

POWERED BY THE METRO ATLANTA CHAMBER

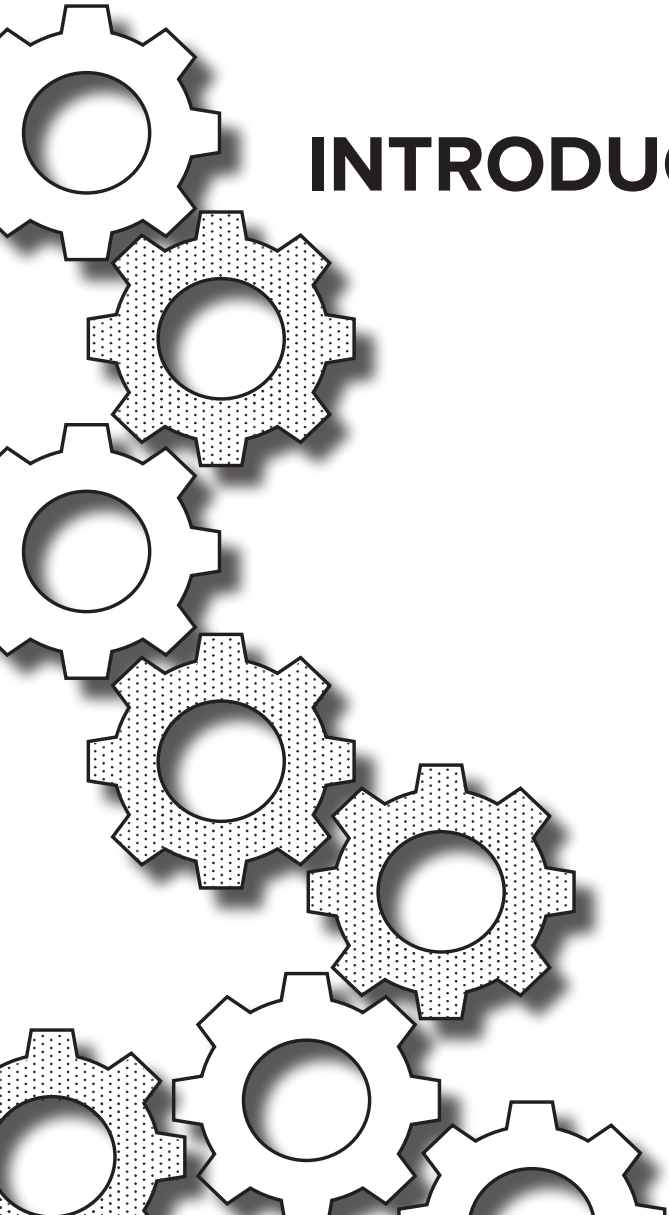
# **EDUCATION AND WORKFORCE DEVELOPMENT PLAYBOOKS**

Updated September 27, 2021



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# INTRODUCTION





## NORTH STAR

In metro Atlanta, our differences are our strength. We come together, we engage in tough conversations, we find solutions and we work together to make our community and the world better.

We are dreamers who galvanized the Civil Rights Movement. We nurture and educate Black college students in the oldest and largest consortium of HBCUs. We are proud to be a magnet for Black families and Black leaders. Our business community boasts a talent pool with built-in diversity, and we strive to be a community that welcomes everyone, regardless of race, origin, gender, sexual orientation, religion or creed. We are not perfect, but we are committed to holding up and preserving Atlanta's legacy – especially now.

We launched the ATL Action for Racial Equity to address systemic racism, inequity and immobility head on. We will leverage the size, scale and know-how of Atlanta-based companies to accelerate racial equity and mobility across our region. We will elevate diversity, equity and inclusion as business imperatives and community imperatives, each a necessary tenant in maintaining metro Atlanta's competitiveness in our global economy today and into the future.

## THE COMMITMENT

**ATL Action for Racial Equity** leverages the power of our region's business community to advance racial equity through collective impact. My company is proud to join this critical, multi-year effort to address the pervasive effects of systemic racism in the community and workplace. We commit to carrying out targeted actions, tracking our progress and sharing lessons learned as we strive to leverage our size and scale to make metro Atlanta a more vibrant, equitable and inclusive region.

In addition to standing with others who are committed to racial equity, we embrace diversity, equity and inclusion as core values in the success of our business, the growth of our economy and the future of our community.



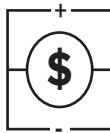
## PROBLEM STATEMENTS BY FOCUS AREA

**We are launching new efforts that leverage the size, scale and know-how of Atlanta-based businesses to accelerate racial equity and mobility across our region. The racial equity initiative is divided into four key focus areas.**



### **Corporate Policies**

Atlanta-based businesses have not fully leveraged our region's strength as a location of choice for Black college students and Black talent across industries.



### **Inclusive Economic Development**

Black entrepreneurs face systemic obstacles for success that limit access to networks, capital, knowledge and customers.



### **Education**

Black students in metro Atlanta face limitations to affordable, high-quality learning experiences.

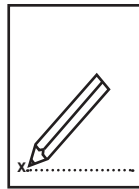


### **Workforce Development**

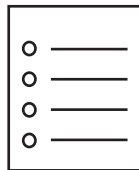
A disparity gap in unemployment rates and median household income exists between the Black and white population in metro Atlanta.

# BUSINESS COMMUNITY JOURNEY

As part of ATL Action for Racial Equity, the metro Atlanta business community has curated a set of actions to drive impact through four focus areas. The playbooks will aim to help your organization do its part to accelerate racial equity.



