- Reviewed volunteer programs for your organization.			
2. Volunteer as a board member at non-profit organizations that cater to underrepresented populations.	- Became a board member of a non-profit organization.			
3. Partner with organizations that are pro-diversity, and put on an event for them at least once a year.	- Partnered with organizations that are pro diversity. - Support groups with diversity and inclusion initiatives by sponsorship, or putting on events for them.			

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Conclusion

The AWSN Work Re-Engagement Program would like to thank you for your interest in creating a more diverse and inclusive culture, one that includes returning female STEM professionals. This document is meant to be a resource to assist you in your quest. The team realizes that the creation of leading practices as a resource guide for female STEM professionals, and their potential employers, is critically important to assisting in this goal.

This document in conjunction with "Returning to Work After an Extended Leave – Created for: Female STEM Professionals" the AWSN Work Re-Engagement Program seeks to enhance diversity and inclusion initiatives by generating ongoing cultural change in the workplaces. Our hope is to, create sustainable and equitable successes for both Alberta companies and professional STEM women. The AWSN Work Re-Engagement Program is committed to empowering female STEM professionals to gain greater successes, as they return to their careers. We thank you for being part of this initiative.

We encourage all participating employers to Register as a Partner/Sponsor member on our website (http://www.wrprogram.ca) in order to gain access to materials, such as this guide for employers of female STEM professionals. By registering on our website, you will be also able to upload links to connect female STEM professionals to your website. You may choose the type of service you would like to promote by clicking on the Promote Services subtab and filling out the form designed for that service type such as Career Links.

Thank you for your commitment to creating the change needed to ignite a culture shift where all can participate in STEM to their full potential.

More Resources

Women Returners for Employers: http://corp.womenreturners.com

Supporting the STEP back into STEM Careers: https://library.prospect.org.uk/download/2017/00497

Progressing Women in STEM Roles: Best practice guidelines for employers of women in STEM: https://www.theiet.org/women-in-stem from IET (2017)

Alberta Status of Women: https://www.alberta.ca/ministry-status-of-women.aspx

Alberta Works: http://www.humanservices.alberta.ca/financial-support/3171.html

APEGA member directory: https://www.apega.ca/members/member-directory

AWSN: https://www.awsn.org

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