

The background of the slide features several interlocking wooden blocks in various colors (red, blue, purple, green, yellow) arranged in a staggered pattern. Each block has a white silhouette of a person on it. The text is overlaid on this background.

# Employee Resource/Network Groups

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ACEC-MA HR Forum

March 22, 2024

# Employee Resource Groups (ERGs) at GZA



- New Professionals
- Gender
- Race & Multicultural
- Parenting
- LGBTQ+

# GZAlliances

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- Open to all employees
- Meeting schedules and agendas for every meeting
- 181 Participants (24%)
- *Members* identify as part of that community
- *Allies* support and want to learn from the group





Jennifer Harris,  
Assistant Project Manager,  
Portland, ME



Corinne Park,  
Project Manager,  
Keene, NH



# Parenting

## Co-Leads

## GZA Parenting ERG 2024 Schedule



**MAR  
22**

### PICKY EATERS

Different tricks and tips to help "expand pallets" and share our funniest food stories and recipes.

### GETTING IT ALL DONE

Whether the children are sick, have a snow day, or have a school vacation, it can be tricky to get it all done. Join us for our tips and tricks.

**APR  
19**

**MAY  
24**

### SCREEN TIME ...

Screen Time ... best friend or worst friend/enemy? Join us for the discussion.

### FAMILY TIME

Building family culture! Let's talk about tips and tricks for how to build it up!

**JUN  
14**

**JUL  
19**

### NEW BABY ... NO PROBLEM!

New baby on the way? Congratulations! There can be so many things to think about. Come and join us for discussions around new babies.

### BACK-TO-SCHOOL

It's that time again! Let's talk all things going back to school.

**AUG  
17**

**SEP  
20**

### TWEENS/TEENS!

Feel like you live in a zoo? You are not alone! Come join us for talking about the challenges of the teen years, college prep, driving lessons, and more!

### YOUR CHILD'S ADVOCATE - YOU!

When your child is struggling and has no voice, you step in! But how? What you need to know to advocate for your child!

**OCT  
18**

**NOV  
15**

### HOLIDAY SURVIVAL!

The Holidays again?! It's a great time of year, but it can also be a stressful time. Join us for tips and tricks for navigating the holidays.

### OUTSIDE? BUT IT IS COLD!

No matter what time of year, it can be difficult to stay active. It is too cold, or too hot, or too wet, or too whatever! Let's discuss the benefits of being outdoors (all year round) and some tips to get everyone out there.

**DEC  
13**

# Meetings and Activities

- Parenting Focus Discussions
  - Work Life Balance
  - New Baby
    - Finding Childcare
  - Adolescence
  - Navigating Holidays & School Vacations
- Activities
  - Family Digital Scavenger Hunt
  - Bring Your Child to Work Day





# Impact!

- Support new parents
- Assist moving families
- Brainstorm ideas for parenting challenges

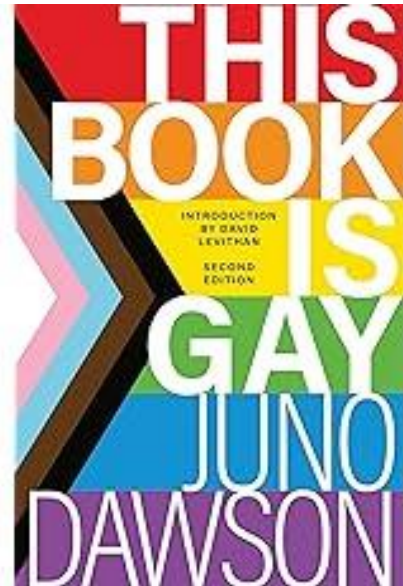
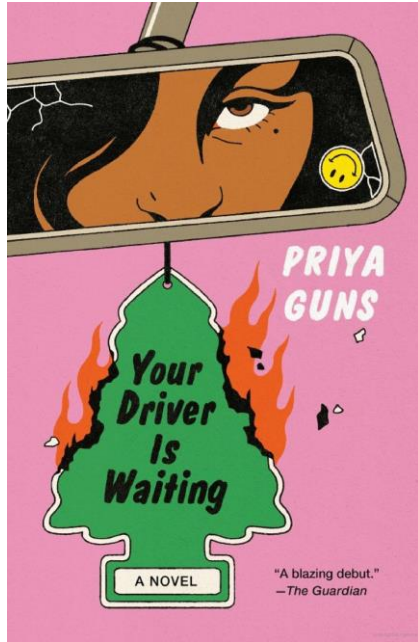
# LGBTQ+

- Supports LGBTQ+ people
- Allyship/parents/family of queer people
- Building a space of equity and inclusion
- Sounding board and safe forum for employees to come together





# Book Club and Open Discussion



- Meet Monthly
- Highlight a book around LGBTQ+
- Key takeaways
- Seek to break down barriers
- Discuss Authors and Icons





# LGBTQ Icon

## Arden Hoffman

Senior Vice President and Chief People Officer  
General Motors Corporation  
January 2023 - Present

Arden & wife, Laurel Walsh



- “Networks in general offer the ability to connect with people outside of your immediate work circle, and it is otherwise hard to meet people outside of your division, unless you are working on a task force or other cross-divisional project.”
- Being a member of any affinity group can be helpful at work, whether it is a women’s network, a minority or diversity-based affinity group, or a network organized around sexual orientation.