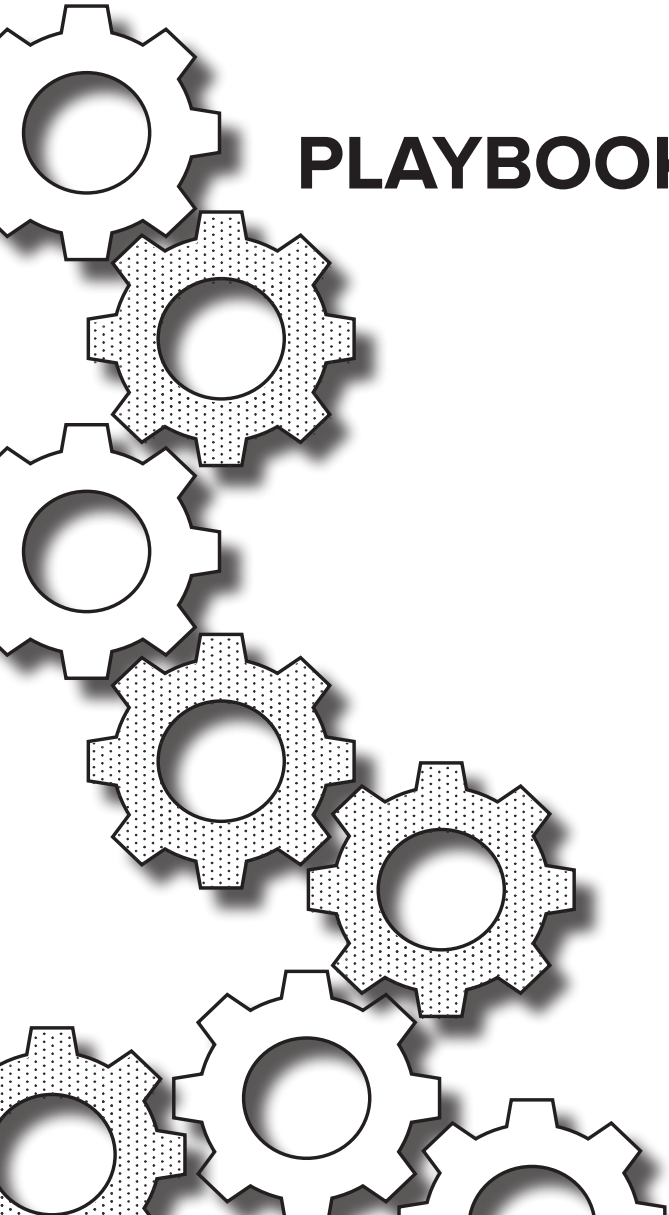
**Commit** to the racial equity initiative



**Consider** the playbook as you implement actions



**Track** progress and measure impact



# PLAYBOOK OVERVIEW





## PLAYBOOK PURPOSE

**The playbook provides metro Atlanta's business community with a set of key actions that can be implemented as your organization brings its commitment to advancing racial equity to life.**

**Aligning on actions and executing against them consistently across our business community is key in our efforts to drive collective impact.**



### **The playbook is:**

- A tool to help you determine where your organization is on your racial equity journey
- A curated set of best practices and resources
- Thought-starters you should consider as you work to advance racial equity
- A tool to help you positively impact our local community and our economy



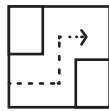
### **The playbook is not:**

- Hard and fast rules on how to advance racial equity
- A mandatory set of actions
- Inclusive of all the actions your organization can or should take
- A comprehensive set of all the resources available
- One size fits all

# TIERING SYSTEM

**Recognizing that different organizations are at different places on their racial equity journey, our playbook follows a tiered approach to enable organizations to evolve and build commitment over time.**

**Organizations should self-select a tier and remember that the playbook provides freedom within a framework.**



## **Emerging**

Baseline programs and elements in place to support Black students and Black employees



## **Progressing**

Actions go beyond baseline while advocating outside the company for expanded education and workforce opportunities for Black families



## **Leading<sup>1</sup>**

Fully deployed programs and elements supported by continuous improvement and increased investment in employee training and supports to advance Black workers and develop the future talent pipeline

<sup>1</sup>Leading does not necessarily mean the organization has the most resources or financial capital to support its racial equity initiative, but rather has impactful programming and is leading innovation in this space.



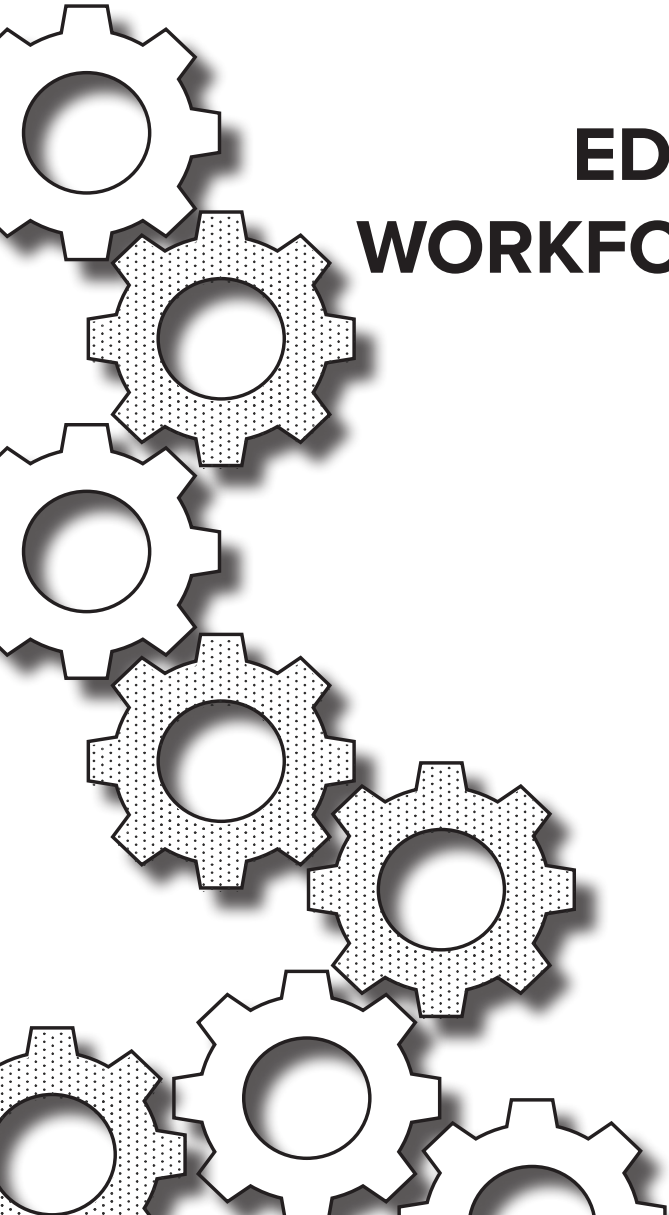
## THREE-STEP GUIDE

**Your organization should consider the playbook as you work to advance racial equity.**

**The actions outlined in the pages ahead are not hard and fast.**

**Your organization should implement those that fit your stage in the racial equity journey. Your organization might also discover a best practice that we have yet to uncover.**

