

# Engaging Hourly Employees in Employee Resource Groups

## Why is it important to engage hourly employees in ERGs?

- Low pay and limited training and development opportunities contribute to poor retention in retail settings.
- US unemployment is down, which has increased the competition for hourly workers in retail and other industries.
- Hourly workers are often isolated and cut off from salaried employees and managers.
- Lack of flexibility and not enough work hours are big drivers of turnover in the hourly workforce.

## Challenges to Hourly Employee Participation in ERGs

- Retail-based structure and wide geographic spread makes it difficult to engage hourly employees and sustain their involvement in diversity and inclusion (D&I) initiatives.
- The voluntary nature of employee resource groups (ERG) means hourly workers are often not paid for the time they dedicate to the group.
- Turnover leaves ERG leaders having to continuously restart the process of engaging new employees.

## General Strategies to Reach Hourly Employees

- Provide hourly employees a set number of hours they can tap into to participate in D&I events and ERG activities:
  - Prerequisites for using those hours may require that the hourly worker is in good standing and has met or exceeded performance goals
  - Employees may be required to provide managers with advance notice to ensure coverage
  - Managers may reserve right to deny or cancel approval if there is not sufficient coverage in employee's absence.
- Establish goals and measures related to hourly employee participation in D&I and ERG activities as part of performance evaluation.
- Provide coaching and guidance to hourly employees to foster an understanding and appreciation of how D&I involvement impacts career development and overall business outcomes.
- Make D&I part of the employee development process by providing ongoing opportunities for training and development and mentoring.
- Leverage employee participation and experience in D&I and ERG activities to develop diverse talent and prepare the next generation of company leadership.
- Ensure D&I events and ERG activities provide opportunities for cross-functional leadership, cross-functional project planning, and community engagement.

## Find Innovative Ways to Connect

### Quick Stats

- 8 in 10 of US hourly employees carry smartphones.
- 7 in 10 own some sort of tablet.
- 8 in 10 are on Facebook; nearly 50% are on Twitter and Instagram, and
- 32% use LinkedIn.

Sources: 2015 Report by Red e App and Edison Research

## Hourly employees are 'connected' and tech savvy – just not in the workplace

- Most US hourly workers are disconnected from corporate laptops and applications.
- Only half have a company email account.
- 37% of hourly workers report their employer communicates policies and procedures via their personal email account; 15% via text message, and 16% via Facebook groups.

## One approach: CVS/Pharmacy

- The company established a library of resources that include presentations, flyers, and step-by-step guidelines that outline every aspect of the CRG (Colleague Resource Groups) program, from business-plan templates, to member roles, to communication forms.
- The company intranet hosts a calendar of CRG events which are open to all employees, including hourly workers.
- An all-colleague newsletter regularly communicates the benefits of CRGs.
- Closed-circuit TVs in corporate offices display CRG key messages.
- Posters in each of CVS' 7,600 stores nationwide display information about CRGs.
- In-store posters also have QR codes which hourly employees can scan with their smartphones, directing them to a site where they can get more information about CRGs and how to get involved.