# 4C ERG Model & Online Assessment Overview

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**Robert Rodriguez, PhD**  
President, DRR Advisors LLC



## What Is the 4C ERG Model?

At its root, the 4C ERG Model holds that the intentions and actions of any ERG can be assigned to one of four areas.



## The 4C Areas

# Culture

Raising cultural competency by promoting inclusion, elevating awareness, and dispelling myths.

ERG opportunities in the **Culture** area include:

- Activities that celebrate cultural heritages.
- Networking and social events with ERG members.
- Activities aimed at building high-performing ERG teams and enhancing diversity recruiting efforts.
- ERG-led meetings and events that educate the company on diverse communities.
- A partnership with HR to develop more inclusive company policies and benefits.
- The establishment of bylaws and job descriptions for ERG leadership roles.
- The creation of metrics that capture ERG activity, impact, and value.
- The development of a robust process to determine future ERG leaders.
- Initiatives aimed at raising ERG funds to preserve ERG budgets.

## The 4C Areas

# Career

Helping the career advancement, professional development, and education of ERG members.

ERG opportunities in the **Career** area include:

- Professional and leadership development workshops.
- Mentoring programs and initiatives.
- The alignment of ERG leadership roles with talent management.
- The attraction of ERG members who are high performers and those considered high potentials.
- Participation in external development programs and conferences.
- The presentation of guest speakers to discuss leadership topics.
- The formation of panels with existing company executives.
- Lunch & Learn events and book clubs.



## The 4C Areas

# Commerce

Linking ERGs and their members to business goals and corporate initiatives and strategies.

ERG opportunities in the **Commerce** area include:

- Participation in cost-reduction campaigns.
- Initiatives aimed at acquiring new clients and strengthening existing client relationships.
- A role as a representative at external sales and marketing events.
- A role as a focus group for the marketing department.
- The providing of input on new product development.
- An outward showing of support for supplier diversity efforts.
- The providing of feedback on marketing campaigns targeting diverse segments.
- The creation of a pilot group to test new products and services and provide feedback.
- Formal ERG support of company initiatives and programs.

## The 4C Areas

# Community

Connecting an ERG and its members to community outreach and volunteer efforts.

ERG opportunities in the **Community** area include:

- Volunteering efforts at nonprofit events.
- Fundraising for student scholarships.
- Participation in community parades and fairs.
- Efforts that help the company identify nonprofit community partners.
- Collaborations with other internal ERGs.
- The sharing of benchmarks with external ERGs.
- The encouragement of ERG members to serve on nonprofit boards in the community.
- A company connection to diverse leaders in the external community.
- An understanding by the company about how business practices impact diverse communities.
- A resource to the company on current hot topics in the external community.
- The elevation of company reputation and awareness in the community.

# How Can the 4C ERG Model Help?

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Companies use the 4C ERG Model for four distinct purposes.

## Strategic Framework:

The 4C ERG Model is used as an operating standard and framework, providing pillars and ensuring alignment across multiple ERGs.

## Prioritization:

The 4C ERG Model aids ERGs in determining which areas to focus on and which efforts to prioritize.

## Diagnostic:

An online assessment instrument within the 4C ERG Model measures how well ERGs are doing in each of the 4C areas (Career, Culture, Commerce, and Community). The assessment identifies strengths and weaknesses in those areas.

## Benchmarking:

The 4C ERG Model encourages collaboration among ERGs internally, which better allows benchmarking with ERGs at other companies who use the model.



## How to Plan Using the 4C ERG Model

An understanding of how the 4C ERG Model can be utilized to help plan an ERG's efforts for the calendar year.

This example shows an ERG that uses the 4C ERG Model as a means of conveying that it is not only well-rounded but that it provides a holistic value proposition to its members and the company.