- 1** Review the menu of key actions for each tier, and determine which tier(s) your organization falls into (note: you may be emerging in one category, and leading in another)
- 2** Identify the actions your organization can implement, using the menu as a starting point (note: customize the actions based on your organization)
- 3** Review the resources provided to help you advance on your racial equity journey



# **EDUCATION AND WORKFORCE DEVELOPMENT PLAYBOOKS**



# EDUCATION AND WOKFORCE DEVELOPMENT

## PROBLEM STATEMENTS

Black students in metro Atlanta face limitations to affordable, high-quality learning experiences. A disparity gap in unemployment rates and median household income exists between the Black and white population in metro Atlanta.

The KPIs outlined will be monitored by the Metro Atlanta Chamber to track the region's progress and collective impact. Sequenced over time, a new playbook will be released for each focus area.

This playbook is specific to **Education and Workforce Development**.

### Key Performance Indicators (KPIs)

- ☑ Improve educational outcomes for Black children by increasing enrollment of Black students ages 0-5 in high-quality early learning programs in metro Atlanta
- ☑ Increase career learning opportunities for Black students in metro Atlanta with a concentration on historically under-resourced schools and communities
- ☑ Increase educational attainment of Bachelor's or higher degrees
- ☑ Support the Black workforce in metro Atlanta by decreasing the unemployment rate gap between Black and white populations

## TYING THE PLAYBOOKS TOGETHER

Workforce development is an all-encompassing topic, and thus the actions for corporate policies, inclusive economic development, and education are also components of workforce development as they build, develop, and support the Black workforce of the future. For actions related to hiring and HR policies, see the corporate policies playbook and for actions related diversifying suppliers and supporting Black entrepreneurs, see the inclusive economic development playbook, both of which can be found [here](#). This playbook is specific to education and workforce development.

### Corporate Policies

- Increase access to quality, affordable child care for Black families
- Build a diverse talent pipeline to recruit Black candidates
- Develop and retain Black talent in your organization
- Ensure HR policies reflect inclusive behaviors and set DEI strategy and performance objectives

### Inclusive Economic Development

- Become customers of Black businesses through the establishment of formal supplier diversity programs
- Provide access to financial, human and thought capital to this critical component support Black entrepreneurial ecosystem

### Education

- Increase career learning opportunities for Black students
- Increase access and funding for post-secondary education to support Black students

### Workforce Development

- Increase access to employment to increase labor force participation of Black workers
- Invest in Black workers through upskilling, re-skilling and professional development opportunities

Focus of this playbook

Focus of this playbook

## KEY TERMS

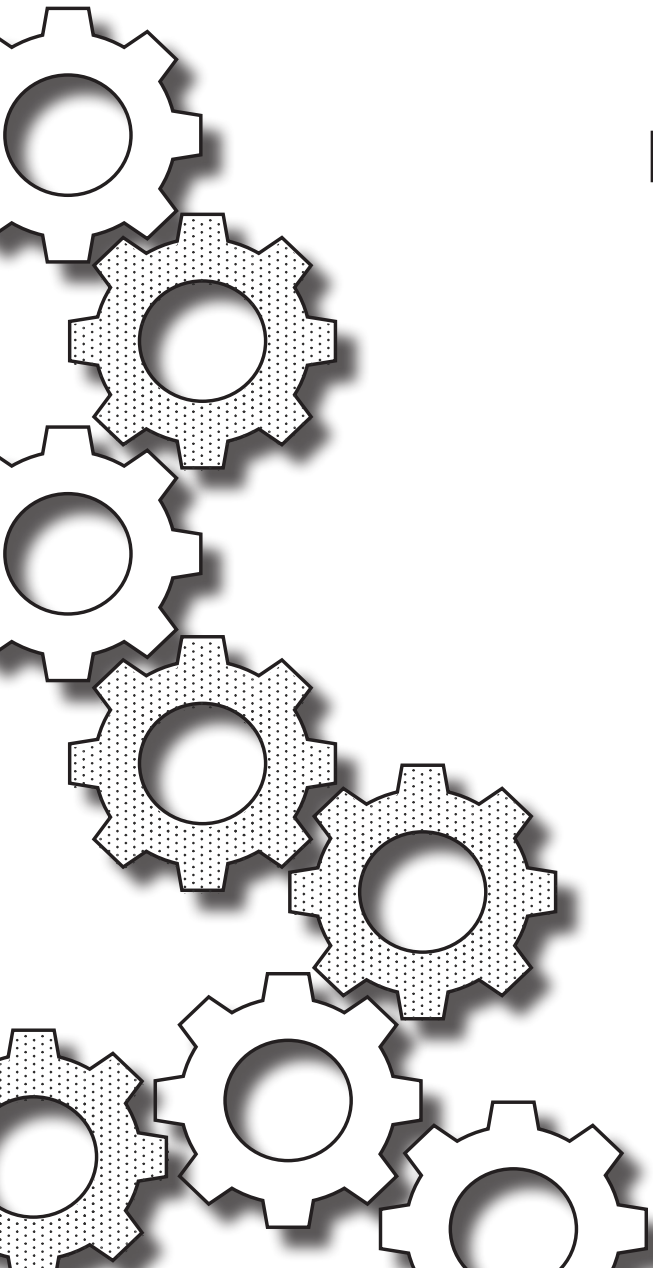
- **Child care:** A broad term covering direct services in caring for young children – can include infant & toddler day care, pre-K schooling, and after-school programs for young children
- **Early Education:** Child care programs with an education emphasis on high-quality curriculum and learning environments
- **Entry-Level Talent:** New employees with 0-2 years of experience
- **Externship:** Short-term learning experience where a teacher or school staff person visits or works as an employee in order to learn new skills and better understand the relevant industry or project
- **Majority-Black School:** A K-12 school where at least one-half of all students are Black
- **Post-Secondary:** Education that occurs after K-12 education is completed – can include certifications, degrees and learning programs
- **Quality-Rated Child Care:** Georgia-based program that certifies early education sites with a one, two or three-star rating based on the level of quality – quality of the physical site and quality of the education and teacher training of the facility or small business
- **Talent Pipeline:** A pool of internal and external qualified candidates able to fill open positions as the positions become available
- **Title I:** Federal designation of a public K-12 school that receives federal funding and has a higher proportion of low-income families whose children attend that school
- **Upskilling:** Education and training provided for existing staff to ensure their ability to stay current for present position or to develop them for future positions within the company
- **Work-Based Learning:** The myriad of activities that allow students to gain industry and business experience. Activities range from job shadowing to internships and apprenticeships to project-based learning
- **Workforce Development:** The combination of education, training and work experience that prepares individuals for in-demand and emerging occupations

