

Module 3: Retention and Engagement

Action Plan

This action plan will support you as you establish sustainable and inclusive hiring practices in your organization.

Part 1: Strategy Selection

Select **one** of the following strategies that you would like to accomplish within your organization. Be mindful of the resources available to you to accomplish this and select a strategy that feels realistic. You can always return to this process to create a plan for additional strategies.

Short-Term Strategies

Time Investment	Moderate
Who can implement	Individuals
Financial Investment	None

- Create Employee Resource Groups for the students and new professionals within your organization
- Consider a special project that you haven't been able to get to. Plan out the details of this project and consider who might be able to support you in completing it by considering if it aligns with the goals of any of your student colleagues or new professionals.
- Develop an ERG to practice holding inclusive conversations using the 8 elements introduced in this module

Medium-Term Strategies

Time Investment	Moderate
Who can implement	Collegial or departmental support may be required
Financial Investment	None to Low

- Draft and propose a learning and development budget for your unit/department/organization
- Identify a core problem your organization is trying to solve and host a 'hack day' to work on the problem collectively. Plan and facilitate all aspects of this event
- Establish a set of effective and accessible meeting practices for your organization or department and implement them in your next few meetings. This might include activating closed captioning regularly, creating a system for notetaking, or providing transcripts afterward.

Long-Term Strategies

Time Investment	Substantial
Who can implement	Departmental or organizational culture change required
Financial Investment	Moderate to High

- Connect with Senior Leadership to develop a mentorship program within your organization
- Research career advisors or coaches that might support your employees
- If you are a Senior Leader, review and assess your organization's policies on flexibility in the workplace in alignment with this module and propose potential changes at the organizational level
- If you are a Senior Leader, review and assess your organization's policies on compensation and benefits in alignment with this module and propose potential changes at the organizational level

Part 2: Reflection

Why did you select this strategy? How would it be of value to your organization's efforts towards equitable and inclusive retention and engagement?

PART THREE: Creating an Action Plan

What would 3 major phases in accomplishing this strategy be?

What would 1-2 key milestones be in each of these phases?

Phases	Milestones
Phase Example: Offer a more expansive range of accommodations through the hiring process for equity-deserving students	Milestone 1: Confirm list of accommodations with your organizational head
	Milestone 2: Allocate budget for accommodations within recruitment processes
Phase 1:	Milestone 1:
	Milestone 2:
Phase 2:	Milestone 1:
	Milestone 2:
Phase 3:	Milestone 1:
	Milestone 2:

Small Actions

Let's break this down further. What **2-3 small actions** could you take right now towards achieving **one** of your milestones outlined above?

Example: Research accommodations for both online and in-person workplaces that would be useful throughout the hiring process and compile a list of accommodations you might offer to candidates.

Small Action 1	
Small Action 2	
Small Action 3	

Who might support you and this process?

Example: Colleagues on the HR team, department head, etc.

What additional resources would you need (e.g. money, time)?

Be specific.

Part 4: Future Actions

Begin with the small actions you outlined above until you have accomplished **one** milestone. Then, continue to break each milestone down into small, actionable items that you can achieve, eventually completing each phase. Start small and work towards incremental change at the level that aligns with your role in the organization.