- |  |   |   |  |
|--|---|---|--|
| <ul style="list-style-type: none"> <li>• Conduct personal branding workshop.</li> <li>• Develop mentoring groups.</li> <li>• Hold panel with senior executives.</li> </ul> | <ul style="list-style-type: none"> <li>• Volunteer for Habitat for Humanity event.</li> <li>• Benchmark with ERG at another company.</li> <li>• Host joint event with another ERG.</li> </ul> | <ul style="list-style-type: none"> <li>• Serve as a focus group for marketing department.</li> <li>• Attend marketing expo as company representative.</li> <li>• Launch new client referral program.</li> </ul> | <ul style="list-style-type: none"> <li>• Develop ERG metrics-that-matter.</li> <li>• Host session on what it means to be an ally.</li> <li>• Partner with recruiting to bring in diverse hires.</li> </ul> |
|--|---|---|--|

# What Companies Apply the 4C ERG Model?

The model is used across a wide variety of industries, by a wide variety of companies.

**The 4C ERG Model is on its way to becoming the standard operating model for ERGs across corporate America.**

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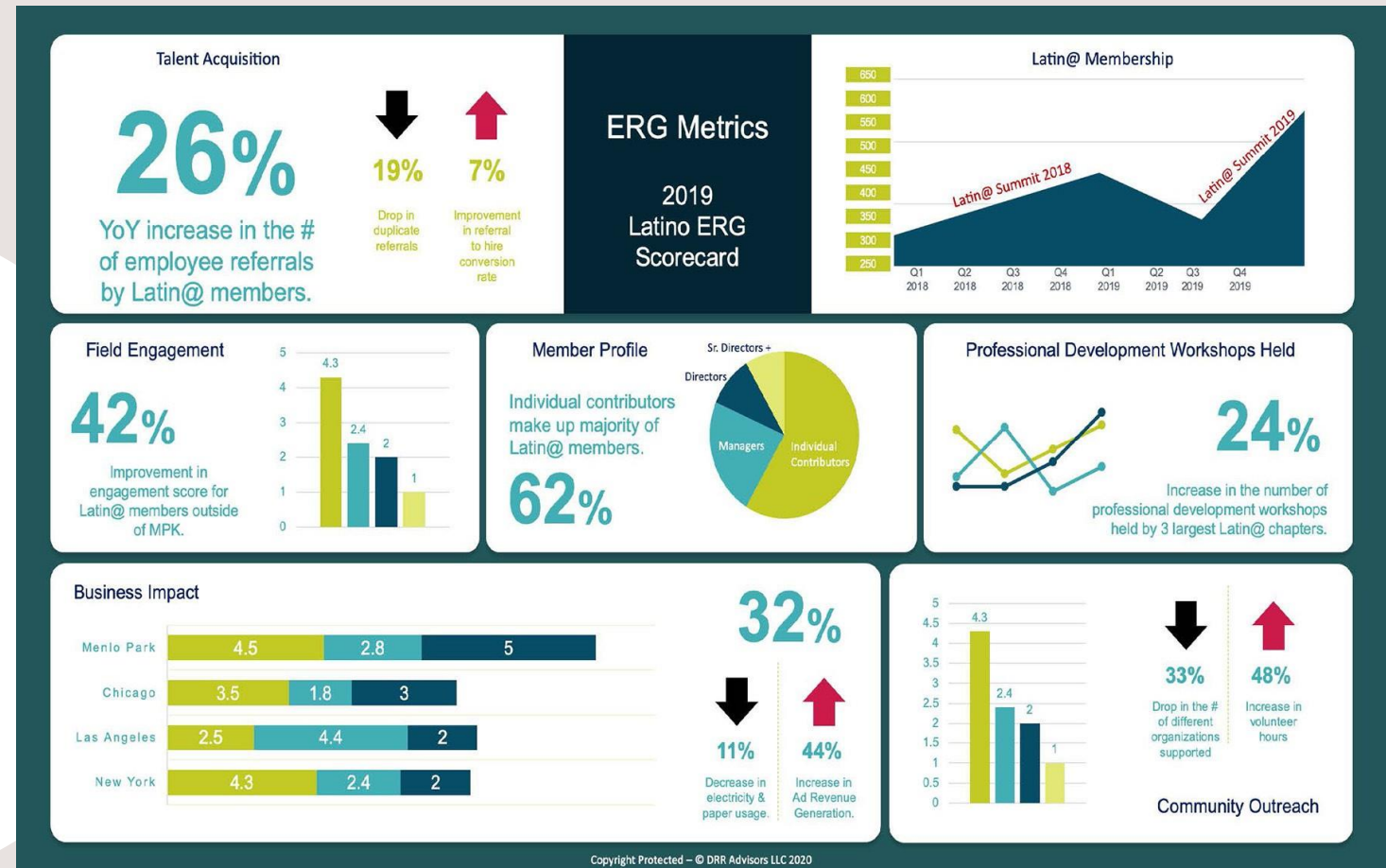
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Boehringer Ingelheim	Groupon	NBCUniversal	State Street
Boston Scientific	Gusto	New York Life	Takeda
BP	Hyatt Hotels	Northern Trust	Travelers
Brown Forman	Intel	Northwestern Mutual	Trinity Health
Capgemini	LinkedIn	Omaha Power	Turner Broadcasting
Caterpillar	Liberty Mutual	Port Authority - NYNJ	U.S. Cellular
Colgate Palmolive	Kaiser Permanente	Proctor & Gamble	Verizon
Comcast	Kimberly-Clark	Prudential	VMware