## TAKE ACTION: METRO ATL TOP 8 PLAN

Our vision is for all metro Atlanta businesses to implement the core actions outlined. Additional actions should be implemented as you progress along your organization's racial equity journey.

|   | Early Education                     | Career Learning                     | Post-Secondary Education            | Workforce Development               |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Adopt recommendations from the Georgia Early Education Alliance for Ready Students Business Toolkit   | <input checked="" type="checkbox"/> |                                     |                                     |                                     |
| Sponsor an early education program or organization that serves Black families by donating and promoting the organization or program   | <input checked="" type="checkbox"/> |                                     |                                     |                                     |
| Partner with a Title I or majority-Black school that is seeking a STEM/STEAM certification  |                                     | <input checked="" type="checkbox"/> |                                     |                                     |
| Host career opportunities for students from Title I or majority-Black K-12 schools by speaking to K-12 classes, offering projects to teachers, providing teacher & staff externships and more |                                     | <input checked="" type="checkbox"/> |                                     |                                     |
| Support organizations that assist students from under-resourced communities in preparing for and completing Post-Secondary by donating and promoting the organizations                        |                                     |                                     | <input checked="" type="checkbox"/> |                                     |
| Offer experiential job-learning opportunities for students who are at the beginning of their Post-Secondary education but lack access to career experiences                                   |                                     |                                     | <input checked="" type="checkbox"/> |                                     |
| Partner with workforce training providers and community-based organizations to identify and leverage transferable skills of displaced workers to fulfill hiring needs                         |                                     |                                     |                                     | <input checked="" type="checkbox"/> |
| Transform existing low-wage jobs into high-quality jobs by providing benefits to all workers  |                                     |                                     |                                     | <input checked="" type="checkbox"/> |





# EDUCATION



# EARLY EDUCATION ACTIONS AND RESOURCES

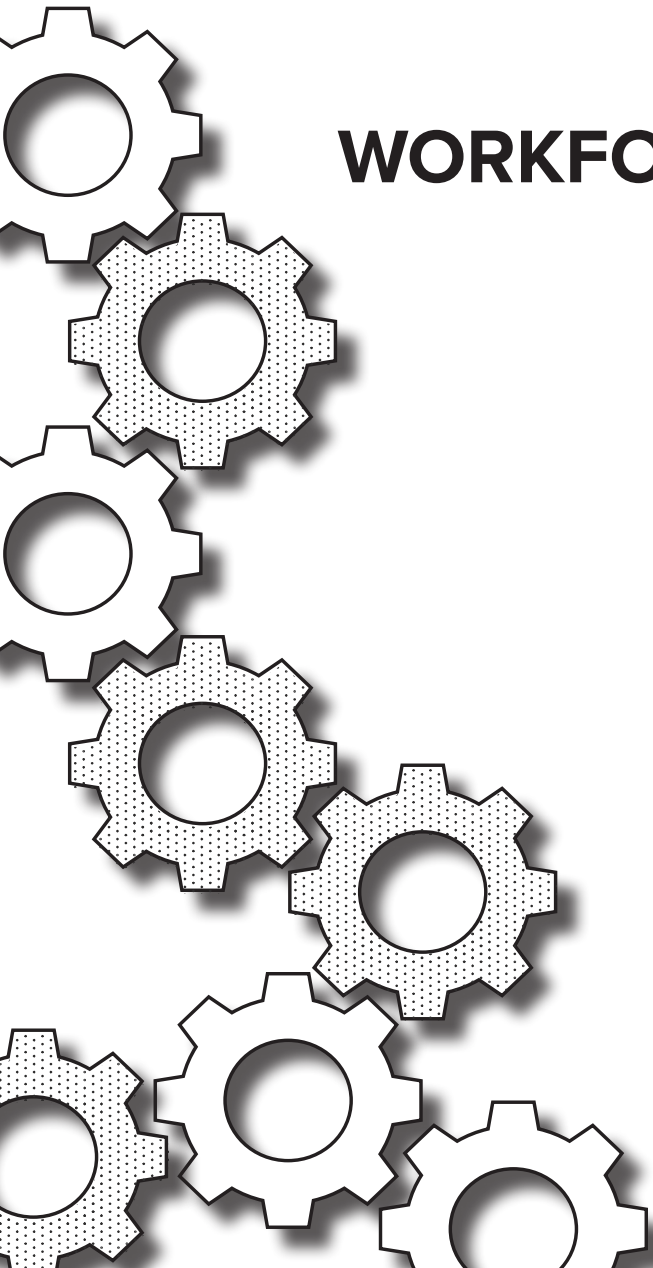
| Tier               | Key Actions Menu  | Key Resources   |
|--------------------|---|---|
| <b>Emerging</b>    | Explore quality child care and family benefits options to better assist your employees and consider offering referral services for dependent care and child care  | <ul style="list-style-type: none"> <li>• <a href="#">Why Businesses Need Child Care Options</a></li> <li>• <a href="#">Quality Rated Child Care</a></li> </ul>  |
|                    | Survey your employees to understand barriers to accessing high-quality, affordable child care and the need for expanded family benefits or flexibility  | <ul style="list-style-type: none"> <li>• <a href="#">CLEO- Categories of questions</a></li> <li>• <a href="#">How Some Employers Are Making Child Care Less Stressful For Employees</a></li> <li>• <a href="#">How To Support Employees Returning To The Workplace</a></li> <li>• <a href="#">SHRM- Example Survey</a></li> </ul> |
|                    | Read GEEARS Business Toolkit and research reports and implement the recommendations that are appropriate for your company. Consider offering Dependent Care Assistance Plans (DCAP), a Flexible Spending Account (FSA) for child care, and other options as part of employee benefits package available to all employees. Read the Child Well Being Index from United Way of Greater Atlanta to gain a better understanding of the challenges families in struggling communities face as it relates to child care and other factors | <ul style="list-style-type: none"> <li>• <a href="#">GEEARS Business Toolkit</a></li> <li>• <a href="#">United Way Child Well Being Stakeholder Report</a></li> <li>• <a href="#">Advancing Opportunities: recommendations for employers</a></li> <li>• <a href="#">ChildCareRockland.org</a></li> </ul>                          |
|                    | Attend conferences and workshops on early education/ family benefits  | <ul style="list-style-type: none"> <li>• <a href="#">US Chamber of Commerce Foundation</a></li> </ul>   |
| <b>Progressing</b> | Have your leadership and key staff tour local schools and child care programs and get to know the principals and owners/directors   | <ul style="list-style-type: none"> <li>• <a href="#">Companies offering flexible benefits for family care</a></li> <li>• <a href="#">GEEARS Bus Tours</a></li> <li>• <a href="#">Questions to ask when selecting child care</a></li> </ul>  |
|                    | Give employees company work time to volunteer at local Title I or majority Black schools and early education centers  | <ul style="list-style-type: none"> <li>• <a href="#">Types of employee volunteer time</a></li> <li>• <a href="#">Why volunteering time helps employers</a></li> </ul>   |
|                    | Based on employee feedback, expand child care and/or family benefit options   | <ul style="list-style-type: none"> <li>• <a href="#">Business case studies on child care expansion</a></li> <li>• <a href="#">Creating a family friendly workplace</a></li> <li>• <a href="#">How companies are looking at family benefits</a></li> <li>• Family Forward NC- <a href="#">Workplace Guides</a></li> </ul>          |
|                    | Sponsor local child care serving nonprofits in the region who work on access and affordability issues for underserved communities   | <ul style="list-style-type: none"> <li>• <a href="#">GEEARS</a></li> <li>• <a href="#">Georgia Foundation for Early Care &amp; Learning</a></li> <li>• <a href="#">Quality Care for Children</a></li> <li>• <a href="#">YMCA</a></li> <li>• <a href="#">YWCA</a></li> <li>• <a href="#">Sheltering Arms</a></li> </ul>            |
| <b>Leading</b>     | Share your story and experience; Invite other companies to view and learn from your child care programs and experiences; In conjunction with a foundation or nonprofit research partner, author case studies detailing your organization's experience providing early education options   | <ul style="list-style-type: none"> <li>• <a href="#">Business case studies on child care expansion</a></li> <li>• <a href="#">Child care and pandemic recovery</a></li> <li>• <a href="#">Family Forward NC Case Studies</a></li> </ul>   |
|                    | Publicly speak to the benefits of making additional business investments in early education programs  | <ul style="list-style-type: none"> <li>• <a href="#">How investment and pay in early education pays off</a></li> </ul>  |
|                    | Contribute to funds and scholarships that support both parents and their children in high quality education through a two-generation approach   | <ul style="list-style-type: none"> <li>• Aspen Institute- <a href="#">What Is A 2-Gen Program?</a></li> <li>• <a href="#">Georgia Foundation for Early Care &amp; Learning</a></li> <li>• <a href="#">What is Boost and how does it impact families</a></li> <li>• <a href="#">YMCA Early Learning Programs</a></li> </ul>        |