# Leveraging the 4C Online Assessment

Because 4C Online Assessment results are data-driven, companies can use them to guide their ERG metrics-that-matter, devising scorecards like the one seen here. The assessment provides a groundwork from which ERG metrics can be measured, which pays dividends for a company well into the future.





# 4C Model

## Harvard Business School Case Study

The 4C ERG Model is featured in a Harvard Business School Case Study for Harvard MBA students. The 4C Model will also be featured predominantly in the forthcoming book, "*ERG Excellence*" by Dr. Rodriguez to be published by Wiley & Sons in October 2021.



**HARVARD | BUSINESS | SCHOOL**

9-321-017  
AUGUST 7, 2020

ROSARETH MOSS KANTER  
AMY HERNANDEZ TURCIOS

### Mary Guerrero and the Advancement of Latinx Talent: Developing an Employee Resource Group at a Top Tier Bank (A)

*"Sí, se puede" (Yes, we can)*  
— Dolores Huerta, National Farm Workers Association Co-Founder, 1972<sup>1,2</sup>

It was 2am and Mary Guerrero\*, an investment banking analyst, had just finished marking up a Latinx candidate's resume with comments. She emailed her feedback to the candidate who would then revise it and submit a polished resume with hopes of earning a coveted investment banking internship spot. It was going to be a long night for Mary as she still had a stack of other resumes to review. Mary was determined to help increase the number of Latinx investment bankers at her Bulge Bracket Wall Street Bank, but she could not do it alone. She knew she had to get help to be able to scale her efforts but how was she supposed to do that when she was working long days and weeks?

If she decided to create an organization, Mary would have a few unknowns to figure out. What would be the purpose of the organization? Who would help her build it? How would she gain credibility? When would she find time to build this given her heavy workload? Why would people want to engage when they were equally as busy? She had graduated from college only a few years before so why would people want to listen to her? Finally, she asked herself, "Why me?"

#### 4C ERG Model

According to Dr. Robert Rodriguez, president of DRR Advisors LLC, a management and diversity consulting firm, and author of *Latino Talent*, "while ERGs have grown in sophistication, methods for measuring their effectiveness, contributions and health have not."<sup>94, 95</sup> Dr. Rodriguez developed a playbook for effective ERGs called the 4C ERG Model. This framework could be leveraged to help companies assess their ERG effectiveness.<sup>96</sup>

The four components of the 4C ERG Model were Careers, Culture, Community, and Commerce. Each component had two sub-components outlined below:<sup>97</sup>

- **Careers:** *Talent Engine* referred to an ERG's alignment with talent management initiatives. *Professional Development* referred to an ERG's enhancement of professional and leadership skills
- **Culture:** *Systems* referred to an ERG's governance and operational initiatives. *Affinity Impact* referred to an ERG's ability to enhance cultural knowledge (e.g. about Latinx) among non-ERG members and to increase ERG members' sense of belonging within a company
- **Community:** *External Focus* referred to an ERG's community outreach and volunteer efforts. *Collaboration* referred to an ERG's effectiveness in partnering with both internal and external groups
- **Commerce:** *Business Effectiveness* referred to an ERG's ability to support company programs and initiatives (e.g. for a company's goal of increasing their supplier/vendor diversity an ERG could help identify Latinx owned businesses for consideration). *Company Alignment* referred to an ERG's initiatives related to client identification, sales, and marketing efforts (e.g. an ERG could help provide insights into Latinx consumers and buying habits)

Through advisory of over 200 firms, Dr. Robert Rodriguez gained several insights around Latinx ERGs in the U.S. First, Latinx ERGs outperformed other ERGs in two areas—*Commerce* and *Community*.<sup>98</sup> Along the *Commerce* dimension, given the increase in Latinx consumer spend, companies were benefitting from the consumer knowledge Latinx ERGs contributed.<sup>100</sup> Latinx ERGs also outperformed along the *Community* dimension by embracing intersectionality and hosting programming with other ERGs.<sup>101</sup> Intersectionality referred to the "way all of [one's] multiple identities or diversity dimensions intersect."<sup>102</sup> Where Latinx ERGs underperformed was on the *Career* dimension.<sup>103</sup> Dr. Rodriguez found that Latinx were opting out of ERG participation and as a result missing out on professional development opportunities.

## Questions

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