# STUDENT CAREER LEARNING ACTIONS AND RESOURCES

| Tier        | Key Actions Menu  | Key Resource  |
|-------------|---|---|
| Emerging    | Learn about the different types of work-based learning opportunities that can be offered to students  | <ul style="list-style-type: none"> <li>• <a href="#">Benefits of Work-Based Learning</a></li> <li>• <a href="#">Equity in Work-Based Learning</a></li> <li>• <a href="#">Georgia Work-Based Learning</a></li> </ul>   |
|             | Assess your company's positions and projects and determine if there are suitable opportunities for teacher and school counselor externships or student projects   | <ul style="list-style-type: none"> <li>• <a href="#">Case studies on work-based learning</a></li> <li>• <a href="#">How to assess your business for internship potential</a></li> <li>• Metro Atlanta Chamber- <a href="#">Internship Toolkit</a></li> <li>• <a href="#">RI Employer Guide to Internships</a></li> <li>• TCSG Resources- <a href="#">Teacher Externships</a></li> </ul>   |
|             | Invest in organizations that provide robust support networks for students and families who want access to career learning opportunities   | <ul style="list-style-type: none"> <li>• <a href="#">After School AllStars Atlanta</a></li> <li>• <a href="#">Horizons Atlanta</a></li> <li>• <a href="#">Communities in Schools Georgia</a></li> <li>• <a href="#">Georgia Statewide Afterschool Network</a></li> <li>• <a href="#">PTA of Georgia</a></li> </ul>  |
|             | Initiate partnerships with local schools (e.g., participate in activities by volunteering and attending school events, ask what other needs the school has beyond funding)  | <ul style="list-style-type: none"> <li>• BizWeek- <a href="#">Advice on partnerships</a></li> <li>• Fostering Partnerships- <a href="#">Getting Started from Colorado Succeeds</a></li> <li>• <a href="#">Why is it important to read to kids in school?</a></li> </ul>   |
| Progressing | Tour Title I or majority Black schools and other education sites with your employees and take advantage of school open houses, field days, and other public activities; conversely, invite the principal, teachers, guidance counselors, and students into your workplace for tours, on-site project descriptions and other engagements | <ul style="list-style-type: none"> <li>• <a href="#">Explanation of tours and activities for employers</a></li> <li>• <a href="#">Georgia Department of Education School &amp; District Listing</a></li> <li>• <a href="#">Georgia Insight GIS Data and other dashboards for K-12</a></li> <li>• <a href="#">ScienceATL</a></li> <li>• <a href="#">Types of student activities that businesses can do</a></li> <li>• <a href="#">What to look for on a school tour</a></li> </ul> |
|             | Host teachers and school staff for short-term externships and projects and encourage your employees to serve as guest teachers or speakers in schools   | <ul style="list-style-type: none"> <li>• Hawthorn Business School- <a href="#">Benefits of Externships</a></li> <li>• <a href="#">General information on Externships</a></li> <li>• <a href="#">Impact of Guest Teachers in Schools</a></li> </ul>  |
|             | Explore and engage in a lead partnership with Title I or majority Black K-12 schools who are pursuing a STEM/ STEAM certification from the Georgia Department of Education  | <ul style="list-style-type: none"> <li>• Learn4Life- <a href="#">STEM Certification Can Transform Schools</a></li> <li>• Iowa Case Studies- <a href="#">How STEM business partnership works</a></li> <li>• <a href="#">The Importance of Arts Integration (STEAM)</a></li> <li>• <a href="#">What is STEM Education</a></li> </ul>  |
| Leading     | Sponsor local events and career learning opportunities in the communities in which the Title I or majority Black schools you're partnering with are located   | <ul style="list-style-type: none"> <li>• <a href="#">Atlanta Science Festival</a></li> <li>• <a href="#">Junior Achievement of Georgia</a></li> <li>• <a href="#">Opportunity ATL</a></li> <li>• <a href="#">Types of Community Sponsorships for Business</a></li> <li>• United Way of Greater Atlanta- <a href="#">YouthWork's program</a></li> </ul>  |
|             | Speak publicly and advocate for additional funding for school counseling and career advising, additional business investment in work-based learning programs and share your experiences with other employers who want to emulate your success   | <ul style="list-style-type: none"> <li>• <a href="#">Georgia Business Leaders United</a></li> <li>• <a href="#">Importance of good partners</a></li> <li>• Kappan Online- <a href="#">Why School Counselors Are Important</a></li> <li>• <a href="#">Metro Atlanta Chamber Educated Workforce Council</a></li> </ul>  |

# POST-SECONDARY EDUCATION ACTIONS AND RESOURCES

| Tier               | Key Actions Menu   | Key Resources  |
|--------------------|--|--|
| <b>Emerging</b>    | Join and invest in organizations who engage with Black students  | <ul style="list-style-type: none"> <li>• <a href="#">ACHIEVE Atlanta</a></li> <li>• <a href="#">Be Braven</a></li> <li>• <a href="#">Cristo Rey Atlanta</a></li> <li>• <a href="#">Inroads</a></li> <li>• <a href="#">Junior Achievement of Atlanta</a></li> <li>• <a href="#">ONE Goal</a></li> <li>• <a href="#">Posse Scholars</a></li> <li>• <a href="#">The Scholarship Academy</a></li> <li>• <a href="#">UNCF</a></li> <li>• <a href="#">Urban League of Greater Atlanta</a></li> <li>• <a href="#">United Way of Greater Atlanta</a></li> <li>• <a href="#">Year Up</a></li> </ul> |
| <b>Progressing</b> | Engage in mentorship opportunities with organizations that focus efforts on Black youth. Encourage employees including leadership to join. Consider becoming a corporate sponsor and having employees volunteer and serve in more public capacities  | <ul style="list-style-type: none"> <li>• <a href="#">100 Black Men of Atlanta Project Success</a></li> <li>• <a href="#">Boys &amp; Girls Clubs of Metro Atlanta</a></li> <li>• <a href="#">Next Generation Men &amp; Women</a></li> </ul>   |
|                    | Offer pathways for students who are in the early phases of their college journey to gain beginning experiences by offering short term internships, professional mentorships, and job shadowing opportunities for Black youth   | <ul style="list-style-type: none"> <li>• <a href="#">CASE Studies: Internships for Experience</a></li> <li>• Case Study- <a href="#">Agnes Scott College SCALE Program</a></li> <li>• <a href="#">GSU Career Services</a></li> <li>• <a href="#">Intern Navigator</a></li> <li>• <a href="#">Why Year-Round Internships Are A Smart Idea</a></li> <li>• <a href="#">100 Black Men of Atlanta Career Pipeline</a></li> </ul>  |
|                    | Join and invest in regional organizations that support Black youth in their K-12 education into post-secondary. Focus on organizations that have deep involvement with K-12 schools and higher education and include organizations with community involvement. Focus on organizations that include financial counseling and FAFSA completion in their work | <ul style="list-style-type: none"> <li>• CNBC- <a href="#">Why FAFSA is important</a></li> <li>• Hands On Atlanta- <a href="#">Americorps</a></li> <li>• <a href="#">Keeping PACE</a></li> <li>• <a href="#">Learn4Life</a></li> </ul>   |
| <b>Leading</b>     | Offer tuition reimbursement for employees  | <ul style="list-style-type: none"> <li>• Case Study- <a href="#">Chipotle</a></li> <li>• <a href="#">How to advance your benefits package with tuition reimbursement</a></li> </ul>  |
|                    | Join the boards of local organizations that support educational achievement and success for Black youth and recruit other companies and organizations to join  | <ul style="list-style-type: none"> <li>• <a href="#">ACHIEVE Atlanta</a></li> <li>• <a href="#">Hands on Atlanta</a></li> <li>• <a href="#">Junior Achievement</a></li> <li>• <a href="#">Learn4Life</a></li> </ul>  |
|                    | Advocate for state-sponsored need-based aid / gap funding to support low-income students completing college, increased funding for broadband infrastructure, and for increased federal funding of PELL grants for students   | <ul style="list-style-type: none"> <li>• <a href="#">Georgia Business Leaders United</a></li> <li>• <a href="#">How Georgia is tackling broadband access</a></li> <li>• <a href="#">How Pell Grant Pay for College</a></li> <li>• <a href="#">Metro Atlanta Chamber</a></li> </ul>   |



# **WORKFORCE DEVELOPMENT**



## WORKFORCE DEVELOPMENT ACTIONS AND RESOURCES (1/2)

| Tier               | Key Actions Menu   | Key Resources   |
|--------------------|--|---|
| <b>Emerging</b>    | Establish a thorough understanding of inequity, racism and how structural systems perpetuate disparities, and review internal systems through an equity lens   | <ul style="list-style-type: none"> <li>• ATL Action for Racial Equity- <a href="#">Corporate Policies Playbook</a></li> </ul>   |
|                    | Establish Dependent Care Assistance Plans (DCAP), a Flexible Spending Account (FSA) for child care, as part of employee benefits package available to all employees  | <ul style="list-style-type: none"> <li>• <a href="#">GEEARS Business Toolkit</a></li> </ul>   |
|                    | Partner with workforce training providers and community-based organizations to identify and leverage transferable skills of displaced workers to fulfill hiring needs. Provide wrap-around services to increase retention  | <ul style="list-style-type: none"> <li>• <a href="#">What is skills matching?</a></li> <li>• SHRM- <a href="#">Addressing the Skills Gap</a></li> <li>• Edutopia- <a href="#">How to partner with your local University</a></li> </ul>  |
|                    | Partner with colleges and universities, workforce training providers and community-based organizations to identify and leverage transferable skills of displaced workers to fulfill hiring needs. Focus partnerships on organizations that provide wrap-around services to increase retention such as training, coaching, mentoring, transportation, child care, and other vital services  | <ul style="list-style-type: none"> <li>• <a href="#">CFO</a></li> </ul>   |
|                    | Provide company-sponsored vanpools and subsidize transportation costs for hourly workers   | <ul style="list-style-type: none"> <li>• Glassdoor- <a href="#">9 Companies Offering Commuter Benefits</a></li> </ul>   |
| <b>Progressing</b> | Pay at least a livable wage for the typical family size of your workforce based on the MIT Living Wage Calculator, keeping in mind the livable wage changes by family size   | <ul style="list-style-type: none"> <li>• MIT- <a href="#">Living Wage Calculator</a></li> <li>• <a href="#">United for ALICE</a></li> </ul>   |
|                    | Partner with education and training providers to develop programs focused on high-demand skills and competencies, provide input on changes in skills requirements and business needs, implement tailored apprenticeships, share hiring and retention data with partners to evaluate effectiveness of training and supports, and design assessment methods to identify quality internal and external applicants without college degrees | <ul style="list-style-type: none"> <li>• Harvard Business School- <a href="#">Dismissed by Degrees</a></li> <li>• Metro Atlanta Exchange for Workforce Solutions- <a href="#">Training Provider Portal</a></li> <li>• Metro Atlanta Industry Partnership- <a href="#">Sector Partnerships</a></li> <li>• SHRM- <a href="#">Eliminating Degree Requirements</a></li> </ul> |
|                    | Revise job descriptions to focus on skills and competencies rather than specific credentials whenever possible. Eliminate unnecessary screening barriers for job applicants – credit checks, criminal background checks, or driver’s license – when not relevant to the job function   | <ul style="list-style-type: none"> <li>• JP Morgan- <a href="#">Giving People with Criminal Backgrounds a Second Chance</a></li> <li>• LinkedIn- <a href="#">Why Skills-Based Hiring Starts with Your Job Description</a></li> <li>• National Fund- <a href="#">Advancing Workforce Equity in Dallas and Collin Counties</a></li> </ul>                                   |
|                    | Adopt policies to give workers, including hourly employees, more flexibility in managing their work time, including telecommuting and scheduling flexibility   | <ul style="list-style-type: none"> <li>• Forbes- <a href="#">How to Provide Flexible Work Opportunities to Parents</a></li> </ul>   |
|                    | Implement a mentorship program for employees with mentors being outside the reporting structure of the mentees, and task senior-level employees with sponsoring Black employees within the organization  | <ul style="list-style-type: none"> <li>• Diversity Inc.- <a href="#">Mentors vs. Sponsors</a></li> <li>• Forbes- <a href="#">How to Build an Effective Employee Mentoring Program</a></li> </ul>  |
|                    | Identify the jobs within your organization that are at risk of automation, impacted by new technologies, and have the most to gain from upskilling   | <ul style="list-style-type: none"> <li>• Strategy+Business- <a href="#">A Strategist’s Guide to Upskilling</a></li> </ul>   |

## WORKFORCE DEVELOPMENT ACTIONS AND RESOURCES (2/2)

| Tier        | Key Actions Menu   | Key Resources   |
|-------------|--|---|
| Progressing | Partner with local workforce agencies to implement incumbent worker training programs that lead to advancement   | <ul style="list-style-type: none"> <li>• <a href="#">ATL Works</a></li> </ul>   |
|             | Advocate for greater public investments in child care, affordable housing, education, post-secondary education, adult education, healthcare, and transportation to benefit low-wealth populations/workers  | <ul style="list-style-type: none"> <li>• <a href="#">Business Leaders United for Workforce Solutions</a></li> <li>• <a href="#">Georgia Early Education Alliance for Ready Students</a></li> </ul>  |
|             | Advocate for effective workforce policies that increase access to employment (i.e. expanding record restriction or increasing alignment between education and workforce)   | <ul style="list-style-type: none"> <li>• <a href="#">Business Leaders United for Workforce Solutions</a></li> <li>• <a href="#">Georgia Justice Project</a></li> </ul>  |
| Leading     | Support working parents by helping mitigate child care challenges – offer on-site or near-site child care for employees; provide access or offset the cost of emergency back-up child care; subsidize child care costs for employees   | <ul style="list-style-type: none"> <li>• Atlanta Magazine- <a href="#">On-site Daycare at Atlanta Companies</a></li> <li>• Georgia State University- <a href="#">Subsidized Child Care</a></li> </ul>   |
|             | Implement an employer-assisted housing program through housing cost wage assessments, rental or down-payment assistance, homeownership classes and workplace financial literacy and financial wellness programs that help employees save toward goals  | <ul style="list-style-type: none"> <li>• Federal Reserve Bank of Atlanta- <a href="#">Special Briefing: Atlanta-Area Eviction Filings Hit Low-Income, Minority Neighborhoods</a></li> <li>• Housing Matters- <a href="#">When Employers Help with Housing, Winners Emerge</a></li> </ul>  |
|             | Transform existing low-wage jobs into high-quality jobs by providing benefits to all workers, including healthcare, paid sick time, paid family leave, unemployment and retirement benefits  | <ul style="list-style-type: none"> <li>• Good Job Institute- <a href="#">Good Jobs Scorecard</a></li> <li>• <a href="#">The Good Jobs Strategy</a></li> </ul>   |
|             | Improve job quality for front-line workers by implementing a quality job design framework  | <ul style="list-style-type: none"> <li>• National Fund- <a href="#">Job Design Framework</a></li> </ul>   |
|             | Create career pathways for entry-level and hourly workers that lead to higher-paid positions by implementing an experience-based job progression model that combines experience with training to move employees to progressively better jobs. Ensure awareness of career pathways through transparent promotion and provide supports (i.e. mentorship, coaching, training) to progress along the pathway | <ul style="list-style-type: none"> <li>• FSG- <a href="#">Advancing Frontline Employees of Color</a></li> <li>• McKinsey &amp; Co.- <a href="#">Job Progressions Tool: Bringing job insights to the front line</a></li> <li>• Rework America Alliance- <a href="#">Unlocking Experience-based Job Progressions for Millions of Workers</a></li> </ul> |
|             | Invest in training of workers at all career levels, providing incentives, paid time, and on-site space to workers so they can participate in learning opportunities  | <ul style="list-style-type: none"> <li>• FSG- <a href="#">Investing in Entry-Level Talent</a></li> </ul>  |



## KEY METRICS

**We are in the process of building out a series of questions that will be provided to every company signing on to ATL Action for Racial Equity. At a high level, our approach will aim to capture top line data regarding our business community's efforts to advance racial equity. To the extent possible, our approach will include questions that speak to efforts in Atlanta and are binary in their phrasing.**

**For example:**

- Do you survey your employees to understand barriers to accessing high-quality, affordable child care and the need and/or desire for expanded family benefits or flexibility (e.g., child and dependent care support)? Y/N
- Does your organization host career opportunities for students from Title I or majority Black K-12 schools in metro Atlanta? Y/N
- Has your company engaged or encouraged employees to volunteer in mentorship opportunities with organizations that focus efforts on Black youth? Y/N

Company data will not be shared publicly; however, the information you provide may be shared in an aggregated form representing all companies participating in the initiative. Data will be collected on an annual basis. If you would like to participate in our metrics planning process, email [atlactionforracialequity@macoc.com](mailto:atlactionforracialequity@macoc.com).



# ATL ACTION FOR RACIAL EQUITY FAQS

## 1. What about other under-represented groups? How does this effort intersect with our broader commitment to diversity, equity and inclusion?

- The groundwork and deep dive on data that we have done to date shows that a clear and surgical strategy targeting the Black population is necessary if we are to truly move towards undoing the ills of systemic racism in our community. This effort is a reflection of that assessment and also acknowledges the diversity and intersectionality that exists within our Black population.
- In addition to powering the ATL Action for Racial Equity, the Metro Atlanta Chamber continues to execute efforts that target the broad scope of diversity — across gender, race, ethnicity, sexual orientation, and other identities — and expects that our business community will do the same. In addition, many of the actions included in our playbooks can be used to close disparity gaps that impact other under-represented groups.
- Worth noting, we recognize that a surgical approach is necessary to solve for the major challenges many under-represented groups face and may sequence efforts targeting additional demographics into this work over time. It's a journey.

## 2. When signing on to ATL Action for Racial Equity, am I committing my company to following EVERY action in the playbook?

- No, we understand that each organization must take an approach that is realistic and fits with their own priorities and capabilities for the year. However, we encourage each company to act on as many items in the playbook as possible for maximum collective impact.

## 3. When can I review the playbooks?

- All the playbooks are available for review [here](#).
  - Playbook 1 – Corporate Policies
  - Playbook 2 – Inclusive Economic Development
  - Playbook 3 & 4 – Education and Workforce Development
- Participating organizations will self-select the actions that are most appropriate for them based on their stage in the DEI journey.

## 4. If my company operates nationally or even globally, is there a requirement that these actions be implemented across our full operations (ie. in other states, other countries, etc.)?

- No, ATL Action for Racial Equity is committed to moving the needle beginning in our own region and the 29 counties that the Metro Atlanta Chamber serves. See a map of metro Atlanta [here](#).

# ATL ACTION FOR RACIAL EQUITY FAQS

## **5. What if my company is already implementing some or all of the actions?**

- This is great! The playbook is designed to inspire collective impact. Our vision is that a majority of our business community can align on key actions and move the needle together in a meaningful way.

## **6. Does my CEO have to sign on to the initiative?**

- We believe that commitment from the top is important. It is our preference that your company's commitment to ATL Action for Racial Equity comes with a personal commitment from your CEO; however, some companies have had local leadership or chief diversity officers sign on.

## **7. What is the confidentiality process regarding the measurement of company data shared in the annual survey?**

- We will include a confidentiality statement stating who will have access to the data and how it will be reported. So that we can gather feedback-both positive and constructive- and analyze the results in detail, we decided to partner with Kanarys, an independent third party, to conduct this survey. To ensure confidentiality, Kanarys will never identify individual participant responses to anyone at a particular company.

## **8. How will the annual survey data be shared?**

- All individual responses will be collected by Kanarys and will be kept strictly confidential. Your organization will receive a summary of responses in aggregate form. In addition, the survey is encrypted using SSL technology to ensure that only Kanarys can capture the survey results.

## **9. What is the purpose and impact of the annual survey?**

- The purpose and impact of the annual survey is to provide a data reference point to highlight the action steps our committed companies have taken towards closing the racial equity. The survey will give us insight into what's working and what needs to be adjusted for this effort to consistently keep racial equity a top priority with Metro Atlanta business community.
- Worth noting, we recognize that a surgical approach is necessary to solve for the major challenges many under-represented groups face and may sequence efforts targeting additional demographics into this work over time. It's a journey.